

# **ATTACHMENTS**

**UNDER SEPARATE COVER** 

Ordinary Council Meeting
Tuesday, 28 November 2023

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# Monthly Operational Report – October 2023

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

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

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

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

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

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

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

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

- 1.Strategic direction and planning
- 2. Corporate relations & inter-governmental affairs
- 3. Corporate planning and reporting
- 4. Workforce planning
- 5. Workforce culture
- 6. Workforce performance 7 Business Intelligence
- 8. Corporate communications
- 9.Legal services
- 10.Procurement & Tendering
- 11.Internal audit
- 12. Business continuity and risk
- 13. Disaster / emergency management
- 14. Workplace Health & Safety
- 15.Community services
- 16.Tourism
- 17.Arts and Culture
- 18.Library's
- 19. Community Grants
- 20.Sponsorship
- 21.Economic Development
- 22.Road safety & Traffic Committee 23. Community & Corporate Buildings
- 24.Community buildings hire
- 25.Community events
- 26.Community engagement
- 27. Media, branding, marketing, and communications

- 28. Social media & website
- 29.Customer services
- 30. Sport and recreation (passive & active)
- 31.Aquatic
- 32. Open Space Amenities
- 33.Feral pests
- 34.Tree management
- 35. Street and public domain lighting
- 36.Place (public domain)
- 37.Information and knowledge management
- 38. Underground Petroleum Storage Systems
- 39.Information technology and communications
- 40.Land and mapping information
- 41. Business systems / solutions technology 42. Financial planning and management
- 43. Human resources Management
- 44. Workers Compensation
- 45. Project Management Office
- 46.Depot, store, fleet, plant & equipment
- 47 Assets Management
- 48.Business support
- 49.Civic 50. Governance Land use planning
- 51 Urban design
- 52.Land use data management & mapping
- 53.Land use reporting 54.Heritage

- 55.Regulating premises
- 56.Assessment
- 57.Built form compliance.
- 58.Environmental regulation
- 59.Public health
- 60.Noxious plants
- 61.Roads & footpath enforcement 62.Illegal dumping
- 63. Domestic animal management 64. Transport (roads, bridges and airstrip)
- 65. Water supply, filtering and distribution
- 66.Sewer
- 67. Waste management and recycling
- 68.Storm water
- 69.Natural waterways
- 70. Property investments/divestments
- 71.Private works
- 72.Cemeteries
- 73.Quarries
- 74. Cycleways, paths, and footpaths
- 75. Crown lands (including Native Title)
- 76. Caravan Parks
- 77.Commercial Leases

# Monthly Operational Report – October 2023

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

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

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

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

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

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

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

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

### CONCLUSION

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

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

Terry Dodds, PSM
Chief Executive Officer

# Monthly Operational Report – October 2023

**Civic Office** 

### PART A: Section Accountabilities and Team Roles

### **CEO – Terry Dodds**

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.

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.

Organisation Culture: Lead a positive change in organisational culture.

Financial Sustainability: Provide advice to council regards financial sustainability that aligns with the IP&R Framework.

Economic Development: Strategise with Council on how to bring industries of the future, and subsequently improve the demographic spread, to our communities.

Lifestyle Improvements: Maintain or improve the overall amenity of our towns, villages, and facilities (within budgetary constraints).

Governance: Manage the overall governance of council as per the LG Act; business systems, policies, audits, and external parties.

Project Management: Oversee project management disciplines and provide advice to council on risk.

Accountability Framework: Continually develop and monitor the framework, its integration, and reporting.

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).

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.

### Manager People - Rod Schubert

The overall focus of Human Resources is not a thing we do in the business. It is the thing that runs our business.

HR - High Level focus areas

- 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

### Manager Community Engagement – Zoe Croft

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.

Provide an internal Community engagement service to all portfolios of Council (assist in the development and implementation of engagement plans)

Development and delivery of community education programs across all portfolios, to schools and community groups

Ongoing development and management of Council's Your Say platform (Community Engagement platform)

### Manager Organisational Development – VACANT

This is a dedicated role that supports the MRC team by working ON the Business rather than IN the business.

The Manager Organisational Development impacts the Organisational Climate by influencing the culture and business disciplines.

Specifically, the role will implement tools and initiatives to support the 8 business drivers of

- Purpose
- Alignment
- Clarity
- Trust (Empowerment)
- Measurement
- Manage
- Improve
- Celebrate.

The role will build relationships across all areas of the MRC, working closely with Manager of Business Intelligence, Manager People, and all other leaders.

### Examples:

Delivery of the Accountability Framework and on-going support

**Monthly Operational Report** 

Voice Project, Surveys and Working Parties

Navigator Implementation

# Monthly Operational Report – October 2023

**Civic Office** 

| Accou | ntabilities                                   |
|-------|-----------------------------------------------|
| SBPO  | Accountability                                |
| S     | Community Engagement and Communication        |
| S     | Civic Events, including Elections             |
| S     | Councillors                                   |
| S     | WHS and Staff Wellbeing                       |
| S     | Community Strategic Plan                      |
| S     | Workcover and RTW                             |
| S     | Intergovernmental Relations                   |
| S     | 3D Printing                                   |
| S     | Emergency Management Planning and Response    |
|       | (LEMO)                                        |
| S     | Human Resources                               |
| S     | Workforce Initiatives                         |
| В     | Intergovernmental Relations                   |
| В     | Councillors                                   |
| В     | Civic Events                                  |
| В     | Election Coordination                         |
| В     | Emergency Management Response and Planning as |
|       | per Consequence Management Plans (LEMO)       |
| В     | Mayoral Revenue Taskforce                     |
| Р     | 4 Year Strategic Plan                         |

| SBPO | Accountability                                    |
|------|---------------------------------------------------|
| В    | Talent Management                                 |
| В    | Employment Law                                    |
| В    | Training, Development and Mandatory               |
|      | Competencies                                      |
| В    | Workcover & RTW                                   |
| В    | Volunteer Program                                 |
| В    | Workforce Performance                             |
| В    | Onboarding and Induction                          |
| В    | WHS Programs                                      |
| В    | Succession Planning                               |
| В    | Staff Professional Registrations/Accreditations & |
|      | Membership                                        |
| В    | Employee Relations                                |
| В    | Recruitment and Selection                         |
| В    | Reward and Recognition                            |
| В    | Remuneration Management                           |
| В    | Uniforms                                          |
| В    | Staff Education                                   |
| В    | Industrial Relations                              |
| В    | Dispute Resolution                                |
| В    | Staff Health and Wellbeing                        |
| 0    | Staff Health & Wellbeing                          |
| 0    | Uniforms                                          |

| SBPO | Accountability                        |
|------|---------------------------------------|
| В    | External Communications Development & |
|      | Management                            |
| В    | Internal Communication                |
| В    | Council Branding & Corporate Image    |
| В    | Community Engagement                  |
| В    | Website and Intranet                  |
| В    | Social Media                          |
| В    | Community Education                   |
| Р    | Strategic Planning                    |
| Р    | Social Media                          |
| Р    | Community Education                   |
| Р    | Community Engagement                  |
| 0    | Your Say Website                      |
| 0    | Community Strategic Plan              |
| 0    | MRC Community Stakeholder Engagement  |
| 0    | Community Education                   |

Accountabilities

| Accou | ntabilities                            |
|-------|----------------------------------------|
| SBPO  | Accountability                         |
| В     | Workforce Culture                      |
| В     | Workforce Planning                     |
| В     | Accountability Framework               |
| В     | Monthly Operating Report               |
| В     | Corporate Change Management            |
| 0     | Corporate Change Management Advice and |
|       | Support                                |
| 0     | Monthly Operating Report Deliver       |
| 0     | Accountability Framework               |
| 0     | Integrated Planning and Reporting      |
| 0     | Workforce Culture                      |

# 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.

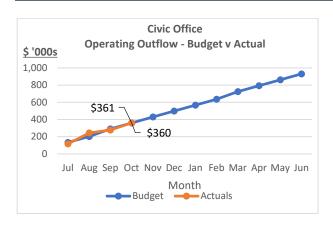
| 4 Year Delivery Program<br>2023-2026 | Deliver,<br>Partner, | Performance Measure                         | Responsible<br>Officer |          | Ye       | ear      |   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
|--------------------------------------|----------------------|---------------------------------------------|------------------------|----------|----------|----------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                                      | Advocate             |                                             |                        | 1        | 2        | 3        | 4 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| Theme 2 – Goal 2 – Con               | tinue to be a        | trusted and ethical leader that leads by ex | kample                 | •        |          | •        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| 2.5 – Leadership that is t           | trusted, capa        | ble and collaborative                       |                        |          |          |          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| Develop and implement                | Partner,             | (DP 2.5.2) Partnering with community and    | B: CEO                 | <b>~</b> | <b>~</b> | <b>~</b> | ~ | (Refer to June 2022 MOR for 2021/2022 updates).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| a Corporate Strategy.                | Advocate             | businesses to achieve positive community    | O: CEO                 |          |          |          |   | Liaison with Campaspe Shire Council to facilitate the fifth (5th) Cross-Border Councillor Meeting which will focus on digitalisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| (S CEO)                              |                      | outcomes                                    |                        |          |          |          |   | 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. Business case completed.  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. | • |

# Monthly Operational Report – October 2023

**Civic Office** 

|                                                                                                          | Deliver              | (DP 2.5.4) Define internal and external services and responsibilities of what Councils is and is not responsible for.                  | B: CEO<br>O:MCE           | <b>~</b> | ~     |          |          | Completed 2012/2022: see CSP (with amendments).                                                                                                                                                                                                                                                                                                                                                                                                | • |
|----------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------|-------|----------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Theme 4 – Goal 2 – Fost<br>4.5 – Indigenous Recogn                                                       |                      | op strategy to recognise and celebrate our                                                                                             | rich heritage a           | nd inc   | digen | ous c    | ultu     | re (in partnership with community)                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| Collaborative agreements with local indigenous nations developed (S CEO)                                 | Deliver,<br>Partner  | (DP 4.5.3) Develop and implement a<br>Council Reconciliation Plan that increases<br>indigenous recognition though Council<br>practices | B: CEO<br>P: MP<br>O: HRC | ~        | ~     | ~        |          | (Refer to June 2022 MOR for 2021/2022 updates on employment strategy and delivery). Phase 2 yet to commence.                                                                                                                                                                                                                                                                                                                                   | • |
| •                                                                                                        |                      | ogies to forecast possible future opportunit                                                                                           | ties.                     |          |       |          | <u> </u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| 7.4 – Improve Housing A                                                                                  | 1                    | [ (22 - 24) 24                                                                                                                         | 2.050                     | 1 4      |       |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Advocate for changes to<br>BCA and Australian<br>Standards to Permit 3D<br>printed dwellings.<br>(S CEO) | Deliver,<br>Partner  | (DP 7.4.1) Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.                      | B: CEO<br>O: CEO          |          |       | <b>~</b> |          | (Completed. Refer to June 2022 MOR for 2021/2022).                                                                                                                                                                                                                                                                                                                                                                                             |   |
| Theme 7 – Goal 2 – Exp<br>7.5 – Enable Smart Agricul                                                     |                      | ogies to forecast possible future opportunit                                                                                           | ties                      |          |       |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                | • |
| 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<br>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. | • |
|                                                                                                          | nitor and asso       | ess emerging global technology trends                                                                                                  |                           | 1        |       | <u>I</u> |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| 7.12 – Be prepared to le                                                                                 | everage emer         | ging technologies for Economic & Commun                                                                                                | ity Developmen            | t        |       |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Air Taxis (S CEO)                                                                                        | Advocate             | (DP 7.12.1) Monitor the likely development of air taxis as an emerging mode of transportation.                                         | B: CEO<br>O: DCED         | ~        | ~     | ~        | <b>~</b> | 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.                                                               | • |
| Autonomous Vehicles (S CEO)                                                                              | Partner,<br>Advocate | (DP 7.12.2) Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).            | B: CEO<br>O:MF            |          |       | <b>~</b> | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
|                                                                                                          | Deliver              | (DP 7.12.3) Develop a Promotion and<br>Advocacy Strategy for Autonomous<br>Vehicles to deliver when required                           | B: CEO<br>O:MPFS          |          |       | ~        | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |

# PART C: Financial Outcomes



# Monthly Operational Report – October 2023

**Civic Office** 

| DADE | _  | <b>.</b> | C     |
|------|----|----------|-------|
| PART | D: | Project  | Statu |

Phase 2 of the Sustainable MRC project update: representatives sought from council's 355 Committees to use to help guide.

# PART E: Business as Usual

## PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| С | ate | Customer Compliant | Action Undertaken |  |
|---|-----|--------------------|-------------------|--|
|   |     |                    |                   |  |

### Risk Management

| Date<br>Updated | Risk Details | Existing Controls/Challenges | Required Actions |  |
|-----------------|--------------|------------------------------|------------------|--|
|                 |              |                              |                  |  |

### Council resolutions completed

| Meeting                      | Subject                                                         | Resolution Number                  | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Officer | Status |
|------------------------------|-----------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------|
| Council 24/10/2023           | Rememberance Day Services - 11 November 2023                    | 031023                             | <ul> <li>RESOLUTION 031023</li> <li>Moved: Cr Thomas Weyrich</li> <li>Seconded: Cr Nikki Cohen</li> <li>1. That the Mayor, or a representative, attend and lay a wreath at the Remembrance Day Service in Mathoura at the War Memorial, Soldiers Memorial Gardens on Saturday 11 November 2022, commencing at 10:45am.</li> <li>2. That the Mayor, or a representative, attend and lay a wreath at the Cenotaph, Kerrabee Soundshell Moama on Saturday 11 November 2022, commencing at 11 am.</li> </ul> |         |        |
| 13 Nov 2023 1:27pm Leyonhj   | elm, Lindy                                                      |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |        |
| Cr Crawley attended the Moa  | ma Service & Cr Weyrich attended Mathoura Service. Wreaths w    | ere ordered & layed at each of the | Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |        |
| 13 Nov 2023 1:29pm Leyonhj   | elm, Lindy - Completion                                         |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |        |
| Completed by Leyonhjelm, Lir | ndy (action officer) on 13 November 2023 at 1:29:06 PM - comple | ted                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |        |

| Meeting            | Subject                                                                      | Resolution Number | Resolution        | Officer           | Status |
|--------------------|------------------------------------------------------------------------------|-------------------|-------------------|-------------------|--------|
| Council 24/10/2023 | Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports | 041023            | RESOLUTION 041023 | Leyonhjelm, Lindy |        |

# Monthly Operational Report – October 2023

**Civic Office** 

Moved: Cr Neil Gorey

Seconded: Cr Geoff Wise

That the Council resolve to receive and note the status of previous resolutions of Council (in open and closed Council) contained in the Monthly Operation Report including the Resolution Tracker Reports.

CARRIED

13 Nov 2023 1:27pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy (action officer) on 13 November 2023 at 1:27:48 PM - completed

Council resolutions outstanding within 3 months

| Meeting                                                      | Subject                                                                          | Resolution Number | Resolution                                                                                                                                                                                                                                                               | Officer    | Status |
|--------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| Council 24/10/2023                                           | 2022-26 Delivery Program requests for change October<br>2023 (Year 2 of Program) | 021023            | RESOLUTION 021023  Moved: Cr Neil Gorey  Seconded: Cr Ann Crowe  That That Council endorse the recommended changes to the 2022-2026 Delivery Program as identified in the attached table and subsequent changes in the 2022-2032 Community Strategic Plan (if required). | Croft, Zoe | •      |
| 13 Nov 2023 2:23pm Croft, Zoe  DP amendments have been place | ed on display for 28 day consultation as per the IP&R framework re               | quirements        | CARRIED                                                                                                                                                                                                                                                                  |            |        |

Council resolutions outstanding outside 3 months

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

Transgrid.

As reported in last month's Monthly Operational Report, Council presented to the Legislative Assembly's enquiry into the Feasibility of undergrounding the transmission infrastructure for renewable energy projects.

https://www.parliament.nsw.gov.au/lcdocs/submissions/80723/0299%20Murray%20River%20Council.pdf

In hindsight and a fair degree of predictability, the inquiry appears to have been orchestrated to solely give the impression that our representatives listened to our concerns, with much bravado, raised eyebrows, and violent nodding at the hearing.

The result, as reported by the Riverine Grazier, below.

Monthly Operational Report – October 2023

**Civic Office** 

Wednesday September 13, 2023

# Powerline inquiry findings spell disaster for region

TransGrid's VNI West project will see massive overhead power lines cutting through small communities and farms in the Riverinand Murray Electorate, following a report from a NSW Parliamentary inquiry last week

The Upper House inquiry was considering if these power lines should be put underground. However, in its decision today the inquiry has recommended against this, falling in line with the wishes of Premier Chris Minns.

Member for Murray, Helen Dalton, has slammed the inquiry's recommendations, arguing that key evidence has just been ignored.

"We all know the by overground power."

"Even before this inquiry began, Chris Minns had already said on Sydney radio that under-

TransGrid's VNI West project will see mas- grounding these power lines would be too expen-

"Now we have an inquiry report that recommends exactly what the Premier wanted all along. International best practice shows these power lines must be put under the ground."

Bruce Mountain, of the Victorian Energy Policy Centre have labelled the proposed VNI West project, with its overground power lines, a natural disaster magnet.

"We all know the dangers of bushfires caused by overground power lines," Mrs Dalton said.

"They start fires, and what's more, fire-fighting rules say that fires cannot be fought in areas have been in their families for generations."

where these power lines are situated.

"Are we seriously meant to sit back and watch our farms burn?

"Overhead power lines also destroy productive agricultural land.

"They make it dangerous for light aircraft and are a scar on rural landscapes. Not only that, many environmental groups object to overground power lines also.

"The unspoken threat of this project is that land will be acquired at the point of a gun through compulsory acquisitions if agreements for purchase can't be reached with affected farmers, some of whom farm on properties that have been in their families for generations."

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

The VNI West Transmission line and the Federal Government's stance on the 450 Gigalitre water buy back remain a high risk to Murray River Council. Council will supply a representative on the western liaison group.

# Monthly Operational Report – October 2023

# Community Engagement and Communication

# PART A: Section Accountabilities and Team Roles

|         | ager Community Engagement – Zoe C               |            | Comm                                         | nunications Coordinator                              |        |  |  |  |
|---------|-------------------------------------------------|------------|----------------------------------------------|------------------------------------------------------|--------|--|--|--|
| The te  | eam will become a one-stop-shop for all t       | hings      | The co                                       | ordinator is responsible for communicatin            | ng wit |  |  |  |
| relate  | d to the engagement and education of o          | ur         | our community.                               |                                                      |        |  |  |  |
| comm    | unity. They will also focus on communica        | ating with | Provide                                      | e an avenue for all media enquiries (interr          | nal an |  |  |  |
| the co  | ommunity.                                       | externa    | al)                                          |                                                      |        |  |  |  |
| Provid  | le an internal Community engagement se          | Comm       | unication support to all portfolios includin | ng                                                   |        |  |  |  |
| all por | rtfolios of Council (assist in the developm     | ent and    | collate                                      | ral development (graphic design), and                |        |  |  |  |
| imple   | mentation of engagement plans)                  | engage     | ement/information campaign developmer        | nt                                                   |        |  |  |  |
| Develo  | opment and delivery of community educa          | (social    | media/media releases/surveys etc)            |                                                      |        |  |  |  |
| progra  | ams across all portfolios, to schools and       | Develo     | pment of speeches as required                |                                                      |        |  |  |  |
| comm    | unity groups                                    | Develo     | pment and management of Councils Web         | osite                                                |        |  |  |  |
| Ongoi   | ng development and management of Cou            | Media      | releases                                     |                                                      |        |  |  |  |
| _       | Say platform (Community Engagement pla          | Websit     | e development                                |                                                      |        |  |  |  |
| Schoo   | ls & community education program deliv          | Social i   | nedia posts                                  |                                                      |        |  |  |  |
| What    | waste goes where (kinder program)               |            |                                              |                                                      |        |  |  |  |
| Develo  | opment and assistance with implemental          | tion of    |                                              |                                                      |        |  |  |  |
| Comm    | nunity Engagement Plans (FOGO kerbside          | !          |                                              |                                                      |        |  |  |  |
| collect | tion rollout)                                   |            |                                              |                                                      |        |  |  |  |
| Assist  | with development of Community Strateg           | gic Plan.  |                                              |                                                      |        |  |  |  |
| Accou   | ıntabilities                                    |            | Accou                                        | ntabilities                                          |        |  |  |  |
| SBPO    | ,                                               |            | SBPO                                         | Accountability                                       |        |  |  |  |
| В       | Community Strategic Plan                        |            | P                                            | External Communications                              |        |  |  |  |
| В       | External Communications                         |            | Р                                            | Website Development                                  |        |  |  |  |
| В       | Development & Management Internal Communication |            | P                                            | Election Communications                              |        |  |  |  |
| В       | Council Branding & Corporate Image              |            | P                                            | Branding and Corporate Image Internal Communications |        |  |  |  |
| В       | Community Engagement                            |            | 0                                            | Corporate Advertising                                |        |  |  |  |
| В       | Website and Intranet                            | 1          | 0                                            | Council Branding and Corporate                       |        |  |  |  |
| В       | Social Media                                    |            | $\prod$                                      | Image                                                |        |  |  |  |
| В       | Community Education                             | 1          | 0                                            | Internal Communication                               |        |  |  |  |
| Р       | Stakeholder Engagement for                      | 1          | 0                                            | External Written Communication                       |        |  |  |  |
|         | Strategic Planning                              |            | 0                                            | Community Newsletter                                 |        |  |  |  |
| Р       | Social Media Development                        |            | 0                                            | Council Publications internal printing               |        |  |  |  |
| P       | Community Engagement                            |            |                                              | services                                             |        |  |  |  |
| Р       | Community Education                             |            | 0                                            | MRC Social Media                                     |        |  |  |  |
| 0       | Your Say Website                                |            | 0                                            | MRC Media Management                                 |        |  |  |  |
| 0       | Community Strategic Plan                        |            | 0                                            | MRC Website                                          |        |  |  |  |
| 0       | MRC Community Stakeholder                       |            |                                              |                                                      |        |  |  |  |
|         | Engagement                                      |            |                                              |                                                      |        |  |  |  |

Community Education

Monthly Operational Report – October 2023

# **Community Engagement and Communication**

# 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,<br>Partner, | Performance Measure                                                                                                                                                               | Responsible<br>Officer       |          | Y        | ear      |          | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------|----------|----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                               | Advocate             |                                                                                                                                                                                   |                              | 1        | 2        | 3        | 4        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                               |                      | s and education for environmental sustainability                                                                                                                                  | •                            |          |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| •                                                                                                                                                             | , · · · · ·          | cusing on Council Services                                                                                                                                                        | D 1405                       | 1        | 1        | 1.7      |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal | Deliver,<br>Partner  | (DP 1.8.1) Develop an education program focusing on Council service  - Sustainability  - Rare and Endangered species                                                              | B: MCE P: MCE O: MCE         |          |          |          |          | Oct – preparation work began on the SRV application and community education and engagement program. Sust MRC program continued with internal staff training.  Aug - Sustainable MRC project public launch occurred in Murray Matters (Aug 2023 edition). Project is being soft launched due to longevity of project. Focus will be on terminology education until the end of 2023, before further information about surplus asset disposal to be released approx. March 2024.  Jul - Initial preparation for the Working towards a Sustaianble MRC project have begun (video, launch for all staff at training day, YourSay Page). Public launch of project to occur in August |
| activities.                                                                                                                                                   | Deliver,<br>Partner  | (DP 1.8.2) Develop an education program focusing on Council service  - Water efficiency, Water Security and impacts on source water                                               | B: MCE P: MWS O: MCE         | ~        | ~        | ~        | ~        | Oct – Booking for Term 1 2024 for Wgter efficiency program (Moama Preschool).  Sept – Using Water Wisely eduction session undertaken at Insight Early Learning Preschool (Moama)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                               | Deliver              | (DP 1.8.3) Develop an education program focusing on Council service - Sewer systems                                                                                               | B: MCE P: MWS O: MCE         |          |          |          | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                               | Deliver              | (DP 1.8.4) Develop an education program focusing on Council service - FOGO, Waste and Recycling                                                                                   | B: MCE P: MWC O: MCE         | <b>/</b> | <b>\</b> | <b>~</b> | <b>~</b> | Oct – Booking for Term 1 2024 for What Waste Goes where program (Moama Preschool).  Sept – What Waste Goes Where education session undetaken at Mathoura Preschool  Aug – What Waste Goes Where education session request received from Mathoura Preschool – session to be undertaken in Sept 20223. Moama Landfill Cell 5 project update on website  Jul - Results of FOGO audit provided ot community – updated education on Food waste in green bin not red bin                                                                                                                                                                                                             |
|                                                                                                                                                               | Deliver              | (DP 1.8.5) Develop an education program focusing on Council service  - Illegal activities                                                                                         | B: MCE<br>P: MWC<br>O: MCE   | ~        | ~        | ~        | ~        | Sept – Fire Hazard Reduction Program rolled-out for 2023 – ref MOR19 for further details.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                               | Deliver,<br>Partner  | (DP 1.8.6) Develop an education program focusing on Council service  - Weeds and biosecurity                                                                                      | B: MCE<br>P: PGOSB<br>O: MCE | ~        | ~        | ~        | ~        | Oct – additional Boxthorn education sessions provided by Biosecurity Team – ref MOR18 for further details.  Sept – Boxthorn education session provided by Biosecurity team – ref MOR18 for further details.  Jul - Joint training session held to upskill NSW National Parks team relating to invasive weeds – ref MOR18 for further details                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                               | Deliver              | (DP 1.8.7) Develop an education program focusing on Council service - Geospatial                                                                                                  | B: MCE<br>P: MSA<br>O: MCE   |          |          |          | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                               |                      | ise and consistent information that is easily accessible to<br>mation and communication.                                                                                          | o our customers              |          |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Further develop and enhance public communication materials. (S CEO)                                                                                           | Deliver              | (DP 2.6.1) Update and improve external community information pathways including  - Website and online webforms  - Your Say Portal  - Use community noticeboards  - Mobile library | B: MCE<br>P: CC<br>O: MCE    | ~        | ~        | ~        | ~        | Aug – updates on website – updated pdf bill (in new bill format), updated information relating to new billing system  Jul - Website updates – new billing system, Mobile Library calendar.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

# Monthly Operational Report – October 2023

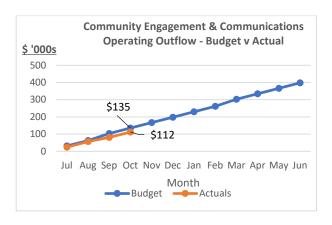
# Community Engagement and Communication

|                                                                                                      | Deliver              | Increase online and offline event frequency to communicate and drive outcomes     Snap Send Solve     Continue digitisation of externally available services  (DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)                                                                    | B: MCE P: CC O: MCE        | ~        | ~     | ~        | ~ | Ongoing development of website, flyers, social media posts to ensure they incorpotate plain english and graphics to assist with readibility.                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • |
|------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------|-------|----------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Theme 2 – Goal 4 – Achie                                                                             | Deliver ve community | (DP 2.6.5) Upgrades to the MRC website to include  - 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         | stakehol | der). | ~        |   | Web-based payment being investigated currently (July 2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
| 2.8 – Community and Cou                                                                              |                      |                                                                                                                                                                                                                                                                                                                                                                                             | 1                          |          |       |          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| Increased interaction with Communities. (S CEO)                                                      | Deliver              | <ul> <li>(DP 2.8.1.) Review and update Councils Community Engagement Framework.         <ul> <li>Plan to increase face to face engagement with communities</li> <li>Provide updates on CSP and Delivery Program implementation</li> <li>Council meetings being held in various locations across the region</li> <li>Meet the Council events (staff and councillors).</li> </ul> </li> </ul> | B: MCE P: MCE O: MCE       |          | 400)  |          |   | DP implementation reported monthly via MOR reports from Business Unit Managers.  Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Ongoing development of options to increase engagement being investigated.                                                                                                                                                                                                                                                                                                                                                           | • |
| 2.9 – Community Engagen                                                                              | -                    | driven results through collaboration and engagement (c                                                                                                                                                                                                                                                                                                                                      | ommunity and               | stakenoi | aerj. |          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| 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<br>P: MCE<br>O: MCE | <b>~</b> | ~     | ~        | ~ | Councils Community Engagement Policy and Strategy updated draft versions were submitted to Council's February 2023 meeting. The documents were placed on public display for review and public comment as per the requirements of the IP&R Framework. No comments were received.  Community Engagement Plans and Communication Plans are embedded into Council's Project Management Framework. Further training will be undertaken across Council. More Project Managers are using the plans.                                                                                                               |   |
|                                                                                                      |                      | driven results through collaboration and engagement (c                                                                                                                                                                                                                                                                                                                                      | ommunity and               | stakehol | der). |          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| 2.10 – Community Engage                                                                              | •                    | (DD 2.40.4) Develop average 11                                                                                                                                                                                                                                                                                                                                                              | D. 1405                    |          | 1.2   |          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| Further development<br>and implementation of<br>Councils Community<br>Engagement Toolkit.<br>(S CEO) | Deliver              | (DP 2.10.1) Develop overarching engagement toolkit and implement engagement tools into Council processes                                                                                                                                                                                                                                                                                    | B: MCE P: MCE O: MCE       |          |       | <b>\</b> |   | Ongoing discussions have been held internally to look at the requirements of the toolkit and formats of tools to support staff to implement. Discussion and template development are ongoing.  - Bridge Lift template – change of public notification process to ensure no private information released to public.  - Road works or Road based emergency notifications template  - Water planned works template  - Emergency Water outage template  - Sewer works template  - Recruitment Pull up banners template for display  - MRC Internal Engagement Activities Logistics and Equipment Plan Template |   |

# Monthly Operational Report – October 2023

# Community Engagement and Communication

### PART C: Financial Outcomes



### PART D: Project Status

### **Working Towards a Sustainable MRC**

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

### **Project timeline (Comms and Engage)**

<u>April – July 2023</u> – 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.

<u>August 2023</u> – ongoing information sharing with All Staff, input sought from All Staff for development of 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).

<u>September 2023</u> - 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.

### **MRC Financial Sustainability Project**

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.

### **Annual Report**

Now complete. The Annual Report is developed in partnership with the Governance portfolio.

### PART E: Business as Usual

# Monthly Operational Report – October 2023

# Community Engagement and Communication

| Campaigns run during the month                                                                     | Comme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Campaigns                                                                                          | <ul> <li>Positions Vacant – Manager Procurement and Property, Town Maintenance Ganger (Mathoura), Town Maintenance Ganger (Barham), Plant Operator (Moulamein)</li> <li>Customer Service – phone system interruptions, Change of service hours – trial Barham, Service Interruptions Mathoura</li> <li>Service NSW visit to Tooleybuc</li> <li>Road closure / Road Works – Nacurrie Road north – road works,</li> <li>Waste - Garage Sale Trail, correct disposal of batteries, Wakool and Moulamein temp closure due to rainfall, new waste service guide released,</li> <li>Community Services – Ageing Persons Info Day, Mental Health &amp; Wellbeing Expo</li> </ul>                                                                                                                                                                                                                                                                                                      | <ul> <li>Compliance – Fire Hazard Reduction education and awareness, Snakes are on the move.</li> <li>Small Business Month Breakfast Event</li> <li>Australia Day Awards – open for nominations</li> <li>Bridge Lifts – multiple across the month</li> <li>Parks and Gardens – Horseshoe lagoon ongoing maintenance, Moama Beach closed due to water levels rising.</li> <li>Regional Drought Resilience Plan</li> <li>Onshare – RFS – Bush Fire Danger Period</li> <li>Southern Riverina Drought Resilience Plan – drop in sessions advice.</li> </ul> |
| Collateral and promotional material                                                                | <ul> <li>Continue work on Sustainable MRC project (working /internal title for project) – Working towards a Sustainability Project – See above Project Status.</li> <li>Community newsletter</li> <li>Project signage- SSCF</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | stainable MRC (public title of project) – See above Project Status.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Proactive Media Outreach<br>(media releases / interviews /<br>advertisements / social media posts) | <ul> <li>49 social media posts</li> <li>4 media releases</li> <li>2 fortnightly update features</li> <li>xx Visits to MRC website (to be reported on once reporting mechanism is in place).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Projects active on Your Say Platform                                                               | 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.  Projects live during September were  • Working towards a Sustainable MRC (set as the lead project on the landing page – no update)  • Barham Water Pressure  • Koraleigh Raw Water Pipeline installation (project update provided)  • Moama's New Play Space (project page closed at end of Oct)  • River Country Art Trail  • Meninya Street Upgrade  • Housing Strategy  • Moama Preschool  • Economic Development and Tourism Strategy  • 2024 Australia Day Awards  • Murray River Council Arts and Culture Strategy  • Employment Lands Strategy (new project page)  • Moulamein roads and footpath upgrades (new project page) | Your Say Murray River Page Views v Projects live  Total Visits Projects Live                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### PART F: **Service Metrics**

Escalated Customer Service Reconciliations to CEO level

| Date Custo | tomer Compliant | Action Undertaken |  |  |  |  |
|------------|-----------------|-------------------|--|--|--|--|
|            |                 |                   |  |  |  |  |

| Date Up | pdated | Risk Details | Existing Controls/Challenges | Required Actions |  |
|---------|--------|--------------|------------------------------|------------------|--|
|         |        |              |                              |                  |  |

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

Internal staff training on Sustainable MRC project – great uptake of information by staff and understanding of the project is increasing.

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

# murray river Monthly Operational Report – October 2023

# People, WHS and Wellbeing

### PART A: Section Accountabilities and Team Roles

| Manager People – Rod Schubert                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | HR Co | ordinate   | or                                                                                                              | HR Admin Officer                                                | WHS Specialist                                                                                                                                                                                                                                                                       |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| <ul> <li>The overall focus of Human Resources is not a thing we do in the business, it is the thing that runs our business. HR - High Level focus areas:</li> <li>Recruitment and selection of all staff.</li> <li>Retention of valuable employees.</li> <li>Training, development, and education to promote individual success and increase the contribution to MRC of all employees.</li> <li>Succession Planning</li> <li>A safe and healthy working environment.</li> <li>Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.</li> <li>Resources for administering compensation, benefits, policies, and procedures.</li> <li>All aspects of performance management</li> <li>HR data and metrics</li> </ul> |       |            | ort to the Manager People in the<br>I key HR functions and programs and<br>sibility for Manager People in their | Assisting the HR Coordinator in all aspects of Human Resources. | Maintain Work Health & Safety for employees, manage safety systems, including surveillance of staftraining testing and compliance. Ensure compliance against legislative requirements, Coach and Mentor Strengthen Safety Culture process and systems for MRC Mangers & Supervisors. |  |  |  |
| HR data and metrics  Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Acco  | untabiliti | es                                                                                                              | Accountabilities                                                | Accountabilities                                                                                                                                                                                                                                                                     |  |  |  |
| Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       | a          |                                                                                                                 | Accountabilities                                                | Accountabilities                                                                                                                                                                                                                                                                     |  |  |  |
| SBPO Accountability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Numb  | er SBPO    | ,                                                                                                               | Accountabilities cannot be split between people.                | Number SBPO Accountability                                                                                                                                                                                                                                                           |  |  |  |
| B Talent Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       | 0          | Onboarding and Induction                                                                                        | If there is more than one person performing a                   | P Work Health & Safety                                                                                                                                                                                                                                                               |  |  |  |
| B Employment Law                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       | О          | Return to Work and Claims                                                                                       | role, they will undertake tasks to support the                  | O Site Audits and Reporting                                                                                                                                                                                                                                                          |  |  |  |
| B Training, Development and Mandatory Competencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |       |            | Management                                                                                                      | person holding the accountability.                              | O Safety Awareness Program                                                                                                                                                                                                                                                           |  |  |  |
| B Workcover & RTW                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       | 0          | Traineeships and Cadetships                                                                                     | ,                                                               | O Work Health Program, Hearing                                                                                                                                                                                                                                                       |  |  |  |
| B Volunteer Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       | 0          | Workcover Reconciliations                                                                                       |                                                                 | Tests, Skin Checks, Immunisations                                                                                                                                                                                                                                                    |  |  |  |
| B Workforce Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       | 0          | Recruitment and Selection                                                                                       |                                                                 | etc                                                                                                                                                                                                                                                                                  |  |  |  |
| B Onboarding and Induction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       | 0          | Employee Relations                                                                                              |                                                                 | O WHS Testing and Compliance                                                                                                                                                                                                                                                         |  |  |  |
| B WHS Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       | 0          | Industrial Relations                                                                                            |                                                                 | O Internal Emergency Management                                                                                                                                                                                                                                                      |  |  |  |
| B Succession Planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       | 0          | Monitoring & Renewal of Licensing                                                                               |                                                                 | O Maintenance of WHS Registers                                                                                                                                                                                                                                                       |  |  |  |
| B Staff Professional Registrations/Accreditations & Membership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       | 0          | Reward and Recognition                                                                                          |                                                                 | O Event Notification and                                                                                                                                                                                                                                                             |  |  |  |
| B Employee Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       | 0          | Succession Planning                                                                                             |                                                                 | Investigations                                                                                                                                                                                                                                                                       |  |  |  |
| B Recruitment and Selection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       | 0          | Dispute Resolution                                                                                              |                                                                 | O Health and Safety Training                                                                                                                                                                                                                                                         |  |  |  |
| B Reward and Recognition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       | 0          | Staff Education Program                                                                                         |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Remuneration Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       | О          | Staff Professional Registration                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Uniforms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |            | Compliance/ Accreditation and                                                                                   |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Staff Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |            | Memberships                                                                                                     |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Industrial Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       | 0          | Remuneration Service                                                                                            |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Dispute Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       | 0          | Talent Management                                                                                               |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| B Staff Health and Wellbeing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       | 0          | Training, Development and                                                                                       |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Staff Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       | 0          | Mandatory Competencies                                                                                          |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Recruitment and Selection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       | 0          | Workforce Planning Execution                                                                                    |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Onboarding and Induction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       | 0          | Employment Law Advisory Service                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Workcover and RTW                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       | 0          | Workforce Performance Volunteer Recruitment and                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Compliance to Employee Conditions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       | U          |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Employee Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |            | Placement services (non-community services) and ongoing monitoring                                              |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Training, Development & Mandatory Competencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       | 0          | Volunteer Compliance.                                                                                           |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Succession Planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       | U          | volunteer compilance.                                                                                           |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Staff Professional Registration/Accreditation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Volunteer Program  P Pigusta Pagalytica                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Dispute Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Staff Health and Wellbeing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Workforce Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| P Uniforms O Staff Health & Wellheim                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| O Staff Health & Wellbeing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |
| O Uniforms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |            |                                                                                                                 |                                                                 |                                                                                                                                                                                                                                                                                      |  |  |  |

murray river Monthly Operational Report – October 2023 council

# People, WHS and Wellbeing

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



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

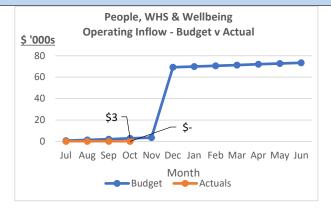
| 4 Year Delivery Program<br>2023-2026                                                                 | Deliver,<br>Partner, | Performance Measure                                                                                                                                                     | Responsible<br>Officer    | •      |       |        |      | Comments | •                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
|------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------|-------|--------|------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                                                                                                      | Advocate             |                                                                                                                                                                         |                           | 1      | 2     | 3      | 4    | 4        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |   |
| Theme 2 – Goal 2 - Contin<br>2.5 – Leadership that is tru                                            |                      | sted and ethical leader that leads by example 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: MOD<br>P: MOD<br>O:MOD | ~      |       |        |      |          | Completed as part of our new Performance Review Process in June 2022. Focus on both the what we do(tasks/outputs/performance) and also the how we do it. (values/attitudes and behaviours)                                                                                                                                                                                                                                                                                          | • |
| Theme 4 – Goal 3 – Active 4.7 – To attract quality sta                                               |                      | d resource educational pathways into (working mmunity demands.                                                                                                          | with) Council (re         | tain a | and a | ttract | t ne | w p      | eople).                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| 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: MP<br>P:<br>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: MP<br>P:<br>O:         | ~      | ~     | · ~    | ` `  | <b>/</b> | 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.                                                                                                                                                                                                                                |   |
|                                                                                                      | • •                  | d resource educational pathways into (working                                                                                                                           | with) Council (re         | tain a | and a | ttract | ne   | w p      | 7 1 1 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| 4.8 – Developing future le<br>Develop a learning and<br>development strategy<br>including leadership | Deliver              | (DP 4.8.1) Redevelopment and ongoing review of MRC recruitment and advertising program                                                                                  | B: MP<br>P:<br>O:         | ~      |       | ·   ~  | `\   | <b>/</b> | New pull up recruitment banners located at MVBC, Moama Office, MBC, Barham office, Barham Hub                                                                                                                                                                                                                                                                                                                                                                                       |   |
| opportunities – Emerging<br>Leaders Program .<br>(S CEO)                                             | 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: MP<br>P:<br>O:         | ~      |       | •      | •    | <b>/</b> | <ul> <li>Partnership with CVGT has been completed to manage our Apprenticeship &amp; Traineeships.</li> <li>In discussion with Kerri Symes – Go Tafe to discuss training &amp; development program including an Emerging Leaders program.</li> </ul>                                                                                                                                                                                                                                |   |

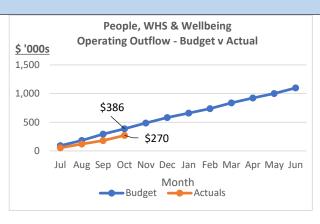
council

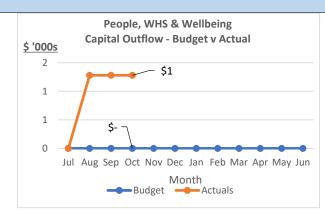
# murray river Monthly Operational Report - October 2023

# People, WHS and Wellbeing

### PART C: **Financial Outcomes**







### PART D: **Project Status**

### HR Module - TechOne

- Due to departure of HR Coord reviewing the possibility of employing a contractor to complete HR TechOne requirements as a priority.
- Ongoing Discussions held with Director of Corporate Services on the possibility of fast-tracking e-recruitment priority as well as automated staff increases.
- HR module to be placed on hold to concentrate on the implementation of e-recruitment.

### Training and Development – ongoing

- Ongoing Manager People in discussion with GoTafe. After the recent HR Summit, HR has contacted Penrith City Council to discuss their leadership program. We have not yet been able to communicate with them..
- New policy and procedure to be drafted.
- Skills analysis for depot staff is close to being finalised.

### Performance Reviews / ORP

• Performance Reviews have commenced for all Staff.

### **Policy & Procedure Review**

• HR has commenced ongoing review of all HR policies and procedures.

### WHS Document/Systems Reviews:

- WHS procedure development ongoing and near completion
- Electronic risk assessments commenced

### PART E: **Business as Usual**

### Staff Updates (including internal changes)

Offboarded: 2 Onboarded:

Internal staff changes 1 (promoted to Supervisor Water and Wastewater)

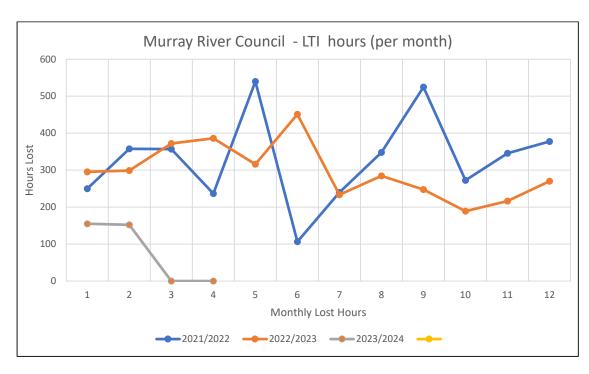
|                   | July 23 | Aug 23 | Sept 23 | Oct 23 | Nov 23 | Dec 23 | Jan 24 | Feb 24 | Mar 24 | Apr 24 | May 24 | Jun 24 |
|-------------------|---------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Offboarded        | 2       | 0      |         |        |        |        |        |        |        |        |        |        |
| Onboarded         | 5       | 6      |         |        |        |        |        |        |        |        |        |        |
| Internal movement | 1       | 1      |         |        |        |        |        |        |        |        |        |        |

Internal movement was a change of department.

# murray river Monthly Operational Report – October 2023 council

# People, WHS and Wellbeing

### PART F: Service Metric



| <u>Incidents</u>                      | Jul<br>23 | Aug<br>23 | Sep<br>23 | Oct<br>23 | Nov<br>23 | Dec<br>23 | Jan<br>24 | Feb<br>24 | Mar<br>24 | Apr<br>24 | May<br>24 | Jun<br>24 | TOTAL |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| Injury to<br>Employee                 | 2         |           |           |           |           |           |           |           |           |           |           |           | 2     |
| Injury to 3 <sup>rd</sup><br>Party    |           |           |           | 1         |           |           |           |           |           |           |           |           | 1     |
| Property<br>Damage<br>Council         | 1         | 2         | 2         | 1         |           |           |           |           |           |           |           |           | 6     |
| Property Damage 3 <sup>rd</sup> Party | 1         |           |           |           |           |           |           |           |           |           |           |           | 1     |
| P&E<br>Council                        | 7         | 8         | 10        | 13        |           |           |           |           |           |           |           |           | 38    |
| P&E 3 <sup>rd</sup><br>Party          |           |           |           |           |           |           |           |           |           |           |           |           |       |
| Hazard<br>Identified                  |           | 56        | 1         | 3         |           |           |           |           |           |           |           |           | 60    |
| Near Miss/<br>Other                   | 2         | 2         | 2         |           |           |           |           |           |           |           |           |           | 6     |
| TOTAL                                 | 13        | 68        | 15        | 18        |           |           |           |           |           |           |           |           | 114   |

## No injuries for Oct 23, LTI at 0 hours!!

### Risk Management

| Date Updated | Risk Details                                                                   | Existing Controls/Challenges         | Required Actions                                                                                                                        |  |
|--------------|--------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--|
| 01/04/22     | <ul> <li>Turnover of staff in critical roles</li> </ul>                        | Backfilling roles through Local Govt | Task – Develop a succession plan for critical positions                                                                                 |  |
| People       | &                                                                              | NSW, and other consultant's.         | Task – Identify changing profile and needs of Council employee through developing a workforce plan                                      |  |
| Culture      |                                                                                |                                      | Task – Identify employment incentives for attraction and retention of professionals                                                     |  |
|              |                                                                                |                                      | Task – Review reasons for people leaving Council from exit questionnaire and develop action plan.                                       |  |
| 01/04/22     | <ul> <li>Skilled Workforce – Difficulty in attracting and retaining</li> </ul> |                                      | Creating a workplace that people desire to spend employed longer in, often called Employer of Choice, is fundamental. The staff culture |  |
| People       | skilled / qualified staff. Employees using MRC stepping                        |                                      | improvement project (called the VOICE Project) will assist. (Being delivered in Office of The CEO – 'Civic').                           |  |
| Culture      | stone to more preferred locations or pay increases.                            |                                      |                                                                                                                                         |  |

### StateCover WHS Audit Recommendations and internal findings 2023:

| Date Updated | Risk Details                                  | Required                                                                                                                                                         | Required Actions                                                                                                                                                                                                                                                       |  |
|--------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Sept 23      | Implement & update<br>Internal WHS procedures | <ul> <li>Managing Psychosocial hazards Procedure</li> <li>Electrical Inspection Test &amp; Tagging Procedure</li> <li>Event Risk management Procedure</li> </ul> | <ul> <li>Draft, Consult &amp; implement Procedure into existing processes – Drafted</li> <li>Draft, Consult &amp; implement Procedure into existing processes - Drafted</li> <li>Draft, Consult &amp; implement Procedure into existing processes - Drafted</li> </ul> |  |

murray river Monthly Operational Report – October 2023

# People, WHS and Wellbeing

| Sept 23 | High Risk Construction | Construction process and documentation of all<br>works and projects - Infrastructure                                             | <ul> <li>Develop Construction Safety Procedure - Drafted</li> <li>Develop Chain of Responsibility Procedure and process</li> </ul>                                                                                                | • |
|---------|------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Sept 23 | Planning               | Develop departmental WHS Targets & Objectives                                                                                    | Departments to create WHS targets and objectives for 24/25                                                                                                                                                                        |   |
| Sept 23 | Chemicals              | Build electronic chemical database                                                                                               | Build database, including risk assessments, control purchasing through stores only, update emergency manifests at all sites                                                                                                       |   |
| Sept 23 | Worker risks           | Volunteers risk controls                                                                                                         | <ul> <li>WHS Induction for Volunteers</li> <li>Volunteer induction checklist – drafted</li> <li>Supervision of Volunteers</li> </ul>                                                                                              | • |
| Sept 23 | Risk Register          | <ul> <li>Update MRC WHS Risk Register</li> <li>Conduct noise assessments</li> <li>Conduct Manual Handling Assessments</li> </ul> | <ul> <li>Update current risk register to incorporate new safety Management system</li> <li>Conduct noise assessment where required - commenced</li> <li>Conduct manual handling assessments where required - commenced</li> </ul> |   |
| Sept 23 | Contractor Management  | <ul> <li>Contractor Management Procedure and<br/>associated process and operations per<br/>department</li> </ul>                 | <ul> <li>Review Contractor/Supplier register - Procurement</li> <li>Develop online Contractor WHS induction – WHS - Drafted</li> <li>Departmental process for managing contractors – each department</li> </ul>                   |   |

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

Achievements of note – observed the West water team conducting a task with all documents and equipment required , excellent work on putting safety first

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

Significant Highlights – Zero hours LTI for Oct 2023, 2 months injury free



# **Corporate Services Directorate**

## PART A: Director Accountabilities and Key Performance Indicators

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

| Key Performance Indicator 2023/2024                                                                                              | Evidence/Comments                                                                                                                                                                                                                                                                                             |   |  |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--|
| In time for the 24/25 financial year manage the SRV process – in line                                                            | In-principle resolution adopted by Council.                                                                                                                                                                                                                                                                   |   |  |
| with IPART                                                                                                                       | Initial Letter of Intent formally lodged with IPART and Letter of acknowledgement received.  Still no final deadline set by IPART – Feb or March 24.  Financial modelling underway as is the development of a community engagement plan.  Dates for a Councillor Workshop and a Special Meeting has been set. |   |  |
| Assist the CEO to harvest synergies with other Councils                                                                          | Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. No further progress made in June.                                                                                                                                     |   |  |
|                                                                                                                                  | Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson                                                                                                                                                                                                                          |   |  |
| Deliver the TechOne project as adopted by Council                                                                                | The project is being delivered in modules. Release 1 (Finance, Procurement, Payroll, Asset Management) is in use. Release 2 is Property & Rating, which will be delivered in 3 phases Phase 1: Rating & Receipting, Phase 2: Compliance (development services, ranges etc.) and Phase 3: Customer service.    | • |  |
|                                                                                                                                  | Release 2 Phase 1: Integration with Smart Meter System Aqualus pending. Rating for 23/24 carried out successfully using the new system. Water billing will occur in October 23.                                                                                                                               |   |  |
|                                                                                                                                  | Release 2 Phase 2: Compliance module project is progressing satisfactorily.                                                                                                                                                                                                                                   |   |  |
| Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government in relation to corporate services: | Continue to work on the Governance & Technology subcommittees of LG Professionals, NSW chapter. Supporting Technology sub-committee with an initiative on e-invoicing.                                                                                                                                        |   |  |
| finance, governance, records, and digitalisation issues and policies.                                                            | Working with RAMJO on energy initiatives.                                                                                                                                                                                                                                                                     |   |  |
|                                                                                                                                  | Working with Smart Cities Council on its Future of Place Initiative.                                                                                                                                                                                                                                          |   |  |
| Identify and commence the process of implementing automation for software systems.                                               | Given the focus of implementing the new ERP system, there is very little further capacity within the organisation to undertake additional automation projects. Some initial work is being undertaken to review Robotic Process Automation (RPA).                                                              |   |  |
|                                                                                                                                  | Current automation initiatives are limited to what can be implemented within the TechOne ERP system.                                                                                                                                                                                                          |   |  |



# **Corporate Services Directorate**

# PART A: Section Accountabilities and Team Roles

| Manager IT and Digital Services - Alex Green                                                                                                                                                                                                                                                                         | Manager Business Intelligence - Sandy Paterson                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Manager Governance and Risk - Sandra Gordon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Manager Property & Procurement - Peter Beaumont                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Manager Finance - Kris Kershaw                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Manager Strategic Assets – Brodie<br>Goodsell                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.  Ensure security of Council information and ICT assets.  Provide support services to staff in relation to use of technology.  Manage the annual capital and operational budgets. | Manage and maintain the design/redesign and documentation of business processes  Review and manage software systems used within Council to ensure they are fit-for-purpose and are kept up to date with evolving technologies.  Undertake custodianship of Council's data including its security, analysis and use for decision making purposes.  Align Council data, records, information and ICT security architecture frameworks, standards and processes.  Ensure all Council records and managed in keeping with statutory and regulatory requirements.  Investigate and drive automation within Council systems using current and emerging technologies (RPA, AI, ML etc.)  Provide ongoing training to ensure staff have the necessary skills in the use of software, analysis and use of data, and understand their obligation with regard to managing records.  Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.  Manage the annual capital and operational budgets. | 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 cand operational budget. | Provide procurement and property/leasing and tendering related services to the organisation.  Ensure compliance with legislative requirements.  Develop a high-level framework & monitor policy and procedures including advice, training, templates and support services for both Procurement & Property.  Coordinate public tendering to meet legislative requirements and manage Contract Register (GIPA).  Provide oversight for Internal procurement probity and audit.  Manage supplier relationships.  Coordinate purchases and sales of property and facilitate commercial application of property, where appropriate.  Develop and manage the Lease Register.  Provide oversight for commercial leases and associated issues.  Advise on management of crown land.  Manage the annual capital and operational budgets. | Operate in a financially responsible and sustainable manner (IPR ratios).  Review, revise and maintain Council's Long Term Financial Plan in line with statutory requirements.  Provide financial reports to Management and staff to assist in budget control and decision making.  Ensure adequate and effective internal controls are in place for all financial management.  Maintain a strategic rating structure that is equitable across the region.  Manage investments in the long-term interest of the community and within regulatory requirements.  Complete annual & quarterly budgeting processes in-line with statutory requirements.  Process accounts payable in-line with Councils protocols and suppliers' terms of trade.  Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.  Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.  Organise and manage the external audit of Council and address any rectification/improvement action arising therefrom. | 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 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.  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. |

# Monthly Operational Report – October 2023

# **Corporate Services Directorate**

| Accou | Accountabilities               |  |  |  |  |
|-------|--------------------------------|--|--|--|--|
| SBPO  | Accountability                 |  |  |  |  |
| В     | Public Access Systems          |  |  |  |  |
| В     | IT Networks                    |  |  |  |  |
| В     | Printing Services              |  |  |  |  |
| В     | IT Support                     |  |  |  |  |
| В     | IT System Software &           |  |  |  |  |
|       | Hardware                       |  |  |  |  |
| В     | Community Safety               |  |  |  |  |
| В     | Portable Assets                |  |  |  |  |
| В     | Communication Towers &         |  |  |  |  |
|       | Radio Controls                 |  |  |  |  |
| В     | Point of Sale                  |  |  |  |  |
| В     | IT System Administration       |  |  |  |  |
| В     | IT Asset Procurement &         |  |  |  |  |
|       | Disposal                       |  |  |  |  |
| В     | IT – Product Development       |  |  |  |  |
| В     | Internal Phone and Internet    |  |  |  |  |
|       | Services                       |  |  |  |  |
| В     | IT Cabling                     |  |  |  |  |
| В     | Library Management Systems     |  |  |  |  |
| В     | Drone Registration &           |  |  |  |  |
|       | Compliance                     |  |  |  |  |
| 0     | Cyber Security                 |  |  |  |  |
| 0     | Point of Sale                  |  |  |  |  |
| 0     | Printing Services              |  |  |  |  |
| 0     | IT Asset Procurement and       |  |  |  |  |
|       | Disposal                       |  |  |  |  |
| 0     | Library Systems                |  |  |  |  |
| 0     | IT Systems                     |  |  |  |  |
| 0     | IT Infrastructure & Support to |  |  |  |  |
|       | MBI                            |  |  |  |  |
| 0     | Drone Registration &           |  |  |  |  |
|       | Compliance                     |  |  |  |  |

# Accountabilities

| SBPO | Accountability               |
|------|------------------------------|
| В    | One Council Post             |
|      | Implementation               |
| В    | Existing Network Systems and |
|      | Corporate business           |
|      | applications integration &   |
|      | management                   |
| В    | Information and Records      |
|      | Management                   |
| В    | Microsoft 365                |
| В    | ECM Development              |
|      |                              |

# Accountabilities

| SBPO | Accountability                  |
|------|---------------------------------|
| В    | Legal Services Management       |
| В    | Risk Management                 |
| В    | Governance Framework            |
| В    | Policy & Procedure              |
|      | Management                      |
| В    | Legislative Compliance          |
| Р    | Legal Services                  |
| Р    | Policies & Procedures           |
| Р    | Risk Management                 |
| Р    | Legislative Compliance          |
| Р    | Legal Services Contract         |
|      | Management                      |
| 0    | Maintenance of Policies and     |
|      | Procedure documents and         |
|      | systems                         |
| 0    | Corporate Performance &         |
|      | Reporting – Publications        |
| 0    | Legislative Compliance          |
| 0    | Implementation of Governance    |
|      | Framework and supporting        |
|      | education                       |
| 0    | Coordination of Legal Services  |
| 0    | Annual Report                   |
| 0    | Government Information Public   |
|      | Access (GIPA) Service           |
| 0    | Risk Management                 |
| 0    | Councillor Induction & Training |

# Accountabilities

| SBPO | Accountability             |
|------|----------------------------|
| В    | Office Supply & Stationary |
| В    | Procurement Advice &       |
|      | Framework                  |
| В    | Crown Land                 |
| В    | Contracts Advice &         |
|      | Framework                  |
| В    | Income from Commercial     |
|      | Leases                     |
| В    | Leasing                    |
| В    | Land Sales & Procurement   |
| Р    | Income from Commercial     |
|      | Leases                     |
| Р    | Leasing                    |
| Р    | Crown Land                 |
| Р    | Retirement Villages        |
| Р    | Procurement                |
| 0    | Income from Commercial     |
|      | Leases                     |
| 0    | Procurement                |
| 0    | Leasing                    |
| 0    | Property Framework         |
| 0    | Property Compliance        |
| 0    | Reporting of Crown Land    |

### Accountabilities

| SBPO | Accountability          |
|------|-------------------------|
| В    | Internal Finance &      |
|      | Revenue                 |
| В    | Rates & Revenue         |
| В    | Investments             |
| В    | Payroll                 |
| В    | Fees & Charges          |
| В    | Financial Projects      |
| В    | Management Accounting   |
|      | & Reporting             |
| В    | Corporate Financial     |
|      | Planning                |
| В    | Sundry Debtors          |
| В    | Accounts Payable        |
| Р    | Internal Audit          |
| Р    | Finance Systems and     |
|      | Processes               |
| Р    | Investment Management   |
| 0    | Corporate Finance       |
|      | Accounting              |
| 0    | Monitoring & Payment of |
|      | Bills                   |

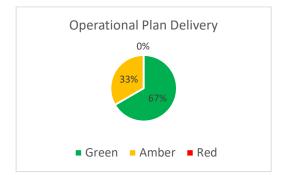
### Accountabilities

| SBPO | Accountability              |
|------|-----------------------------|
| В    | Council Asset Mapping       |
| В    | Strategic Asset Projects    |
|      | Management                  |
| В    | Strategic Asset Planning (4 |
|      | yrs.) LFTP and IP&R         |
| В    | Asset Expenditure           |
|      | Forecasting                 |
| В    | Gifted Assets               |
| В    | Infrastructure Forward      |
|      | Works                       |
| В    | Asset Creation and Disposal |
| В    | Corporate Asset Advisory &  |
|      | Information Role to         |
|      | Managers                    |
| В    | Asset and Finance Alignment |
| В    | Rural Addressing            |
| В    | Asset Plan Monitoring &     |
|      | Updating                    |
| В    | GIS Mapping System          |
| В    | Council Asset Management    |
|      | Plans                       |
| В    | Corporate Asset Systems     |
|      | Management and              |
|      | Operations                  |

# Monthly Operational Report – October 2023

# **Corporate Services Directorate**

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

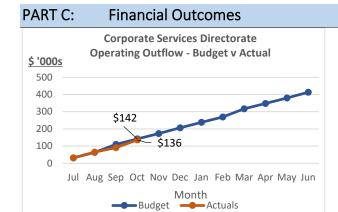


Under the 4-year Delivery Plan, the Corporate Services Directorate relates to provision of internal services to council such as finance, property, governance, risk, legal services, tendering, procurement, records, IT, digitization, business case investigation, long term financial planning and alignment,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

| 4 Year Delivery Program                                                                                                                     | Deliver,                         | Performance Measure                                                                                                                                                                                                | Responsible                                | ible Year Comments |          | Comments    | •     |                                                                                                                                                                                                                                                                                                          |  |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------|----------|-------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2023-2026                                                                                                                                   | Partner,<br>Advocate             |                                                                                                                                                                                                                    | Officer                                    | 1                  | 2        | 3           | 4     |                                                                                                                                                                                                                                                                                                          |  |
| =                                                                                                                                           |                                  |                                                                                                                                                                                                                    |                                            | 1 1                | 2        | 3           | 4     |                                                                                                                                                                                                                                                                                                          |  |
| Theme 1 – Goal 3 - Plan fo                                                                                                                  | •                                | ——————————————————————————————————————                                                                                                                                                                             |                                            |                    |          |             |       |                                                                                                                                                                                                                                                                                                          |  |
| 1.7 – Environmental Sustai                                                                                                                  |                                  |                                                                                                                                                                                                                    | D. D.CC                                    | 1                  |          |             |       |                                                                                                                                                                                                                                                                                                          |  |
| Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. | Deliver                          | (DP 1.7.2) Adopt an internal policy within MRC to address micro energy production – for MRC site usage                                                                                                             | B: DCS<br>P: MB&F<br>O:                    |                    |          | <b>&gt;</b> |       | Switchboard & Meter condition assessments are being undertaken to review suitability for connection of on-site generated electricity.  Planning for the next Power Purchase Agreement has commenced.  Regular session of the Energy efficiency Group are being scheduled.                                |  |
|                                                                                                                                             |                                  | y led strategy with a focus on social connections                                                                                                                                                                  | s / social fabric and                      | d a se             | nse o    | f belo      | ongin | g.                                                                                                                                                                                                                                                                                                       |  |
| 4.1 – Signage across Counc                                                                                                                  |                                  |                                                                                                                                                                                                                    | ,                                          |                    |          |             |       |                                                                                                                                                                                                                                                                                                          |  |
| 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,<br>P: MSA, MBF,<br>MPOS, MED<br>O: | <b>~</b>           | <b>~</b> | <b>&gt;</b> | ~     | Internal signage at Council operational sites have been reviewed by WHS for conformance to requirements.  Review town signage (non-traffic), including tourism signage just commenced. Some basic information available but not within Asset Management System. Exploring what data needs to be gathered |  |
| Theme 5 – Goal 4 – Partne<br>5.11 – Innovation                                                                                              | r with indust                    | ry, community, and government organisations                                                                                                                                                                        | to promote and nu                          | urture             | inno     | vatio       | n.    |                                                                                                                                                                                                                                                                                                          |  |
| Be engaged in innovation<br>and technology platforms<br>and networks<br>(S DCS)                                                             | Deliver,<br>Partner,<br>Advocate | (DP 5.11.2) Work with neighbouring LGAs on implementing a shared services module                                                                                                                                   | B: DCS<br>P:<br>O:                         | ~                  | <b>~</b> | <b>~</b>    |       | Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module.  Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson                                                                            |  |
|                                                                                                                                             |                                  | ate and enable environmentally sustainable ap Offset (Carbon Credits) requirements                                                                                                                                 | proaches to energ                          | y mai              | nagen    | nent.       |       |                                                                                                                                                                                                                                                                                                          |  |
| Be prepared for more stringent biodiversity and carbon offset requirements. (S DSP)                                                         | Deliver                          | (DP 7.11.1) Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.                             | B: DSP<br>P:<br>O:                         |                    | ~        | ~           | ~     | Responsibility likely to get relaocted.                                                                                                                                                                                                                                                                  |  |



# **Corporate Services Directorate**



# PART D: Project Status

| #  | PROJECT                                                                                                                    | COMMENTS                                                                                                                                                                                                                                                                      |   |
|----|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1  | Energy Review                                                                                                              | Meters replaced with Digital meters at Large Scale Usage sites. Switchboards at other sites are being evaluated.                                                                                                                                                              |   |
| 2. | SRV Application                                                                                                            | Letter of Intent to apply for an SRV formally lodged. Financial modelling & planning for community consultation underway.                                                                                                                                                     |   |
|    | Depreciation Review                                                                                                        | One consultant has finalised the report, expecting final report shortly. Report from other consultant expected in next 2 weeks. Overall likely to see a drop in depreciation of around \$4 Mn. on transportation assets. Full impact will not be reflected in financial state | • |
| 3  | Asset Management Framework Final Draft report being assessed. Somewhat delayed due to Long Service Leave of Manager Assets |                                                                                                                                                                                                                                                                               |   |
| 4  | 4 Cyber Security Review Submissions shortlisted. RFI issued to shortlisted participants.                                   |                                                                                                                                                                                                                                                                               |   |
| 5  | Signage Review                                                                                                             | Internal and Traffic signage reviewed. Tourism and other signage being assessed. Data Availability limited.                                                                                                                                                                   |   |
| 6  | Cobb Highway Land Sale                                                                                                     | Negotiation at the tail end. Final price negotiations underway. Interim resolution to Council in October meeting.                                                                                                                                                             |   |
| 7  | Sale of Mathoura Line Road Land                                                                                            | Awaiting Feedback from Real Estate Agents on submissions received.                                                                                                                                                                                                            |   |
| 8  | Development of Residential Land<br>Mathoura                                                                                | Gate 1 Decision Presentation made to Councillor. Action pending from that presentation being undertaken.                                                                                                                                                                      | • |
| 9  | Technology One Implementation                                                                                              | P&R - Revenue Management module in use. P&R - Compliance & regulatory module implementation progressing as planned.                                                                                                                                                           |   |
| 10 | SCADA Review                                                                                                               | Four responses received for Eol. Being evaluated.                                                                                                                                                                                                                             |   |

### PART E: Business as Usual

## PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Г | Date | Customer Compliant | Action Undertaken |  |
|---|------|--------------------|-------------------|--|
| - |      | None               |                   |  |



# **Corporate Services Directorate**

### Risk Management

| Date Updated                                   | Risk Details                                                                                            | Existing Controls/Challenges                                                                                                                                                         | Required Actions                                                                                                                                |  |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                |                                                                                                         | Cost Management (5.6% Savings), Revenue Taskforce Budget Process. Depending on extent of Grants to recover costs, flood event may make the deficit worse than budgeted.              | The budget for 23-24 reduces the budgeted operating deficit, in comparison to 2022-23.  SRV submission to IPART has comenced.                   |  |
| 10.01.22                                       | Implementation of the Technology One system. Potential Time Delays and Cost Overruns. Technical Issues. | Project Management                                                                                                                                                                   | P&R - Compliance & Regulatory - commenced August 23. Project Management Module being evaluated.                                                 |  |
| 09.02.22 Conformity to Procurement Regulations |                                                                                                         | Procedures Resignation of Procurement Mananger                                                                                                                                       | Educations & Communication Program Implementation of Contract Audit improvement actions. In progress. Regular reporting being planned.          |  |
| 13.02.23                                       | Delays in Preparation of Financial Statements, Management Letter comments by Auditors                   | Tasks allocated to Finance Manager and Strategic Asset Manager                                                                                                                       | Close Monitoring. Implementation of Processes. Strict plan and deadlines developed for 22-23 audit. In progress.                                |  |
| 04.05.23                                       | Cyber Security Risks                                                                                    | Basic defences around firewalls and motoring. Primarily reliant on IT Services contractor.  Costs of expertise and resources to establish top end defence mechanisms.  Human factor. | Full review of existing security measures, identification of weaknesses, and development of an improvement plan. Eol responses being evaluated. |  |

# Council resolutions completed

| Meeting                   | Subject                                                 | Resolution Number | Resolution        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Officer           | Status |
|---------------------------|---------------------------------------------------------|-------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------|
| Council 24/10/2023        | Lot 1, DP 793207 - Cobb Highway, Moama - Interim Report | <u>291023</u>     | RESOLUTIO         | DN 291023                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Fernando, Stephen | •      |
|                           |                                                         |                   | Moved:            | Cr Kron Nicholas                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |        |
|                           |                                                         |                   | Seconded:         | Cr Ann Crowe                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |        |
|                           |                                                         |                   | PROPOSED          | RESOLUTION OF COUNCIL                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |        |
|                           |                                                         |                   | That Murra        | ay River Council (Council) resolve to:                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |        |
|                           |                                                         |                   | (th               | cognise that the proposed sale of the land identified as Lot 1, DP 793207 located on Cobb Highway, Moama<br>ne Land) is not solely for the purpose of disposing of the said Land, but is being undertaken with wider economic<br>evelopment objectives, and                                                                                                                                                                                                                       |                   |        |
|                           |                                                         |                   | teo<br>a t        | cknowledge the potential economic benefits that could arise for the Murray region from the planned agricultura<br>chnology (AgTech) manufacturing facility for the said Land by the proposed purchaser and the potential for such<br>facility to act as an economic catalyst, especially given the important role of the agricultural sector for the local<br>conomy, and                                                                                                         | l .               |        |
|                           |                                                         |                   | 79<br>on<br>(w    | uthorise the Chief Executive Officer (CEO) to conclude the negotiations for the land identified as Lot 1, DF 03207 located on Cobb Highway, Moama (the Land), for a minimum price as identified in this resolution, based in the two valuations obtained for the Land as required by the Council's Land Acquisition and Disposal Policy which were within +/-5% of the valuation undertaken by the proposed purchaser), adjusted for the extension of equired infrastructure, and | l<br>•            |        |
|                           |                                                         |                   | se                | quire the CEO to present to Council the final draft of the agreement, together with the reports identified in actions A iii and iv of resolution 5.2.1 adopted by Council at its special meeting held on 2 November 2022, for all adoption, before undertaking the transfer of the Land to the intended purchaser.                                                                                                                                                                |                   |        |
|                           |                                                         |                   | <u>In Favour:</u> | Crs Frank Crawley, Neil Gorey, Chris Bilkey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise                                                                                                                                                                                                                                                                                                                                                 |                   |        |
|                           |                                                         |                   | Against:          | Nil                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                   |        |
|                           |                                                         |                   |                   | CARRIED 9/0                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1                 |        |
|                           |                                                         |                   |                   | CARRIED                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | •                 |        |
|                           |                                                         |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                   |        |
| 01 Nov 2023 11:17am Ferna | ndo, Stephen                                            |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                   |        |



# **Corporate Services Directorate**

Negotiation will continue.

01 Nov 2023 11:18am Fernando, Stephen - Completion

Completed by Fernando, Stephen (action officer) on 01 November 2023 at 11:18:43 AM - Interim resolution to progess negotiations.

Completed by Fernando, Stephen (action officer) on 01 November 2023 at 11:19:28 AM - Interim report to progress negotiations and generate final contract.

| Meeting                   | Subject                                                       | Resolution Number                      | Resolution                                                                                                                                                                                      | Officer           | Status |
|---------------------------|---------------------------------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------|
| Council 24/10/2023        | WATER BILLING - CORRECTION OF ERROR                           | 301023                                 | RESOLUTION 301023  Moved: Cr Nikki Cohen  Seconded: Cr Ann Crowe  That Murray River Council (Council) note the proposed reversal of Water Consumption Charges, as a result of an erroneous data | Fernando, Stephen | •      |
|                           |                                                               |                                        | entry of the closing meter read.  CARRIE                                                                                                                                                        | D                 |        |
| 01 Nov 2023 11:19am Fern  | ando, Stephen - Completion                                    |                                        |                                                                                                                                                                                                 |                   |        |
| Completed by Fernando, St | ephen (action officer) on 01 November 2023 at 11:19:03 AM - T | he amount has been debited back to the | e customer account.                                                                                                                                                                             |                   |        |

Meeting Subject Resolution Number Resolution Officer Status Council 24/10/2023 Sale of Land - Lot 3, DP 813704 - Mathoura Line Road, Fernando, Stephen 311023 Moama **RESOLUTION 311023** Moved: Cr Chris Bilkey Cr Dennis Gleeson Seconded: That Murray River Council resolve to authorise the Chief Executive Officer to: 1. engage with the parties (through the appointed real estate agents Elders Rural), expressing and interest to purchase the land identified as Lot 3, DP 803704, situated on Mathoura Line Road, Moama (the Land) to complete the negotiations and sell the said Land at the highest possible price, subject to the sales pricing being above the Reserve Price as identified in the report. 2. to sign any necessary documents and deeds and if required affix the Council seal on any such documents, required to give effect to the transfer the ownership of the said Land from Council to the successful buyer. In Favour: Crs Frank Crawley, Neil Gorey, Chris Bilkey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas and Geoff Wise Against: Cr Thomas Weyrich CARRIED 8/1 CARRIED 01 Nov 2023 11:19am Fernando, Stephen - Completion

| Meeting            | Subject                               | Resolution Number | Resolution        | Officer        | Status |
|--------------------|---------------------------------------|-------------------|-------------------|----------------|--------|
| Council 24/10/2023 | Borrowing Policy V#1 - Final Adoption | 091023            | RESOLUTION 091023 | Gordon, Sandra | •      |

# council

# murray river Monthly Operational Report – October 2023

# **Corporate Services Directorate**

Moved: Cr Ann Crowe Seconded: Cr Kron Nicholas That Council adopt the Borrowing Policy V#1 and place it in the Policy Register. CARRIED 07 Nov 2023 11:27am Gordon, Sandra - Completion Completed by Gordon, Sandra (action officer) on 07 November 2023 at 11:27:41 AM - Published to the website and filed in CM9

Meeting Subject Resolution Number Resolution Officer Status Council 24/10/2023 Budget Policy V#1 - Final Adoption Gordon, Sandra 081023 RESOLUTION 081023 Moved: Cr Neil Gorey Cr Geoff Wise Seconded: That the Budget Policy V#1 be adopted and placed in the Policy Register. CARRIED 07 Nov 2023 11:27am Gordon, Sandra - Completion Completed by Gordon, Sandra (action officer) on 07 November 2023 at 11:27:31 AM - Published to the website and filed in CM9

Meeting Resolution Number Officer Status Subject Resolution Council 24/10/2023 Investments and Reserves Report as at 30 September 2023 Kershaw, Kris 061023 **RESOLUTION 061023** Moved: Cr Dennis Gleeson Seconded: Cr Kron Nicholas That Council resolve to receive the Investments & Reserves Report, as of 30 September 2023. CARRIED 08 Nov 2023 10:40am Kershaw, Kris - Completion Completed by Kershaw, Kris (action officer) on 08 November 2023 at 10:40:47 AM - No further action required. Report provided to Council for information purposes. KTK 08/11/23

| Meeting            | Subject                                                  | Resolution Number | Resolution                                                                                                                                                                                                                  | Officer       | Status |
|--------------------|----------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 24/10/2023 | Murray River Council 2022/23 Annual Financial Statements | 101023            | RESOLUTION 101023  Moved: Cr Neil Gorey  Seconded: Cr Dennis Gleeson  That Murray River Council resolve to:  1. receive the Unaudited General Purpose Financial Statements and Special Purpose Financial Statements for the | Kershaw, Kris |        |
|                    |                                                          |                   | period 1 July 2022 to 30 June 2023, attached hereto as Attachment 1 and Attachment 2 respectively, and                                                                                                                      |               |        |



# murray river Monthly Operational Report – October 2023

# **Corporate Services Directorate**

2. subject to there being no material changes the statements identified in section 1 above, to authorise the signing of the said statements by the Mayor and Deputy Mayor, representing the elected officials and the Chief Executive Officer and Responsible Accounting Officer representing management.

CARRIED

08 Nov 2023 10:40am Kershaw, Kris - Completion

Completed by Kershaw, Kris (action officer) on 08 November 2023 at 10:40:41 AM - Follow-up report to Council Meeting November 2023 with final financial statmenets and presentation from external auditor. KTK 08/11/23

| Meeting                    | Subject                                                                    | Resolution Number               | Resolution                                                                                                                                                                                                                                | Officer       | Status |
|----------------------------|----------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 24/10/2023         | Financial Report - Unaudited FY 2023/24 Period Ending 30<br>September 2023 | 111023                          | RESOLUTION 111023  Moved: Cr Kron Nicholas  Seconded: Cr Dennis Gleeson  That Council:  1. Receive the Financial Report, encompassing the Income Statement and Statement of Financial Performance for the period ended 30 September 2023. | Kershaw, Kris |        |
|                            |                                                                            |                                 | CA                                                                                                                                                                                                                                        | RRIED         |        |
| 08 Nov 2023 10:39am Kers   | •                                                                          |                                 |                                                                                                                                                                                                                                           |               |        |
| Completed by Kershaw, Kris | (action officer) on 08 November 2023 at 10:39:46 AM - No further act       | ion required. Report provided t | o Council for information purposes. KTK 08/11/23                                                                                                                                                                                          |               |        |

### Council resolutions outstanding within 3 months

| Meeting            | Subject                                              | Resolution Number | Resolution        | Officer        | Status |
|--------------------|------------------------------------------------------|-------------------|-------------------|----------------|--------|
| Council 26/09/2023 | DRAFT Councillor and Employee Interaction Policy V#2 | <u>110923</u>     | RESOLUTION 110923 | Gordon, Sandra | •      |

# murray river Monthly Operational Report – October 2023

# **Corporate Services Directorate**

|                                                            | Moved:        | Cr Neil Gorey                                                                             |
|------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------|
|                                                            | Seconded:     | Cr Nikki Cohen                                                                            |
|                                                            | That the DRAF | T Councillor and Employee Interaction Policy V#2 be adopted and placed on public display. |
|                                                            |               | CARRIED                                                                                   |
|                                                            |               |                                                                                           |
| 13 Oct 2023 10:09am Gordon, Sandra                         |               |                                                                                           |
| Placed on Public Display until Thursday 30th November 2023 |               |                                                                                           |

| Meeting            | Subject                                 | Resolution Number | Resolution                                                                                                          | Officer        | Status |
|--------------------|-----------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------|----------------|--------|
| Council 24/10/2023 | Disclosure of Interest Return Reporting | 071023            | RESOLUTION 071023                                                                                                   | Gordon, Sandra | •      |
|                    |                                         |                   | Moved: Cr Neil Gorey                                                                                                |                |        |
|                    |                                         |                   | Seconded: Cr Ann Crowe                                                                                              |                |        |
|                    |                                         |                   | That Council notes that the Disclosures of Interest by Councillors and Designated Persons Returns have been tabled. |                |        |
|                    |                                         |                   | CARRIED                                                                                                             |                |        |
|                    |                                         |                   |                                                                                                                     |                |        |
|                    |                                         |                   |                                                                                                                     |                |        |

| Meeting            | Subject                                                                                | Resolution Number | Resolution                                                                                                                                                   | Officer       | Status |
|--------------------|----------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 22/08/2023 | Request for reduction in loan interest on Echuca Moama<br>Cycling Club Community Loans | 300823            | RESOLUTION 300823                                                                                                                                            | Kershaw, Kris | •      |
|                    |                                                                                        |                   | Moved: Cr Nikki Cohen                                                                                                                                        |               |        |
|                    |                                                                                        |                   | Seconded: Cr Ann Crowe                                                                                                                                       |               |        |
|                    |                                                                                        |                   | That the CEO or his delegate engage with the Cycling club to assess their financial sustainability and provide a further report to a future Council meeting. |               |        |
|                    |                                                                                        |                   | CARRIED                                                                                                                                                      | )             |        |
|                    |                                                                                        |                   |                                                                                                                                                              |               |        |
|                    |                                                                                        |                   |                                                                                                                                                              |               |        |

Council resolutions outstanding outside 3 months

| Meeting            | Subject                                                      | Resolution Number | Resolution                                                                                                                   | Officer        | Status |
|--------------------|--------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------|----------------|--------|
| Council 22/02/2022 | Councillor Training - Team Effectiveness/Conflict Resolution | 230222            |                                                                                                                              | Gordon, Sandra | •      |
|                    |                                                              |                   | RESOLUTION 230222                                                                                                            |                |        |
|                    |                                                              |                   | Moved: Cr Neil Gorey                                                                                                         |                |        |
|                    |                                                              |                   | Seconded: Cr Ann Crowe                                                                                                       |                |        |
|                    |                                                              |                   | That Council engage a suitably qualified and experienced trainer to undertake a Team Effectiveness Workshop for Councillors. |                |        |



# **Corporate Services Directorate**

CARRIED

13 Apr 2022 11:56am Gordon, Sandra

Training to be undertaken in June/July to spread out training for Councillors - had ICAC and Integrity training in March and April

14 Jul 2022 12:09pm Gordon, Sandra

Probably needs to be pushed back to August / September - need to discuss with the Councillors and ELT

16 Mar 2023 8:48am Gordon, Sandra

**Executive Assistant is researching options** 

09 Jun 2023 2:38pm Leyonhjelm, Lindy

Options presented to ELT did not cover the needs, will need further research

14 Jun 2023 9:58am Leyonhjelm, Lindy

Sandra Gordon presenting at June council prebreifing to gauge requirements and steps to training moving forward

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



### **Finance**

- Audit close off meeting held. Initial indication from auditors that they may have some delays in getting sign-offs. Pending under review at the moment.
- Budget review for Q1 underway



### Procurement

- Addressing of actions stemming from the contract management internal audit underway.
- Multiple tenders and EoIs are being managed.
- > Procurement Manager resigned. To be advertised



### Governance

- Compilation of Annual Report Underway
- Review of ward boundaries completed.



### **ICT, Systems & Processes**



- > 23/24 Rate Notices, issued through new TechOne P&R module. Water Billing to be undertaken in Cot 23.
- ▶ P&R-Compliance & Regulatory module implementation progressing as per plan.
- Project Lifecycle Management module implementation being planned.
- > MRC Intranet MaRCo (beta version) in use. Additional pages being planned.
- Records Management Software and processes are being implemented using SharePoint and TechOne ECM.



### **Assets**

- > Asset Custodianship Framework draft report has been received and is under review.
- > The GIS has been integrated to the recently implemented TechOne P&R-Revenue module.

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

- The Financial Sustainability of the Council remains the most significant risk for Council. SRV Process Underway.
- Cyber Security needs to be improved. A contract to undertake a comprehensive review will be issued shortly.
- Manager Procurement & Property resigned. Recruitment underway.
- Manger Assets on Long Service Leave. Interim Arrangements in place.
- Sale of Cobb Highway land has entered price negotiations.
- Council Continues its automation Journey through the Implementation of the TechOne System.
- Final audit meeting held. Financial Statements delivered by Council within OLG timelines.
- Review of Depreciation practices on Transport Assets has indicated a possibility to reduce the depreciation cost. Will not come into full effect until financial statements for 23/24 are prepared.



# murray river Monthly Operational Report – October 2023

# **Business Intelligence**

### PART A: Section Accountabilities and Team Roles

### Manager Business Intelligence -**Team Leader Records Software Systems Administrator IT/Software Trainer Sandy Paterson** Manage and maintain the design/redesign and documentation Assist with managing the electronic document management Coordinate & support systems upgrades and implementations Systems Administrator for Council's business applications, of business processes. system (CM9) and ensure prompt and accurate retrieval of including managing the access control, troubleshooting of issues when appropriate, including integrations/interfaces, user processed information and provide assistance to staff in using and outages, internally as well as with system vendors. Review and manage software systems used within Council to acceptance testing (test plan/case development, testing Lifecycle Information Management across all systems ensure they are fit-for-purpose. support, result documentation, error and rectification Provide advice on and coordinate business processes and Undertake custodianship of Council's data including its security, Assist with managing all hardcopy archiving requirements monitoring) and co-ordination of cut-over tasks related to such workflows to facilitate business improvement. analysis and use for decision making purposes. across the whole Council and ensure compliance with NSW upgrades/implementations. Develop software training materials and keep them updated Align Council data, records, information and ICT security State Records Act 1998. Undertake full responsibility for administering the application using vendor generated materials where available. architecture frameworks, standards and processes. software systems in use within Council, including security, Assist with developing and implementing physical and Co-ordinate and deliver software induction and follow up Ensure all Council records and managed in keeping with workflow and reporting. electronic records disposal schedules in accordance with training, to ensure staff are familiar with the operations and use statutory and regulatory requirements. Co-ordinate report design and development. Maintain the relevant legislation. of the relevant systems. Investigate and drive automation within Council systems using systems set-up as required. Maintain user access to systems in Monitor staff usage within Council's corporate business current and emerging technologies (RPA, AI, ML etc.) Systems administration- onboarding and offboarding user applications and provide advice, guidance, and assistance to keeping with applicable Council policies and guidelines. Provide ongoing training to ensure staff have the necessary logins, managing security access requirements, data cleansing, drive adoption. Support the year end roll-over processes in systems where such skills in the use of software, analysis and use of data, and file creation and location maintenance. Support the development, documentation and review of activities are applicable. understand their obligation with regard to managing records. Council's corporate business applications, procedures, and Provide support and back up to Records Officer. Manage enquiries from the business regarding system Engage and consult with stakeholders to identify requirements, operations and enhancements and provide timely software develop strategy and compile the long-term financial plan. Assist with business analytics and dashboard reporting across systems related first level help desk support to users. Manage the annual capital and operational budgets. To lead the delivery of the TechONE - ONECouncil SaaS solution Coordinate communication of key system changes to users. Assist with furthering the continuous improvement and Liaise with operational users to document the processes that from concept through to completion. automation of Council processes using advanced technologies are being undertaken through the software systems. Provision of ONECouncil technical expertise, recommendations such as Business Intelligence products and Robotic Process and support for MRC functional group teams, key users, end Liaise with software vendors and other service providers as Manage Council's software licence register, assist in the users and key stakeholders. needed to deliver on the role responsibilities. budgeting for such licenses and manage the related payments Co-ordinate the storage and retrieval of physical and electronic Assist with providing software training to staff when required. records in accordance with relevant legislation. Develop and maintain appropriate policies and procedures to facilitate effective systems administration. Participate in adhoc Develop, document and continuously review corporate record projects as required. keeping practices, procedures, policies and systems. **Accountabilities** Accountabilities **Accountabilities Accountabilities** Number SBPO Accountability Number SBPO Accountability Number SBPO Accountability Number SBPO Accountability **OneCouncil Post Implementation** Information and Records Management 0 **Document Work Process** OneCouncil Post Implementation Security Management Maintain Work Processes in keeping with **OneCouncil Post Implementation System** Existing network systems & corporate **ECM Service Delivery Changing Work Practices** Administration business applications integration and OneCouncil Post Implementation System Ο Maintain System Set-up management 0 Administer System User-Access Support Information and Records Management IT/Software Training Provide First Level Help Desk Support 0 Microsoft 365 **Business Improvement Delivery** Liaise with relevant Software Vendors and ECM Development & Management Existing Network systems and corporate Service Providers OneCouncil Post Implementation Projects business applications **Support Staff Training Activities** Microsoft 365 0 Microsoft 365 TechnologyOne Post Implementation **ECM** Development System Administration Information & Records System TechnologyOne Post Implementation **Access Control** Information and Records Management 0 Coordinate Systems Testing Liaise with relevant Software Vendors and Service Providers **Support Systems Implementations** Support Systems Upgrades **Coordinate Systems Testing Support Cyber Security Initiatives**

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murray river Monthly Operational Report – October 2023

# **Business Intelligence**

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



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

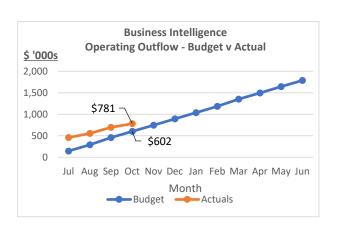
| 4 Year Delivery Program<br>2023-2026 | Deliver,<br>Partner, | Performance Measure                               | Responsible<br>Officer |          | Ye          | ar       |          | Comments                                                                                                                       | • |
|--------------------------------------|----------------------|---------------------------------------------------|------------------------|----------|-------------|----------|----------|--------------------------------------------------------------------------------------------------------------------------------|---|
|                                      | Advocate             |                                                   |                        | 1        | 2           | 3        | 4        |                                                                                                                                |   |
| Theme 2 – Goal 3 – Provid            | e clear, concis      | e and consistent information that is easily acc   | essible to our cus     | tomer    | s           |          |          |                                                                                                                                |   |
| 2.6 – Improve externally p           | rovided inform       | ation and communication                           |                        |          |             |          |          |                                                                                                                                |   |
| Further develop and                  | Advocate             | (DP 2.6.4) Investigate and implement NSW          | B: MBI                 |          | <b>~</b>    | <b>~</b> | <b>~</b> | TechOne Compliance module implementation project kick off held, with timeline still to be refined to ensure MRC can deliver    |   |
| enhance public                       |                      | Planning Portal links to allow better             | P: MDS                 |          |             |          |          | required aspects. Initial meeting held with external contractor to discuss Planning Portal integration works.                  |   |
| communication                        |                      | integration with MRC IT systems                   | O: MBI                 |          |             |          |          |                                                                                                                                |   |
| materials.                           |                      |                                                   |                        |          |             |          |          |                                                                                                                                |   |
| (S DCS)                              |                      |                                                   |                        |          |             |          |          |                                                                                                                                |   |
| Theme 2 – Goal 3 – Provid            | e clear, concis      | e and consistent information that is easily acc   | essible to our cus     | tomer    | s           |          |          |                                                                                                                                |   |
| 2.7 – Improve internal ser           | vices to better      | support community needs                           |                        |          |             |          |          |                                                                                                                                |   |
| Develop Customer                     | Deliver              | (DP 2.7.1) Upgrades to internal services to       | B: MBI                 |          | <b>&lt;</b> | <b>~</b> |          | Intranet: Works continue on MRC Intranet MaRCo, with WHS & Policies to be included in phase 1 including working on creating    |   |
| focused culture within               |                      | increase accessibility of internal                | P: MBI                 |          |             |          |          | security groups for departments for access management. MaRCo launched and training provided across all depots.                 |   |
| Council.                             |                      | information                                       | O: MBI                 |          |             |          |          | Records Consolidation: Works continue on M365 with Cloud Governance configuration workshops held across July- this will assist |   |
| (S DCS)                              |                      | <ul> <li>New CRM to improve customer</li> </ul>   |                        |          |             |          |          | in managing creation of MS Teams & SharePoint sites. 5 services have been created and will be ready for testing this month.    |   |
|                                      |                      | interface                                         |                        |          |             |          |          | These services will be linked to the Intranet so users can request for the services from one central location.                 |   |
|                                      |                      | - Develop intranet                                |                        |          |             |          |          |                                                                                                                                |   |
|                                      | <u> </u>             |                                                   |                        |          |             |          |          |                                                                                                                                |   |
|                                      |                      | driven system into Council processes, including   |                        |          |             |          |          |                                                                                                                                |   |
|                                      |                      | tent, efficiency and effectiveness of data captur | 1                      |          |             |          |          |                                                                                                                                |   |
| Use automated data                   | Deliver              | (DP 7.2.1) Investigate and implement              | B: MBI                 | <b>/</b> | <b>~</b>    | <b>/</b> | ~        | Resourcing is at capacity and no ability to progress this at this stage.                                                       |   |
| capture processes to                 |                      | automation and digitalisation of process          | P: MBI                 |          |             |          |          |                                                                                                                                |   |
| capture additional                   |                      | (manual process) across Council's                 | O: MBI                 |          |             |          |          |                                                                                                                                |   |
| sources of data and more             |                      | operations.                                       |                        |          |             |          |          |                                                                                                                                |   |
| detailed data.                       |                      |                                                   |                        |          |             |          |          |                                                                                                                                |   |
| (S DCS)                              |                      | delicer contact into Consultant and all a         |                        |          |             |          | <u> </u> |                                                                                                                                |   |
|                                      |                      | driven system into Council processes, including   | g public interface.    | •        |             |          |          |                                                                                                                                |   |
| 7.3 – Apply data sources to          |                      |                                                   | D. MDI                 | 1 1      |             |          |          |                                                                                                                                |   |
| Automate the process of              | Deliver              | (DP 7.3.1) Adopt deep learning and use of         | B: MBI                 |          |             | <b>~</b> | ~        |                                                                                                                                |   |
| business decision making             |                      | algorithms to manage data set and decision        | P: MBI<br>O:MBI        |          |             |          |          |                                                                                                                                |   |
| (S DCS)                              |                      | making in real time where possible                | O.IVIBI                |          |             |          |          |                                                                                                                                |   |
|                                      |                      |                                                   |                        |          |             |          |          |                                                                                                                                |   |
|                                      |                      |                                                   |                        |          |             |          |          |                                                                                                                                |   |

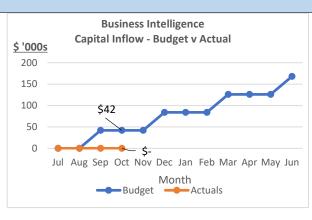
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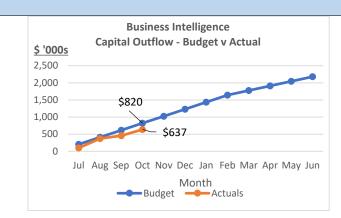
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# **Business Intelligence**

### PART C: **Financial Outcomes**







### PART D: **Project Status**

| Project                            | Comments:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| R3 – Compliance                    | Project kick off meeting held and bookings being refined. Once confirmed invites will be sent to staff required for design Workshops. Design workshops underway with strong participation from MRC staff but ongoing concerns about adequate resourcing in Development Services team to manage the implementation over next 12 months. <i>User Stories being developed to define requirements</i> .                                                                                                                                                                                                                                                                                                   |
| R2 – Property & Rates              | Property & Rates module is now live in the production environment, with some additional works still underway to meet the needs of MRC. Planning underway for first TechnologyOne Water Billing run.  Ongoing work continue to resolve outstanding issues with some bugs identified- TechOne is exploring options to resolve. TechOne Water Billing testing started last week of October, and to be completed in production during November.                                                                                                                                                                                                                                                           |
| R2 – Enterprise Cash Receipting    | Enterprise Cash receipting module is now live in the production environment, and some amendments have been made to the training materials to ensure they reflect the requirements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| R2 – Enterprise Content Manager    | Enterprise Content Manager module is now live in the production environment, with some additional works still underway to enable archiving & disposal. MRC need to make some strategic decisions on records management and how/when to transisitipn from CM9 to ECM. Decision made for all property related records to be stored in ECM after 1 July 2024 and works underway to ensure this can be delivered. Workshop held with Planning & Building staff to ensure they are aware of upcoming changes to property related records. Incoming property related records being reviewed to plan for the transition across to ECM and workshops to be booked with TechOne consultants to start planning. |
| R1 - FINANCE                       | Staff navigated the EOFY process for the 2 <sup>nd</sup> time, with minimal support from external contractors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| R1 - CORPORATE ENTERPISE BUDGETING | Additional works on hold awaiting Finance Team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| R1 - SUPPLY CHAIN MANAGEMENT       | Contracts system configured, data migrated and validated- await Procurement Manager to test. Purchase Order Vs Invoice date report scheduled to run each month from September.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| R1 - HUMAN RESOURCES & PAYROLL     | Recruitment Requisition form has been developed and is in Testing phase. Works underway for Organisational Structure changes to align to MRC. HR dashboard is in final design stages and due to be released next month. Training module has been configured and training will be managed in TechOnein November. TechOne & CM9 training will be managed in thre new module, which enables visibility across staff training in a central location.                                                                                                                                                                                                                                                      |
| R1 – ENTERPRISE ASSET MANAGEMENT   | Defects capture and Maintenance Scheduling to be rolled out. Process mapping is required to better understand Works scheduling. Asset books continuing to be refined and updated to include Assets that were missed in the reval. Await Assets Team. Pool Car Booking System being moved to T1 instead of MS Outlook – in testing phase. Pool Car Bookings moved to TechOne and training provided to staff.  Feedback has been positive to date.                                                                                                                                                                                                                                                      |
| R1 – STRATEGIC ASSET MANAGEMENT    | Asset data to be imported - await Assets Team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| R1 – SYSTEM ADMINISTRATION         | TechOne Reports register to be updated to manage report scheduling & version control. Review of Business Process Automations (BPAs) & Resource Pools to standardize naming conventions & document use to enable long term management as the system grows. Works underway to correct multiple Business Unit naming conventions across t1 modules to align.                                                                                                                                                                                                                                                                                                                                             |
| R3 – DATA MIGRATION                | Data owners identified for the Compliance module and initial kick off meetings to be held early October. <i>Initial workshops held with Data Owners</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| R3 – ENVIRONMENTS                  | Planning upgrade to 2023B for Test environment on 04/10 & Production will follow on 01/11. Upgrade rolled out to MRC Test environment – Testing completed with 99% pass test cases. Moving to production 1 Nov.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



## **Business Intelligence**

#### PART E: **Business as Usual**

### **Creation of Records**

• Records captured into Content Manager (CM9) - Councils Electronic Document Management System (EDMS):

Year 2023 (to date): 51,367 documents • Year 2022: 61,200 documents Total: 697,914 documents

### **Archiving & Disposal**

• Records Destroyed – This Year to Date: 8 documents

• Records Made Inactive- This Year to Date: 20,882 documents Records Made Inactive- Total: 438,655 documents

• Records Custody Transferred (Permanent Archive) - This Year: 0

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

Records Destroyed – Total: 18,949 documents

• Records Transferred to Off-Site Storage- This Year: 0 Records Transferred to Off-Site Storage- Total: 7 Files

### **Software & Systems**

- TechOne 2023B Upgrade approval to move to production as at 1 Nov.
- Busy with inflow of PnR and ECR relates issues along with TechOne access.
- Created T1 ECR Eftpos terminal troubleshooting document.
- JIRA Service Management implemented to assist with managing support tickets

### **Additional Works**

- Revamp of the learning hub continues, with works underway for EAM (Asset Enterprise Management), Finance and Corporate Performance Management.
- Process mapping continues across Council, with 131 completed to date and an additional 18 identified for tasks associated with the new TechOne Compliance module

### **TECHONE ISSUES OCT** Access + Reports Access + ■HRP Reports, 18 Financials PnR ECR EAM

#### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Escaratea cast | Statistical distribution for the statistical formation and the sta |                   |  |  |  |  |  |  |  |  |  |  |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--|--|--|--|--|--|--|--|--|--|
| Date           | Customer Compliant                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Action Undertaken |  |  |  |  |  |  |  |  |  |  |
|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |  |  |  |  |  |  |  |  |  |  |

### Risk Management

| Date Updated | Risk Details                                                                                            | Existing Controls/Challenges                                                                                     | Required Actions                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|--------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 11/10/2021   | Non-compliance with regulatory                                                                          | Policy and Procedures in place                                                                                   | Task – Develop Information Asset Register                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|              | requirements                                                                                            | Training and support to all EDMS users                                                                           | Task – Identify end user records management requirements                                                                                                                                                                                                                                                                                                                                                                                        |  |
|              |                                                                                                         | Trained Records Management staff Backups of current data                                                         | Project – Migrate network drive data and reduce/discontinue its use                                                                                                                                                                                                                                                                                                                                                                             |  |
|              |                                                                                                         | Backups of current data                                                                                          | Project – Migrate Content Manager (CM) and discontinue its use                                                                                                                                                                                                                                                                                                                                                                                  |  |
|              |                                                                                                         |                                                                                                                  | Project – Define M365 business use and relaunch with training for users and identify Systems Administrator                                                                                                                                                                                                                                                                                                                                      |  |
| 11/10/2021   | Archiving and Disposal of Hardcopy records does not meet legislative requirements and/or business needs | Policy and Procedures in place<br>Training and support for staff as required<br>Trained Records Management staff | Task – Transfer hardcopy records to NSW State Archive for permanent archiving as per legislation. Works underway to proceed with the first transfer of Minute Books dating back to early 1900s through to 1960 to ensure safekeeping for future generations.                                                                                                                                                                                    |  |
| 24/01/2022   | iFERRET considered inadequate solution<br>for disposal of records in Release 2                          | Review business requirement, scope and explore alternative                                                       | RIM review to assist with determining requirements. Review delivered Apr 2022- outcomes to be assessed over the coming weeks. Information Governance Group to be implemented with a cross section of staff to assist with strategic planning in information management across MRC. Information Governance Group meets monthly to work through information and data governance issues.                                                           |  |
| 24/07/2023   | Availability of specific skill sets internally to complete required works                               | Identifying gaps in resources early                                                                              | MRC will need to look at providing additional external resources to supplement existing internal resources in order to undertake additional works required for the Records & Information Management project and potentially other areas of the TechnologyOne rollout. Internal resourcing has caused delays with data migration for the TechnologyOne project and additional resourcing will need to be allocated to keep the project on track. |  |

### murray river Monthly Operational Report - October 2023

### **Business Intelligence**

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

### technology**one**



### Progress to date:

- Pool car booking system moved from Outlook to techOne – training
- Training Module testing completed & will facilitate staff training in TechOne & CM9 in November.



Organisation structure clean up completed in Test – moving to production soon (awaiting contractor availability)

### **Currently Underway**

- Dashboard works continuing with HR dashboard expected soon.
- Payment Gateway to be configured to allow online payments.
- Recruitment Requisition form in testing phase (on hold)
- 1st Water Billing run from techOne ongoing challenges with Taggle & techOne have made this challenging
- Compliance workshops for Certificates, Bonds & Guarantees and Permits, Licences & Approvals all completed.

# **MaRCo**

### **MRC Intranet**

Working with HR to put together a Human Resources page for the Intranet, with access to EAP info, Leave info, Return to Work & Injury Management info as well as Procurement & Project Management pages.



### Information & Records Governance Group Full review underway of MS Teams created since initial

launch to reduce risk of data loss & external sharing. Works continue of Privacy Statement.

## technologyone

Transforming business, making life simple

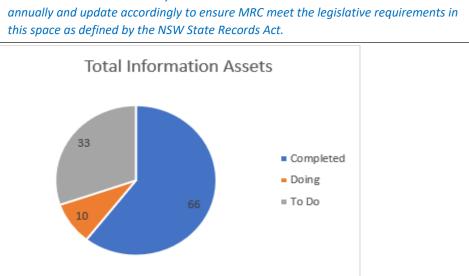
**TechOne ECM for records management** 

Property records underreview and consultant to be booked to assist MRC in building the addiitonal configuration required in ECM.

### **Information Asset Register**

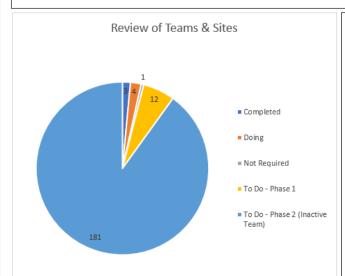
Project underway to develop and Information Asset register to identify where MRC is storing and managing infor5mation to assist in the event of a data breach.

Working with staff across Council to identify the type of information they create, receive and store and which system it's housed in. Our Team will review at least annually and update accordingly to ensure MRC meet the legislative requirements in



### MS Teams & SharePoint Clean Up

Project underway to review and clean up the existing MS Teams and SharePoint sites, manage external sharing and recordkeeping requirements as well as provide training to staff in the use of these tools at MRC. Existing sites and teams are currently being mapped to recordkeeping 'rules' to enable archiving & disposal of information as required (reducing risk and storage costs).



### **Timeline**

Stage 1: Roll out MS Teams & SharePoint Governance, which will see additional controls in place to manage the creation of new teams & sites and provide training to staff. Deliver: Dec 2023

Stage 2: Apply records management rules to documents housed within M365 (active sites only) and provide training and awareness initiatives to staff. Deliver: Dec 2023

**Stage 3:** Apply records management rules to documents housed within M365 (inactive sites) Deliver: Dec 2024

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

TechnologyOne – Consultant availability (or lack of) is causing some concern to the Compliance project and we continue to work closely with techOne to ensure the project can stay on track. TechnologyOne – water billing is expected to be completed in November, although there have been ongoing challenges with both Taggle & techOne. Consultant booked for 10<sup>th</sup> nov tyo assist MRC staff. Intranet – lots of positive feedback in relation to MRCs new intranet and lots of staff thinking about additional options that will be explored over the next 12 months.

murray river council

### Monthly Operational Report – October 2023

**Finance** 

### PART A: Section Accountabilities and Team Roles

| Manager Finance - Kris Kershaw                                                                           | Managemen                                                                                                                                         | t Accountant                                   | Financia                                           | Accountant                                                                     | Coc  | ordinator F   | Financial Operations                              | Rates C                                    | oordin   | ator/Revenue Officer                  |  |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------|------|---------------|---------------------------------------------------|--------------------------------------------|----------|---------------------------------------|--|
| Operate in a financially responsible and sustainable manner                                              |                                                                                                                                                   | nce Manager in budgeting, forecasting,         | Assist the Finance Manager in meeting all          |                                                                                |      |               | nce Manager through the                           | Manage the rating function of Council.     |          |                                       |  |
| IPR ratios).                                                                                             | Prepare Council's operational and long-term financial plan, monthly and quarterly budget reporting  Assist with the long-term financial strategy, |                                                |                                                    | compliance reporting requirements.  Undertake compliance reporting, compliance |      |               | day-to-day finance operations.                    | Levy Council's rates each year, respond to |          |                                       |  |
| Review, revise and maintain Council's Long Term Financial                                                |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               | unts payable, accounts                            |                                            | •        | ires and maintain rates maste         |  |
| lan in line with statutory requirements.                                                                 |                                                                                                                                                   |                                                |                                                    | e, end of month processes, journal                                             | rece | eivable, pay  | roll, and trainee finance staff.                  | file deta                                  | ils.     |                                       |  |
| Provide financial reports to Management and staff to assist                                              |                                                                                                                                                   |                                                |                                                    | g, and general ledger monitoring/                                              | Mai  | nage bank r   | econciliations.                                   | Underta                                    | ke debt  | recovery activities.                  |  |
| n budget control and decision making.                                                                    |                                                                                                                                                   | nonitoring and working with managers           | maintena                                           |                                                                                | Prei | nare accour   | nting entries for the disposal and                | Facilitate                                 | the sa   | lle of land for the recovery of       |  |
| nsure adequate and effective internal controls are in place                                              | and ELT to ach                                                                                                                                    | ieve budget targets.                           | Reconcile & Monitor General Ledger reconciliations |                                                                                |      | itions of pla |                                                   |                                            |          | required.                             |  |
| or all financial management.                                                                             | Provide ongoing training and support to Council staff on                                                                                          |                                                |                                                    | oring.                                                                         |      | ·             | ·                                                 |                                            |          | •                                     |  |
| Naintain a strategic rating structure that is equitable across                                           | budget and re                                                                                                                                     | porting processes.                             |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| ne region.                                                                                               |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| Nanage investments in the long-term interest of the                                                      |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| ommunity and within regulatory requirements.                                                             |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
|                                                                                                          |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| Complete annual & quarterly budgeting processes in-line vith statutory requirements.                     |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| , ,                                                                                                      |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| rocess accounts payable in-line with Councils protocols nd suppliers' terms of trade.                    |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
|                                                                                                          |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| complete and lodge Annual Financial Statements in coordance with Statutory Requirements.                 |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| , ,                                                                                                      |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| omplete all taxation returns and grant acquittals (as a nancial service) as required by external bodies. |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
|                                                                                                          |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| Organise and manage the external audit of Council and                                                    |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| ddress any rectification/improvement action arising herefrom.                                            |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| Accountabilities                                                                                         | Accountabili                                                                                                                                      | ties                                           | Account                                            | bilities                                                                       | Acc  | ountabilit    | ies                                               | Accoun                                     | tabiliti | es                                    |  |
|                                                                                                          |                                                                                                                                                   |                                                |                                                    |                                                                                |      |               |                                                   | <u> </u>                                   |          |                                       |  |
| SBPO Accountability  B Internal Finance & Revenue                                                        | Number SBPC                                                                                                                                       | Accountability  Management Accounting          | Number                                             | SBPO Accountability P Financial Projects                                       | Nu   | mber SBPO     | Accountability Fees and Chargers                  | Number                                     | 0        | Accountability Rates and Revenue      |  |
| B Rates & Revenue                                                                                        | P                                                                                                                                                 | Budget Projects                                |                                                    | O Investment Management                                                        |      | P             | Internal Finance and                              |                                            | 0        | Rate Enquiry Service                  |  |
| 3 Investments                                                                                            | 0                                                                                                                                                 | Quarterly Budget Review &                      |                                                    | O Annual Financial Statements                                                  |      |               | Revenue                                           |                                            | 0        | Rates Debt Recovery                   |  |
| B Payroll                                                                                                |                                                                                                                                                   | Reporting                                      |                                                    | O Audit Reporting &                                                            |      | 0             | Fees and Chargers                                 |                                            | 0        | Calculate Annual Rates                |  |
| B Fees & Charges                                                                                         | 0                                                                                                                                                 | Budget Resource for                            |                                                    | Compliance                                                                     |      | 0             | Bank Reconciliation (incl B/O                     |                                            | 0        | Customer Water Debt                   |  |
| B Financial Projects                                                                                     |                                                                                                                                                   | Managers                                       |                                                    | O Financial Projects                                                           |      |               | Receipting)                                       |                                            |          | Recovery West                         |  |
| B Management Accounting & Reporting                                                                      | 0                                                                                                                                                 | Annual Budget Preparation                      |                                                    | O Monthly Financial Reporting                                                  |      | 0             | Business Activity Statement                       |                                            | O        | Water System Billing                  |  |
| B Corporate Financial Planning  B Sundry Dobtors                                                         | 0                                                                                                                                                 | (10-year plan) Accounting System               |                                                    | O FBT Management O Monthly Investment                                          |      | 0             | (BAS incl Fuel Rebate) Fortnightly Payroll Review |                                            | 0        | Backend West Water System Billing and |  |
| B Sundry Debtors B Accounts Payable                                                                      |                                                                                                                                                   | Maintenance                                    |                                                    | Reporting.                                                                     |      | 0             | RFS Financial Transactions                        |                                            |          | Support West                          |  |
| B External Audit                                                                                         | 0                                                                                                                                                 | Management Accounting &                        |                                                    |                                                                                | L    |               |                                                   |                                            | 1        | Ch                                    |  |
| P External Audit                                                                                         |                                                                                                                                                   | Reporting Delivery                             |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| P Finance Systems and Processes                                                                          | 0                                                                                                                                                 | Internal Monthly Budget                        |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| P Investment Management                                                                                  |                                                                                                                                                   | Reporting                                      |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| O Corporate Finance Accounting                                                                           | 0                                                                                                                                                 | Annual Budget Preparation                      |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| O Monitoring & Payment of Bills                                                                          | 0                                                                                                                                                 | (1-year operating plan) External Audit Service |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |
| O Annual Workcover Estimate and Return                                                                   |                                                                                                                                                   | External Addit Service                         |                                                    |                                                                                |      |               |                                                   |                                            |          |                                       |  |

murray rive council

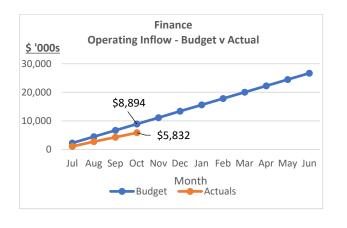
### Monthly Operational Report – October 2023

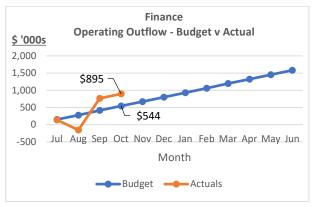
**Finance** 

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

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

### PART C: Financial Outcomes





### PART D: Project Status

- 2022/23 Financial Statements External audit completed, and 2022/23 financial statements lodged by 31 October 2023. It should be noted that Council didn't receive the Conduct of the Audit Report from the NSW Audit Office until the afternoon of the 31 October 2023. Council has received the Management Letter for review and comment on the 9<sup>th</sup> November.
- **Technology One System** Technology One System has gone live from 1 July 2023 for Property and Rating. The rating system still has some minor implementation that currently requires Finance to continue to dedicate staff resourcing to it, whilst managing day-to-day operations. Updates to the rating module continue to progress.
- Internal reporting Finance staff continue to improve reporting options available from the Technology One system, with focus being placed on giving the Managers the ability to generate the reports themselves. An example of a current report under development is a Statement of Cashflow report that can be run anytime in Tech 1 as part of the end of month processing and reporting.
- Quarterly budget review process 1st quarter budget review has been completed and will be reported to Council at the November 2023 ordinary council meeting.
- Monthly reporting Month report to council has commenced in July 2023. This report will provide Council with a monthly progress on the Income Statement of Financial Performance. It is expected that Cashflow reporting will be added to the monthly report in the near future.
- Policy Reviews Council's hardship and credit card policies were scheduled to go to the November 2023 Audit Committee meeting for review, but these policies are still under draft/ review and they will now go to the February 2024 ARIC meeting.

### PART E: Business as Usual

Overdue Amounts as of 14 November 2023

Rates Outstanding – \$3,036,291, or 12.22% (Previous month \$3,223,404 or 12.89%). This result is above the Office of Local Government ratio requirement of 10% for rural councils. Note that 1st instalment of rates was payable by 31 August 2023. Water Outstanding - \$311,858, or 12.48% (Previous month \$315,016 or 12.59%).

Sundry Debtors Outstanding - \$267,162 greater than 90 days, or 14.44% (Previous month \$709,587 or 44.17% - Previous month of September 2023 was reported incorrectly due to a system fault, which is currently being fixed).

### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Da | ate | Customer Compliant | Action Undertaken | • • • |
|----|-----|--------------------|-------------------|-------|
|    |     |                    |                   |       |

Risk Management

| Date Updated Risk Details Existing Controls/Challenges Required Actions | Date Updated | s Existing Controls/Challenges |
|-------------------------------------------------------------------------|--------------|--------------------------------|
|-------------------------------------------------------------------------|--------------|--------------------------------|

murray river council

### Monthly Operational Report – October 2023

**Finance** 

| July 2023 | Availability of Finance<br>Resources                          | Resourcing improvement has seen vacant roles filled. Finance Manager reviews availability of staff and assign work as required.                                                                                                        | <ul> <li>Continued training and skilling-up of key staff to help complete the financial statements, which leads to work been pushed out to staff that can do it/ assist.</li> <li>Financial Accountant role has been vacant since 7 April 2023. Currently backfilled by external contractor. Need to advertise role and make role permanent again.</li> </ul>                                                                 |
|-----------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July 2023 | Internal resources<br>unavailable due to<br>business as usual | Monitor what is coming up as due – review each month at the start.  Finance Manager assigns work and follows-up on progress. Attempts are made to prioritise work as best as possible. A lot of work is still done using spreadsheets. | <ul> <li>Improve reporting to internal audit committee on progress of status of various projects.</li> <li>Clearly define priorities and ensure this is communicated to all Finance staff.</li> <li>Focus on ensuring that compliance deadlines are met.</li> </ul>                                                                                                                                                           |
| July 2023 | Staff fatigue                                                 | Normal process is to ensure staff take annual leave and scheduled RDOs. However, the OneCouncil project and other projects has resulted in staff deferring leave and banking RDOs.                                                     | <ul> <li>Monitor staff physical and mental wellbeing and ensure they are ok on a regular basis. Recent Tech 1 project has resulted in fatigue for some of the Finance staff.</li> <li>Get staff to schedule in leave and take RDOs. This is proving difficult to implement due to workloads and Council ongoing requirements needing to be met.</li> <li>Look at additional resourcing options as the need arises.</li> </ul> |

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

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

Governance and Risk

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

### Manager Governance and Risk – Sandra Gordon

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

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

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

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

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

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

Managing the legal services relationships.

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

Manage the annual operational budget.

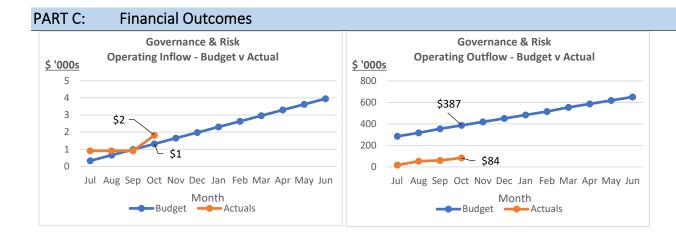
### Accountabilities

| Number | SBPO | Accountability                                                  |
|--------|------|-----------------------------------------------------------------|
|        | В    | Legal Services Management                                       |
|        | В    | Risk Management                                                 |
|        | В    | Governance Framework                                            |
|        | В    | Policy & Procedure Management                                   |
|        | В    | Legislative Compliance                                          |
|        | Р    | Legal Services                                                  |
|        | Р    | Policies & Procedures                                           |
|        | Р    | Risk Management                                                 |
|        | Р    | Legislative Compliance                                          |
|        | Р    | Legal Services Contract Management                              |
|        | Р    | Business Continuity                                             |
|        | Р    | Internal Audit                                                  |
|        | 0    | Maintenance of Policies and Procedures documents and systems    |
|        | 0    | Corporate Performance & Reporting – Publications                |
|        | 0    | Legislative Compliance                                          |
|        | 0    | Implementation of Governance Framework and supporting education |
|        | 0    | Coordination of Legal Services                                  |
|        | 0    | Annual Report                                                   |
|        | 0    | Government Information Public Access (GIPA) Service             |
|        | 0    | Risk Management                                                 |
|        | 0    | Councillor Induction & Training                                 |
|        | 0    | Business Continuity                                             |
|        | 0    | 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.

Governance and Risk



PART D: **Project Status** 

No projects planned

PART E: **Business as Usual** 

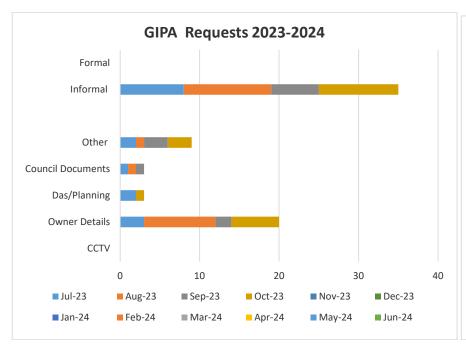
#### PART F: **Service Metrics**

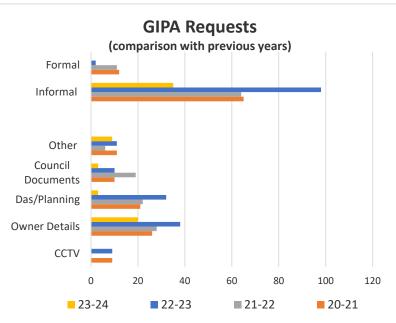
### **Key Performance Indicators**

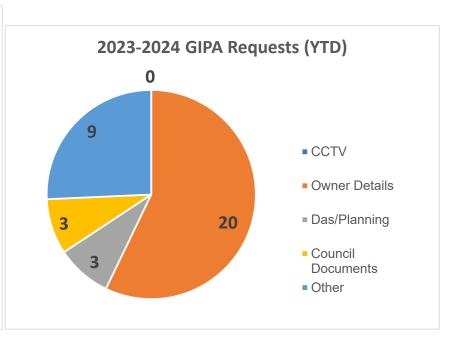
| Report Against Position Description                                                                                                                   | Officer | Comments: (Business Manager to provide short precis.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | • |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Ensure Legislative / regulatory compliance and reporting is met/adhered to.                                                                           | MGR     | <ul> <li>Ward Boundary Realignment Completed</li> <li>Compliance Register – updated and legislative changes distributed to the relevant officers – ongoing</li> <li>Public Interest Disclosures (PIDs) – Annual return submitted</li> <li>Government Interest (Public Access) Act Return (GIPA) – Annual return submitted</li> <li>Code of Conduct Annual Return – completed and submitted</li> <li>Reviewing software to streamline the process</li> <li>Updated Legislative Compliance Register</li> <li>Updated Policy Matrix – to include new legislation</li> <li>Privacy Statement on website and Council documents reviewed</li> <li>Annual Report – continuing to collate information from managers</li> <li>Mandatory Data Breach Notification – webinar attended – preparation of the new rules being developed</li> </ul> |   |
| Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up. | MGR     | ▶ Risk Register - updated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | • |
| Establish adequate insurance cover for Council activities, in consultation with operational managers.                                                 | MGR     | <ul> <li>Insurance Policies for 2023-2024 have been finalised</li> <li>2023-2024 Certificates of Currency – available in CM9</li> <li>Technicality due to policy wording (informed by Mutual management) is being investigated</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | • |
| Manage and develop Policies and Procedures                                                                                                            | MGR     | <ul> <li>Jul 2023 – Related Party Disclosure Policy – adopted</li> <li>Aug 2023 – Media Policy – adopted</li> <li>Sep 2023 – Contaminated Land Policy – adopted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | • |

## Governance and Risk

|                                                           |     | ➤ Sep 2023 – Pesticide Use Notification Plan – adopted                                     |   |
|-----------------------------------------------------------|-----|--------------------------------------------------------------------------------------------|---|
|                                                           |     | Oct 2023 – Budget Policy – adopted                                                         |   |
|                                                           |     | Oct 2023 – Borrowing Policy - adopted                                                      |   |
| Develop, maintain and report on Council's suite of        | MGR | ▶ Updated Fraud and Corruption Register                                                    | • |
| Corporate registers                                       |     | > 2022-2023 Related Parties – completed                                                    |   |
|                                                           |     | Secondary Employment returns – on-going                                                    |   |
|                                                           |     | Disclosure of Interest Returns – presented to Council for noting                           |   |
|                                                           |     | ➤ Informal GIPA requests YTD - 35                                                          |   |
|                                                           |     | ➤ Formal GIPA requests YTD – 0                                                             |   |
|                                                           |     | Number of GIPA requests down on previous years                                             |   |
| Facilitate the Audit & Risk Committee function of Council | MGR | ➤ Committee Meeting for the endorsement of the Financial Statements held 18 September 2023 | • |
|                                                           |     | > 2022-2023 ARIC Annual Report - finalised                                                 |   |
| Provide support & guidance to the Mayor and Councillors   | MGR | ➤ Political Donations Forms — distributed to Councillors                                   | • |
| on their statutory obligations as elected officials       |     |                                                                                            |   |
| Managing the legal services relationships.                | MGR | ➤ Processes under review                                                                   | • |







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

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

murray river council

## Monthly Operational Report – October 2023

**Coordinator Technology & Digital Services** 

# Information Technology

### PART A: Section Accountabilities and Team Roles

Manager of IT and Digital Services – Alex

| ommun<br>equired      | ications<br>connec | he information and<br>s infrastructure to enable the<br>tivity and data exchange | Supports | the Ma                                          | the delivery of IT services to Counc                              |  |  |  |  |
|-----------------------|--------------------|----------------------------------------------------------------------------------|----------|-------------------------------------------------|-------------------------------------------------------------------|--|--|--|--|
| equirem               | ents.              |                                                                                  |          | deliver the MSP contract, Network, CCTV, Access |                                                                   |  |  |  |  |
| nsure se<br>ssets.    | ecurity            | of Council information and ICT                                                   |          |                                                 | network and anything else required for services to the community. |  |  |  |  |
| rovide s<br>of techno |                    | services to staff in relation to use                                             |          |                                                 |                                                                   |  |  |  |  |
| ccount                | abiliti            | es                                                                               | Account  | tabiliti                                        | es                                                                |  |  |  |  |
| Number                | SBPO               | Accountability                                                                   | Number   | SBPO                                            | Accountability                                                    |  |  |  |  |
|                       | В                  | Public Access Systems                                                            |          | Р                                               | IT Asset Procurement & Disposal                                   |  |  |  |  |
|                       | В                  | IT Networks                                                                      |          | Р                                               | Existing network systems and                                      |  |  |  |  |
|                       | В                  | Printing Services                                                                |          |                                                 | corporate business applications                                   |  |  |  |  |
|                       | В                  | IT Support                                                                       |          | Р                                               | Library Management Systems                                        |  |  |  |  |
|                       | В                  | IT System Software & Hardware                                                    |          | Р                                               | IT System Administration                                          |  |  |  |  |
|                       | В                  | Community Safety                                                                 |          | Р                                               | Portable Assets – IT                                              |  |  |  |  |
|                       | В                  | Portable Assets                                                                  |          | Р                                               | Printing Services                                                 |  |  |  |  |
|                       | В                  | Communication Towers & Radio                                                     |          | Р                                               | Point of Sale                                                     |  |  |  |  |
|                       |                    | Controls                                                                         |          | Р                                               | IT – Product Development                                          |  |  |  |  |
|                       | В                  | Point of Sale                                                                    |          | Р                                               | IT Support Projects                                               |  |  |  |  |
|                       | В                  | IT System Administration                                                         |          | Р                                               | IT System – Software & Hardware.                                  |  |  |  |  |
|                       | В                  | IT Asset Procurement & Disposal                                                  |          | Р                                               | IT Cabling                                                        |  |  |  |  |
|                       | В                  | IT – Product Development                                                         |          | Р                                               | Internal Phone & Internet                                         |  |  |  |  |
|                       | В                  | Internal Phone and Internet                                                      |          | Р                                               | Community Safety                                                  |  |  |  |  |
|                       |                    | Services                                                                         |          | Р                                               | IT Security Systems                                               |  |  |  |  |
|                       | В                  | IT Cabling                                                                       |          | Р                                               | Public Access Systems                                             |  |  |  |  |
|                       | В                  | Library Management Systems                                                       |          | Р                                               | SCADA                                                             |  |  |  |  |
|                       | В                  | Drone Registration &                                                             |          | Р                                               | Communication Towers & Radio                                      |  |  |  |  |
|                       |                    | Compliance                                                                       |          |                                                 | Controls                                                          |  |  |  |  |
|                       | 0                  | Cyber Security                                                                   |          | Р                                               | IT Networks                                                       |  |  |  |  |
|                       | 0                  | Point of Sale                                                                    |          | Р                                               | IT Security Systems                                               |  |  |  |  |
|                       | 0                  | Printing Services                                                                |          | 0                                               | IT System Maintenance                                             |  |  |  |  |
|                       | 0                  | IT Asset Procurement and                                                         |          | 0                                               | IT System – Software & Hardware                                   |  |  |  |  |
|                       |                    | Disposal                                                                         |          | 0                                               | Portable Assets – IT                                              |  |  |  |  |
|                       | 0                  | Library Systems                                                                  |          | 0                                               | Community Safety                                                  |  |  |  |  |
|                       | 0                  | IT Systems                                                                       |          | 0                                               | IT Security Systems                                               |  |  |  |  |
|                       | 0                  | IT Infrastructure & Support to                                                   |          | 0                                               | Internal Phone and Internet Service                               |  |  |  |  |
|                       |                    | MBI                                                                              |          | 0                                               | Public Access                                                     |  |  |  |  |
|                       | 0                  | Drone Registration &                                                             |          | 0                                               | Communication Towers & Radio                                      |  |  |  |  |
|                       |                    | Compliance                                                                       |          |                                                 | Controls                                                          |  |  |  |  |
|                       |                    |                                                                                  |          |                                                 |                                                                   |  |  |  |  |

murray river Monthly Operational Report – October 2023

## **Information Technology**

### 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.

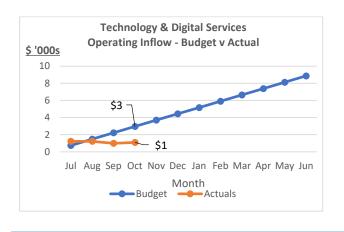
| 4 Year Delivery Program<br>2023-2026                                          | Deliver,<br>Partner,             | Performance Measure                                                                                                | Responsible<br>Officer |        | Ye       | ear  | 1    | Comments                                                                    | • |
|-------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------|--------|----------|------|------|-----------------------------------------------------------------------------|---|
|                                                                               | Advocate                         |                                                                                                                    |                        | 1      | 2        | 3    | 4    |                                                                             |   |
| Theme 3 – Goal 1 – Create 3.6 – CCTV Strategy                                 | and maintain                     | safe and accessible community spaces that en                                                                       | hance healthy liv      | ing an | d pro    | mote | acti | re lifestyles.                                                              |   |
| Develop and implement a CCTV strategy for all townships.                      | Deliver                          | (DP 3.6.1) Develop CCTV strategy.                                                                                  | B: MTDS<br>P:<br>O:    | ~      |          |      |      | Work in progress: has been slightly delayed by the floods and BAU workload. | • |
| (S DCS)                                                                       | Deliver                          | (DP 3.6.2) Begin installation and management of CCTV devices as identified in the strategy                         | B: MTDS<br>P:<br>O:    | ~      | ~        | ~    | ~    | Not yet commenced                                                           | • |
|                                                                               |                                  |                                                                                                                    |                        |        |          |      |      |                                                                             |   |
| Develop and implement<br>a Digital Communication<br>and Network Strategy.     | Deliver                          | (DP 6.5.1) Develop an Internal Digital<br>Communication and Network strategy                                       | B: MTDS<br>P:<br>O:    | ~      | ~        |      |      | Not yet commenced                                                           |   |
| (S DCS)                                                                       | Partner,<br>Advocate             | (DP 6.5.2) Create local partnerships to advocate for improved and up-to-date Digital Communications for the region | B: MTDS<br>P:<br>O:    | ~      | ~        | ~    | ~    | Not yet commenced                                                           | • |
|                                                                               | Deliver,<br>Partner,<br>Advocate | (DP 6.5.3) Advocate for implementation of strategic outcomes across the LGA.                                       | B: MTDS P: O:          | ~      | ~        | ~    | ~    | Not yet commenced                                                           | • |
| Theme 7 – Goal 1 – Embed                                                      |                                  | driven system into Council processes, including                                                                    |                        |        | <u> </u> | 1    |      |                                                                             |   |
|                                                                               |                                  | tent, efficiency and effectiveness of data captur                                                                  |                        |        |          |      |      |                                                                             |   |
| 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<br>P:<br>O:    |        |          | ~    | ~    |                                                                             |   |
| Use new technology and software to capture information. (S DCS)               | Deliver                          | (DP 7.2.4) Continue surveillance of new and emerging technologies to be incorporated in a timely manner.           | B: MTDS P: O:          | ~      | ~        | ~    | ~    | Not yet commenced                                                           | • |

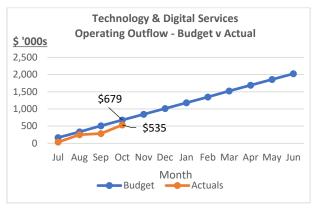
murray rive council

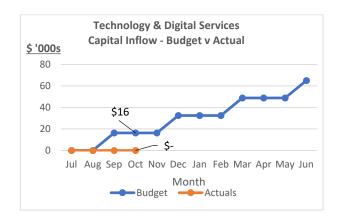
### Monthly Operational Report – October 2023

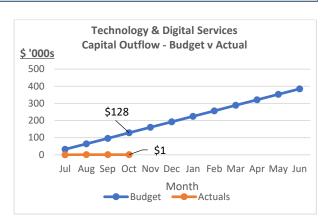
# **Information Technology**

### PART C: Financial Outcomes









### PART D: Project Status

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

### PART E: Business as Usual

| <u>ICT</u> | PROJECTS Status at the end of October          |                                                                          | • | • |  |
|------------|------------------------------------------------|--------------------------------------------------------------------------|---|---|--|
| #          | PROJECT                                        | COMMENTS                                                                 |   |   |  |
| 1          | MATHOURA POOL SALTO INSTALL                    | Ongoing – Working on issues with comms on water tower                    | • |   |  |
| 2          | MATHOURA REC RESERVE SALTO INSTALL             | Ongoing – Working on issues with comms on water tower                    |   |   |  |
| 3          | MATHOURA WAR MEMORIAL BUILDING SALTO INSTALL   | Ongoing – Working on issues with comms on water tower                    | • |   |  |
| 4          | MATHOURA TRANSFER STATION SOLAR                | Ongoing – Working on issues with comms on water tower                    |   |   |  |
| 5          | TRANSFER STATION SOLAR (4 Sites)               | Ongoing – Assessing as funds become available                            |   | - |  |
| 6          | PARALLELS DECOMISSIONING                       | Ongoing – Need to wait for Compliance module in TechnologyOne to go live |   | 0 |  |
| 7          | TOOLEYBUC PARK INTERNET (STARLINK)             |                                                                          |   | 0 |  |
| 8          | TOOLEYBUC HACC OFFICE SPEED UPGRADE (STARLINK) |                                                                          |   | 0 |  |
| 9          | WAKOOL REC RESERVE INTERNET                    |                                                                          |   | - |  |
| 10         | MOULAMEIN CLEAN UP RECORDS SHED                |                                                                          |   | - |  |

### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken | ••• |
|------|--------------------|-------------------|-----|
|      |                    |                   |     |

### Risk Management

| 5            |                                              |                              |                                                                      |   |
|--------------|----------------------------------------------|------------------------------|----------------------------------------------------------------------|---|
| Date Updated | Risk Details                                 | Existing Controls/Challenges | Required Actions                                                     |   |
| 31/12/2020   | Cyber/Security Control – Loss of Information |                              | Develop and test an ICT Disaster Recovery & Business Continuity Plan | • |
| 31/12/2020   | Cyber/ Security Control – IT Infrastructure  |                              | Develop and test an ICT Disaster Recovery & Business Continuity Plan | • |
|              | Failure                                      |                              |                                                                      |   |

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### Monthly Operational Report – October 2023

# **Information Technology**

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

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

New ICT Office fit out, electrical and data completed - just waiting on furniture.

New computers for roadshow setup and due to be demonstrated to staff that are due to changeover.

BAU Workload is still extremely high, have noticed a lot of leave is being used, this could be a sign of staff burnout or could just be that time of the year.

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Monthly Operational Report – October 2023

### **Property and Procurement**

### PART A: Section Accountabilities and Team Roles

### **Manager Property & Procurement - Peter Beaumont**

Provide procurement and property/leasing and tendering related services to the organisation.

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

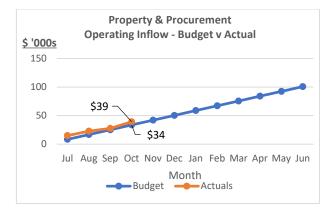
| Accounta | Accountabilities                |                                       |  |  |  |  |  |  |
|----------|---------------------------------|---------------------------------------|--|--|--|--|--|--|
| Number   | SBPO                            | Accountability                        |  |  |  |  |  |  |
|          | В                               | Office and Stationary Supply          |  |  |  |  |  |  |
|          | В                               | Procurement Advice and Framework      |  |  |  |  |  |  |
|          | В                               | Management of Crown Land              |  |  |  |  |  |  |
|          | В                               | Contracts Advice and Framework        |  |  |  |  |  |  |
|          | В                               | Income Strategy for Commercial Leases |  |  |  |  |  |  |
|          | В                               | Leasing Management                    |  |  |  |  |  |  |
|          | В                               | Land Sales and Procurement Management |  |  |  |  |  |  |
|          | P Income from Commercial Leases |                                       |  |  |  |  |  |  |
|          | Р                               | Leasing Projects                      |  |  |  |  |  |  |
|          | Р                               | Crown Land Project Management         |  |  |  |  |  |  |
|          | Р                               | Retirement Villages                   |  |  |  |  |  |  |
|          | Р                               | Procurement                           |  |  |  |  |  |  |
|          | 0                               | Income from Commercial Leases         |  |  |  |  |  |  |
|          | 0                               | Procurement Services                  |  |  |  |  |  |  |
|          | 0                               | Leasing Services                      |  |  |  |  |  |  |
|          | 0                               | Property Framework                    |  |  |  |  |  |  |
|          | 0                               | Property Compliance                   |  |  |  |  |  |  |
|          | 0                               | Crown Land Reserve Management         |  |  |  |  |  |  |

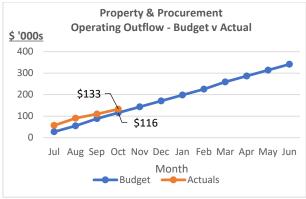
Advise on management of crown land. Manage the annual capital and operational budgets.

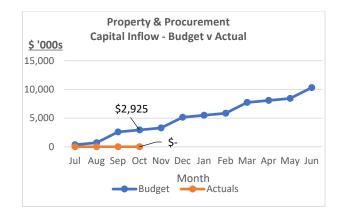
### PART B: 4 Year Delivery Program and 1 Year Operational Plan

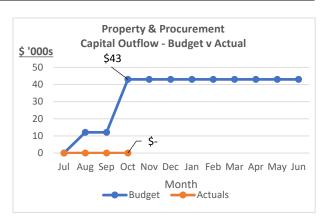
The Procurement and Property Unit relates to: Procurement and Property/Leasing functions. The Corporate Services Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other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

### PART C: Financial Outcomes









# **Property and Procurement**

PART D: **Project Status** 

Nil projects to report

PART E: **Business as Usual** 

PART F: **Service Metrics** 

Escalated Customer Service Reconciliations to CEO level

| Date      | Customer Compliant |                              | Action Undertaken |                  |  |
|-----------|--------------------|------------------------------|-------------------|------------------|--|
|           |                    |                              |                   |                  |  |
| Risk Man  | agement            |                              |                   |                  |  |
| Date Upda | ted Risk Details   | Existing Controls/Challenges |                   | Required Actions |  |

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

Nil to report

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

Nil to report

\*CHANGE OVER IN MANAGER IN LAST MONTH



### **Strategic Assets**

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

### Manager Strategic Assets - (Brodie Goodsell)

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

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

### **Accountabilities**

| SBPO | Accountability                                          |
|------|---------------------------------------------------------|
| В    | Council Asset Mapping                                   |
| В    | Strategic Asset Projects Management                     |
| В    | Strategic Asset Planning (4 yrs.) LFTP and IP&R         |
| В    | Asset Expenditure Forecasting                           |
| В    | Gifted Assets                                           |
| В    | Infrastructure Forward Works                            |
| В    | Asset Creation and Disposal                             |
| В    | Corporate Asset Advisory & Information Role to Managers |
| В    | Asset and Finance Alignment                             |
| В    | Rural Addressing                                        |
| В    | Asset Plan Monitoring & Updating                        |
| В    | GIS Mapping System                                      |
| В    | Council Asset Management Plans                          |
| В    | Corporate Asset Systems Management and Operations       |

### **Asset Systems Coordinator**

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.

### **Asset Officer**

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.

### **Accountabilities**

| SBPO | Accountability                                          |
|------|---------------------------------------------------------|
| Р    | Strategic Assets Projects                               |
| Р    | Asset Plan Monitoring and Updating                      |
| Р    | Local Environmental Plan Mapping                        |
| Р    | Infrastructure Forward Works                            |
| Р    | Rural Addressing                                        |
| Р    | Plant, Fleet & Equipment Asset Plans                    |
| Р    | Asset Expenditure Forecasting                           |
| Р    | Asset Creation and Disposal                             |
| Р    | Corporate Asset Advisory & Information Role to Managers |
| Р    | Asset & Finance Alignment                               |
| Р    | Council Asset Management Plans                          |
| Р    | Corporate Asset Systems                                 |
| Р    | GIS Mapping Systems                                     |
| 0    | Land information & mapping                              |
| 0    | LEP Mapping                                             |
| 0    | Strategic Assets                                        |
| 0    | GIS Mapping                                             |

### **Accountabilities**

| Accountability                              |
|---------------------------------------------|
| Asset Expenditure Forecasting               |
| Maintain ASCON Plans                        |
| Gifted Assets                               |
| Rural Addressing                            |
| Road Closures                               |
| Road Naming and Gazettal                    |
| Maintain Library of Technical Works         |
| Asset Plan Monitoring and Updating          |
| Infrastructure Forward Works                |
| Asset Creation and Disposal                 |
| Corporate Asset Advisory & Information Role |
| for Managers                                |
| Asset and Finance Alignment                 |
| Council Asset Management Plans              |
| Corporate Asset Systems                     |
|                                             |

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### **Strategic Assets**

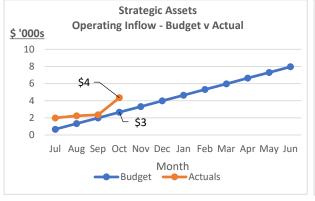
#### PART B: 4 Year Delivery Program and 1 Year Operational Plan



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

| 4 Year Delivery Program<br>2023-2026                              | Deliver,<br>Partner, | Performance Measure                                                                                                   | Responsible<br>Officer     |   | Υ | ear |   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | • |
|-------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------|---|---|-----|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                                                                   | Advocate             |                                                                                                                       |                            | 1 | 2 | 3   | 4 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Theme 7 – Goal 1 – Embe                                           | d a geospatial       | driven system into Council processes, including                                                                       | g public interface.        |   |   |     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| 7.1 – Enable data access t                                        | hrough a Geos        | patial Interface for internal and external users                                                                      |                            |   |   |     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Implement a Geospatial<br>Information System<br>(GIS).<br>(S DCS) | Deliver              | (DP 7.1.1) Development of databases with links to internal and external GIS systems.                                  | B: MBI<br>P: MSA<br>O: ASC | ĺ | ~ | ~   | ~ | Working with Technology One Project implementation team to develop internal and external mapping views via Intramaps. Through Technology One release 2 (property and rating) property data is linked and updated from LPI and available through the mapping systems (update and integration works continuing with Technology One & LPI). Internal documentation linkages available, and continuing to be developed, to allow access to design plans, specifications and WAE plans via hyperlinks in Intramaps. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests. | • |
|                                                                   |                      | driven system into Council processes, including<br>xtent, efficiency and effectiveness of data capt                   |                            |   |   |     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Use new technology and software to capture information            | Deliver              | (DP 7.2.5) Strategic Asset Management Plans supporting progressive development utilising emerging industry practises. | B: MSA<br>P: ASC<br>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.                                                                                                                                                                                                                                                               |   |
| (S DCS)                                                           |                      |                                                                                                                       |                            |   |   |     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |

#### PART C: **Financial Outcomes**





# Strategic Assets

### PART D: **Project Status**

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

#### PART E: **Business as Usual**

| Project Title                                                              | Total Project | Expenditur | Budget    | % Works  | Status/Comments •                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |   |
|----------------------------------------------------------------------------|---------------|------------|-----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
|                                                                            | Budget        | e to date  | Remaining | Complete |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |   |
| Building, Land, Facility & Plant Assessment Project                        | \$442,000     | \$433,731  | \$8,269   | 100%     | Moving to next phase - public consultation.  Field work, digital recordings, condition assessment and initial community consultation complete for buildings and open space assets. Final works programs, valuations and asset management plans completed. Recreation Reserve Masterplans complete. Draft Plans of Management completed and Native Title assessment underway. Consultation with Crown Lands continuing. Initial public and staff consultation complete with 627 responses received for open spaces, 123 responses received for Community Buildings and 39 responses received for Operational Buildings. Draft long-term management and rationalisation plans created for Buildings and Parks. Initial Councillor workshops conducted July and September 2022. Additional detailed, location specific Councillor Workshops completed November and December 2022. Final Council report detailing project outcomes and planning proposal requirements approved 28 March 2023. Outstanding components as outlined in the March 2023 Council report section 11.3 (incl. township masterplans, various strategies, public consultation & planning proposal for land reclassification) to be undertaken as separate projects via Strategic Property Specialist and will be reported via MOR 26. |   |   |
| Water, Sewer and<br>Stormwater asset<br>Revaluation                        | \$ 258,500    | \$136,520  | \$121,980 | 100%     | Review of Water, Sewer and Stormwater assets for Revaluation and to create long term management plans/strategies. Internal data collection complete. External data collection completed. Register data being finalised for valuation. Final complete. AVP and TechOne data load complete.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |   |   |
| Land Improvement Asset<br>Revaluations                                     | \$100,000     | \$83,936   | \$16,064  | 100%     | Field work and condition assessment complete for flood protection and riverine assets. Valuation complete. Asset data load complete.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   | • |
| Asset Management Strategy<br>Update                                        | BAU           |            |           | 90%      | Draft Asset Management Plans completed with detailed review by BU Managers & Directors currently underway. Draft Asset Management Strategy underway awaiting final input from BU Managers & Directors re AM Plans and forward works. Review and planning sessions with BU managers scheduled for Q1/Q2 for budget input for 24/25.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | • |   |
| Office Equipment, Furniture<br>& Fittings, and IT Equipment<br>Revaluation | BAU           |            |           | 95%      | June 2023 desktop revaluation (indexation) of Office Equipment, Furniture & Fittings and IT Equipment compete. TechOne data load currently underway and scheduled for completion by March 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | • |   |
| Buildings and Land Asset data build                                        | BAU           |            |           | 95%      | Desktop revaluation (indexation) of Buildings and Land Assets complete. TechOne data load currently underway and scheduled for completion by December 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • |   |
| Other Structures and<br>Swimming Pool revaluation                          | BAU           |            |           | 95%      | June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by December 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | • |   |
| Transport Asset Desktop<br>Revaluation                                     | \$50,000      | \$35,840   | \$14,160  | 95%      | June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by March 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | • |   |
| Aerial Imagery Capture                                                     | \$27,000      |            | -         | 100%     | 2024 Aerial Imagery Capture over Moama scheduled for February 2024. Pre-works underway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | - |   |

#### 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 |  |
|--------------|--------------|------------------------------|------------------|--|
|              |              |                              |                  |  |

| murray river<br>council | Monthly Operational Report – October 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Strategic Assets                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                     |
| PART G:                 | The Business of Improving the Business (Special events, achievements of note, celebration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ns, Recognition of Team Members (Living the values), The X Factor.) |
| PART H:                 | Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Change, Challenges, Challenges, Change, Challenges, Change, Cha | cant Highlights)                                                    |

### murray river Monthly Operational Report – October 2023

## **Community and Economic Development Directorate**

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

### Director, Community & Economic Development – Sarah Ryan

Provide leadership and direction in this community facing directorate with a major focus on customer service. Responsibilities include: Provision of customer service including Murray River Council business ` services and triaging for all areas of MRC customer service standards and training.

A healthy economy by enabling population growth through business development, investment, employment opportunities and destination marketing, visitor servicing and event development.

Acquire grant funding both internally and for external community groups. Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.

### **Accountabilities**

| SBPO | Accountability                   |
|------|----------------------------------|
| S    | Caravan Parks Strategy           |
| S    | Retirement Villages              |
| S    | Community Safety                 |
| S    | CED Inter Govt Relations         |
| S    | Cemeteries                       |
| S    | Customer Service                 |
| S    | Community Services               |
| S    | Economic Development & Tourism   |
| S    | Abattoirs                        |
| S    | MRC Financial Assistance Program |
| В    | Child Safe                       |
| В    | Abattoirs                        |
| В    | Retirement Villages              |
| В    | Cultural Plan                    |
| В    | CED Intergovernmental Relations  |
| В    | Cemeteries                       |
| В    | Caravan Parks                    |
| Р    | Cemeteries                       |
| Р    | Economic Development             |
| Р    | Abattoirs                        |
| Р    | Child Safe Audit & Review        |

| Key Performance Indicators 2023/2024                                                                                                               | Evidence/Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| By June 2024 Prepare an Economic<br>Development Strategy and Employment<br>Lands Strategy                                                          | Council's Eco Dev and Tourism team have drafted an Economic Development and Tourism Strategy + Action Plan.  We anticipate that the Draft Strategy will be endorsed by Council and placed on public exhibition for the required 28 days at the November Council meeting.                                                                                                                                                                                                                                                                                                                                                                                                           | • |
|                                                                                                                                                    | Council's officers have appointed a consultant for the development of an Employment Lands Strategy. The focus of the ELS is to ensure that land use and transport activities explicitly reflect the employment and productivity objectives of the NSW Govt. The strategy should also recognise that jobs are an outcome of business activity and investment and that employment strategies will need to support/facilitate same. Two workshops were held with internal and external stakeholders to gather local insights.                                                                                                                                                         |   |
|                                                                                                                                                    | 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. |   |
|                                                                                                                                                    | Council officers will lead the facilitation and preparation of an investment prospectus aligned with the draft Economic Development Strategy - a place led strategy identifying precincts and particular actions for those areas from an economic development point of view - including activation of the nighttime economy.                                                                                                                                                                                                                                                                                                                                                       |   |
|                                                                                                                                                    | The strategy aims to support existing business in Moama and those looking to invest in the Meninya Street Precinct in making informed business decisions on developments. We anticipate the Draft Prospectus will be finalised during November.                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
| By September 2023, working with the Director of Planning and Environment Replenish iN1 Zoning (Industrial Land)                                    | 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.  DPE and DCED working on revised prospectus – opportunities to replenish.  Timeline to be extended.                                                                                                                                                                                                                                                                                                                   |   |
| Work with Campaspe Shire Council's<br>Director Community to harvest synergies<br>that may exist to expand services and<br>therefore gain scale etc | DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes.  Campaspe, MRC and CPE entered a new partnership to deliver interim face to face visitor servicing in Echuca – September 2023 through to May 2024. Officers to meet with Council in November to discuss options for interim and long term face to face visitor servicing.                                                                                                                                                                                                                                                |   |
| By Sept 23 oversee the consultation of the Revenue Taskforce.                                                                                      | Chris Godfrey commenced in the role strategic property specialist.  Council to determine opportunities as part of Sustainable MRC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • |
| Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.                   | Current advocacy projects: -Resurfacing imminent funding required due to impacts of October Flood Event - environmental, social and economic flood support; -Meeting with NEMA and RA to discuss flood recovery and those businesses who have fallen through the funding gaps; -Meeting with Office Local Government; -Loss of capacity due to current flood event; -Draft NSW tourism support packages; -Support for affordable housing; -Support for health and aged care services; -Closure of community banking services; -Regularly hosting Govt Dept visits.                                                                                                                 |   |
| In relation to Tourism:      Advocate for the development of MRC at a regional level      Expand network and zone of influence.                    | Flood recovery advocacy works Renewed partnerships with MRTB Short, medium, long-term strategy to facilitate visitor servicing for River Country and MRC Community Hosted famils DRM/DNSW Received funding through RTAF for new tourism product, public art trail DCED and EDO attended NSW Tourism Awards Moama Lights 2024 planning underway. Dates confirmed 5-28 July 2024                                                                                                                                                                                                                                                                                                     | • |

# **Community and Economic Development Directorate**

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Create synergies leading to                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| improved scale.                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Maintain close relationship with                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| service providers (product)                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| <ul> <li>Seek grant opportunities</li> </ul>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Monitor delivery and achievement of                 | BAU                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| 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.                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Communities are adequately informed to              | Social Health and Wellbeing Plan to be updated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0 |
| ensure maximised engagement with                    | Regular newsletters                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| services and projects. Advocacy for                 | Recruiting for a Community Recovery Officer funded for 12 months through Reconstruction Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |
| health and wellbeing programs for all               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| residents (all ages and demographics) is            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| monitored.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| In relation to Economic Development:                | DCED attendance at National Economic Development Conference                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
| <ul> <li>Seek to expand our economic</li> </ul>     | MEDT and EDO completed accredited economic development practitioner training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| footprint                                           | Attendance at DRNSW Investment Attraction Workshop                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| Advocate for the maintenance                        | Undertaking EDA Cluster Network Development Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |   |
| of existing industries through                      | Recovery efforts working with RA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| and post crises (emergency                          | DRNSW meetings with businesses in Murray Downs and Tooleybuc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| grants)                                             | New Ministers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| <ul> <li>Positively engage with industry</li> </ul> | ICAC Anti Corruption Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| associations                                        | EDA Webinar – Smart Specialisation – focus on local key assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
| <ul> <li>Maintain and improve working</li> </ul>    | Meeting with DRNSW to discuss priorities MRC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| relationships with State and                        | Finance for non-finance Managers training through Melbourne Business School                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
| Federal Government agencies                         | Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSW                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| and bodies.                                         | Weeting With Australy, Fore of Melbourne and Anne to alseass fair approaces from the to NSW                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
|                                                     | Francisco de Alla de Antonio de A |   |
| Investigate potential for introducing a             | Engagement will be undertaken with draft Economic Development & Tourism Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Community Survey within this term of                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| office.                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |

### **Community and Economic Development Directorate**

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

### Manager Economic Development & Tourism – Beck Hayward

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.

Beck's role is to support and enhance local business and visitor experiences in MRC.

Promoting and facilitating economic development, business and employment opportunities and community development to promote and revitalise the communities within our LGA.

Identification of state and federal funding opportunities to implement initiatives.

Working with the volunteer committees across our communities to help achieve revitalisation projects such as construction of the new Wakool Bowling Club.

### Manager Customer Service - Jodi Lees

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.

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.

### **Manager Community Services – Leanne Orr**

Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.

### Manager Local Connections – Karen Buckley

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.

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.

### Accountabilities

| SBPO | Accountability                              |
|------|---------------------------------------------|
| В    | Visitor Servicing                           |
| В    | Arts and Culture                            |
| В    | Grant Sourcing                              |
| В    | Destination Branding and Marketing          |
| В    | Community & Economic Development admin      |
|      | management                                  |
| В    | Community Development                       |
| В    | MRC Financial Assistance Program            |
| В    | Attraction and retention of residents and   |
|      | workers                                     |
| В    | Economic Development                        |
| В    | Community Events                            |
| В    | Tourism Events                              |
| В    | Tourism Product Development                 |
| В    | Tourism and Community Signage               |
| Р    | Attraction and retention of residents and   |
|      | workers                                     |
| Р    | Advocacy - Community & Economic Development |
|      | Intergovernmental Relations                 |

### **Accountabilities**

| SBPO | Accountability                         |
|------|----------------------------------------|
| В    | Venue Hire Management                  |
| В    | Customer First Contact Management      |
| В    | Customer Satisfaction                  |
| В    | Customer Services                      |
| В    | Business Agencies                      |
| В    | Public Library Service                 |
| Р    | Venue Hire                             |
| Р    | Customer Service                       |
| Р    | Business Agencies                      |
| Р    | Customer Satisfaction                  |
| Р    | Public Library                         |
| Р    | First Contact of Customers             |
| 0    | Internal Call Centre                   |
| 0    | Public Library Programs                |
| 0    | Visitor Information Service (Mathoura) |
| 0    | Customer Satisfaction Reporting        |
| 0    | Business Agencies                      |
| 0    | Cash Handling                          |
| 0    | Customer Experience                    |
| 0    | Engage with Undertaker and Families    |
| 0    | Local Emergency Management Officer     |
| 0    | Volunteer Engagement Cemeteries        |
| 0    | Plot Administration                    |

### **Accountabilities**

| SBPO | Accountability                    |
|------|-----------------------------------|
| В    | Delivered Meals Program           |
| В    | Comm Serv Quality Management      |
| В    | Social Respite Program            |
| В    | Home Modifications and            |
|      | Maintenance Program               |
| В    | Youth Engagement Program          |
| В    | Community Transport Program       |
| P    | Delivered Meals                   |
| Р    | Social Respite                    |
| P    | Community Transport               |
| Р    | Youth Engagement                  |
| Р    | Home Modifications and            |
|      | Maintenance                       |
| 0    | CS Volunteers Program             |
| 0    | Coordination of Contract Services |
|      |                                   |

### **Accountabilities**

| SBPO | Accountability             |
|------|----------------------------|
| В    | Business Continuity Plan – |
|      | Community Services         |
| В    | Section 355s               |
| Р    | Business Continuity Plan – |
|      | Community Services         |
| Р    | Section 355s               |
| 0    | Business Continuity Plan – |
|      | Community Services         |

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

murray river Monthly Operational Report – October 2023

## **Community and Economic Development Directorate**



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<br>2023-2026                                                                                                 | Deliver,<br>Partner,              | Performance Measure                                                                                                             | Responsible<br>Officer |          | Yea      | r    |       | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | • |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------|----------|----------|------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2020 2020                                                                                                                            | Advocate                          | ·                                                                                                                               | 066.                   | 1        | 2        | 3    | 4     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Theme 2 – Goal 2 - Contin                                                                                                            | ue to be a tru                    | isted and ethical leader that leads by example.                                                                                 |                        | <u> </u> | l l      |      | l     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| 2.5 – Leadership that is tru                                                                                                         |                                   |                                                                                                                                 |                        |          |          |      |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Develop and implement<br>a Corporate Strategy<br>(S DCED)                                                                            | Deliver                           | (DP 2.5.3) Develop a Child Safe Strategy and implement as per NSW legislation                                                   | B: DCED P: O:          |          | <b>\</b> |      |       | Officers participated in Office of the Children's Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children's Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |   |
|                                                                                                                                      |                                   | n safe and accessible community spaces that en<br>aces / Disability Inclusion Action Plan                                       | hance healthy livi     | ing an   | d prom   | ote  | acti  | /e lifestyles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
| Develop and implement<br>a disability action plan<br>for open spaces including<br>a disability inclusion<br>action plan.<br>(S DCED) | Deliver                           | (DP 3.3.1) Disability Inclusion Plan developed and embedded into Councils day-to-day operations and design programs.            | B: DCED<br>P:<br>O:    | ~        |          |      |       | Officers investigating Linkages and Capacity Building Program to align actions from the DIAP. Funding would assist with the implementation of actions across MRC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |
| <b>Theme 4 – Goal 1 – Devel</b><br>4.4 – Provide programs for                                                                        |                                   |                                                                                                                                 |                        | d a se   | nse of   | belo | ongir | g.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |
| Develop after school programs, Youth engagement programs, computers for seniors etc. (S DCED)                                        | Deliver,<br>Partner,<br>Advocate, | (DP 4.4.2) Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified | B: DCED P: O:          |          |          |      | ~     | The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services.  The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.  Library Services:  Barham - Social Book Chat Club meets every Tuesday morning, Move & Groove every Thursday morning. Children enjoyed stories read by our wonderful volunteers. Our School Holiday activity was held on 3 October with the theme being Focus on Faces. Saturday Storytime in October featured "Planting a Rainbow" followed by the children decorating their own terracotta planting pot to take home with some sunflower seeds to plant. We celebrated Grandparents day on the 26 – 27 October with a morning and afternoon tea. We continue to take bookings for Digital help for people with their devices etc. through our partnership with Be Connected and the Digital Mentoring program. We participated in "Get Online Week", 16 – 22 October with a session providing information on Online Banking and Scam Awareness. The Cryptic Crossword workshops have been running every Friday, afternoon tea is provided and this is a free workshop, iPads are available for use. Tech Savvy Seniors current sessions are fully booked however expressions of interest are being taken for the next round early in 2024.  Moulamein – Friday games day and records numbers with 36 kids in attendance during October.  Mathoura – Expressions of interest were advertised for a Book Club / Chat and we have received a donation of a book club kit from Wagga library which contains a set of The Tattooist of Auschwitz books and discussion questions which will arrive next month. Expression of interest for a story time has been sent to the local preschool for 2024. We ordered and received copies of The Tilt which were signed by the award winning author Chris Hammer. This book is set in the local area and we had several requests from community members regarding borrowing this book. A flyer has been sent to the |   |

# **Community and Economic Development Directorate**

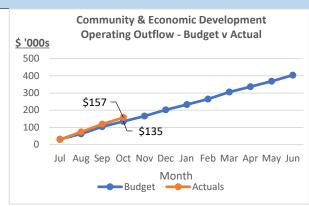
|                                                              | Advocate                         | (DP 4.4.3) Advocate for the implementation of an after-school care program for Mathoura                                                                                                                         | B: DCED P: O:       |        | ~        |                |          | Audit of current care programs before, during and after school currently underway                                                                                                                                                                                                                                                                                                                                        |          |
|--------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------|----------|----------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Theme 4 – Goal 5 – Facilit                                   | ate and advoc                    | ate for accessible health and wellbeing service                                                                                                                                                                 | s based on local o  | commi  | unity    | needs          | s.       |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
|                                                              |                                  | Services including; Mental Health Services Heal                                                                                                                                                                 |                     |        |          |                |          | bility housing / assisted living).                                                                                                                                                                                                                                                                                                                                                                                       |          |
| Develop a Health and<br>Wellbeing Strategy<br>(S DCED)       | Deliver                          | (DP 4.11.1) Strategy developed and implemented                                                                                                                                                                  | B: DCED<br>P:<br>O: | ~      | ~        |                |          | Social Health and Wellbeing Strategy 2017 under review, draft update in progress                                                                                                                                                                                                                                                                                                                                         | •        |
| Health Services<br>(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<br>P:<br>O: | ~      | ~        | ~              | ~        | Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group.  Moulamein LHAC Committee members resigned.  Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium                                                         | •        |
| Aged Care Services<br>(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<br>P:<br>O: |        | ~        | ~              |          | Working collaboratively with Moama Lions Community Village Committee and Mathoura Retirement Village committee. Guidance and support obtained through ACCPA. Consideration will now be given to future models of management. CHSP and TfNSW projects continued to be delivered in line with grant funding. Department of Health grant agreement updated to 30/06/24. Transport for NSW grant funding updated to 30/06/24 | •        |
| Theme 4 – Goal 5 – Facilit                                   | ate and advoc                    | ate for accessible health and wellbeing service                                                                                                                                                                 | s based on local o  | commi  | unity    | needs          | s.       |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| 4.12 – Continue to provide                                   | e and support s                  | services in remote communities with a focus on                                                                                                                                                                  | communicating t     | he ser | vice a   | <u>vaila</u> t | oility a | and locations.                                                                                                                                                                                                                                                                                                                                                                                                           |          |
| Service Provision<br>(S DCED)                                | Advocate                         | (DP 4.12.4) Increase advocacy across the region in relation to Community Health Services                                                                                                                        | B: DCED<br>P:<br>O: |        | ~        | <b>\</b>       |          |                                                                                                                                                                                                                                                                                                                                                                                                                          | •        |
| Theme 5 – Goal 1 – Encou<br>5.1 – Development of Bus         |                                  | ort economic development across the region. dustrial expansion.                                                                                                                                                 |                     |        |          |                |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| Industrial Expansion<br>(S DSP)                              | Deliver                          | (DP 5.1.1) Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings                                       | B: DSP P: O:        | ~      | ~        | ~              | ~        | ELS project initiation meeting July 2023. Workshops carried out with internal and external stakeholders to gain local insights.                                                                                                                                                                                                                                                                                          |          |
| Theme 5 – Goal 1 – Encou                                     | rage and supp                    | ort economic development across the region.                                                                                                                                                                     | 1                   |        | 1        |                | l        |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| 5.2 – Commercial Investm                                     |                                  |                                                                                                                                                                                                                 |                     |        |          |                |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| Develop a prospectus of commercial investment opportunities. | Advocate                         | (DP 5.2.2) Advocate for funding for aged care homes across the region                                                                                                                                           | B: DCED<br>P:<br>O: |        |          | ~              | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| (S DCED)                                                     | Advocate                         | (DP 5.2.3) Advocate for increased transport links for local producers                                                                                                                                           | B: DCED<br>P:<br>O: |        |          | ~              | ~        |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
|                                                              | Advocate                         | (DP 5.2.4) Advocate for and encourage new and diverse industries to the region                                                                                                                                  | B: DCED<br>P:<br>O: | ~      | ~        | ~              | ~        | BAU Officers participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.                                                                                                                                                                                                                                                                                                    | •        |
| Theme 5 – Goal 1 – Encou<br>5.4 – Investigate alternati      |                                  | ort economic development across the region. ble energy                                                                                                                                                          | -                   |        | <u> </u> |                |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| 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<br>P:<br>O: | ~      | ~        | ~              | ~        | Officers currently engaged with numerous state significant projects taking place across the LGA. MRC submission to VNI West with feedback regarding route development/project study area for Option 5. VNI regional reference workshop recently presented up to 6 alternative river crossing locations. Option 5A now announced. Submission for feedback on new study submitted.                                         | •        |
| Theme 6 – Goal 3 – Advo                                      | cate for improv                  | ved public transport.                                                                                                                                                                                           |                     |        | 1        |                | 1        |                                                                                                                                                                                                                                                                                                                                                                                                                          | <u> </u> |
| 6.6 – Public Transport tha                                   | •                                | · · · · · · · · · · · · · · · · · · ·                                                                                                                                                                           |                     |        |          |                |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |
| Develop a Public<br>Transport Strategy and<br>advocate for   | Deliver,<br>Partner,<br>Advocate | (DP 6.6.1) Develop a Public Transport Strategy for our communities to become interconnected.                                                                                                                    | B: DCED<br>P:<br>O: |        | ~        | ~              |          | Project commencement delayed. EDTS currently underway. Action Plan will drive priority initiatives for EDT years 2-5.  TO MOVE TO OFFICE OF CEO                                                                                                                                                                                                                                                                          | •        |
| implementation.<br>(S DCED)                                  |                                  |                                                                                                                                                                                                                 |                     |        |          |                |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |          |

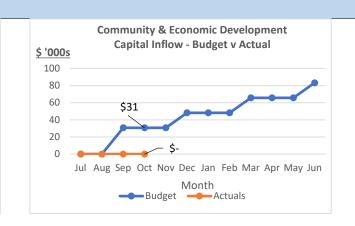
murray river Monthly Operational Report – October 2023

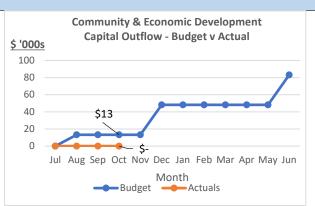
## Community and Economic Development Directorate



**─**Budget **─**Actuals







#### PART D: **Project Status**

| Economic Development & Tourism | Business and Economic Conditions Survey conducted. 58 x responses will now inform the development of an action plan to support EDT Strategy;                                                                          |  |  |  |  |  |  |  |  |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|
| ·                              |                                                                                                                                                                                                                       |  |  |  |  |  |  |  |  |
| Strategy                       | Draft and action plan in final stages, estimated completion end of September;                                                                                                                                         |  |  |  |  |  |  |  |  |
|                                | Employment Lands Strategy, project initiation meeting July 2023                                                                                                                                                       |  |  |  |  |  |  |  |  |
|                                | • Economic Development Assistance Policy review complete. It is anticipated that revised Policy will be endorsed by Council and placed on public exhibition for the required 28 days at the November Council meeting. |  |  |  |  |  |  |  |  |
| Barham Micro Abattoir          | Construction complete.                                                                                                                                                                                                |  |  |  |  |  |  |  |  |
|                                | MDBEDP final report submitted.                                                                                                                                                                                        |  |  |  |  |  |  |  |  |
|                                | Occupation Certificate issued. Lease agreement signed by MPMC. Lease commenced 1 September 2023.                                                                                                                      |  |  |  |  |  |  |  |  |
|                                | DPI audit date TBC                                                                                                                                                                                                    |  |  |  |  |  |  |  |  |
| Australian Open Darts          | Monday August 14 – Sunday August 20                                                                                                                                                                                   |  |  |  |  |  |  |  |  |
|                                | The presentation Dinner - Saturday August 12 following the conclusion of the Australian Championships                                                                                                                 |  |  |  |  |  |  |  |  |
|                                | Winner Economic Development Australia Awards for Initiatives for regions under 15,000 residents for delivery of 2022 event.                                                                                           |  |  |  |  |  |  |  |  |
| Moama Lights                   | Economic Impact of 2022 event in excess of \$11.5m to local economy.                                                                                                                                                  |  |  |  |  |  |  |  |  |
|                                | Event launched 30 June                                                                                                                                                                                                |  |  |  |  |  |  |  |  |
|                                | Event cancelled due to high water event July 2023                                                                                                                                                                     |  |  |  |  |  |  |  |  |
|                                | Planning underway for 2023 Moama Lights. Dates confirmed 5-28 July 2024.                                                                                                                                              |  |  |  |  |  |  |  |  |
| Murray Downs Industrial Land   | Officers in discussion with NSW Aboriginal Land Council and Wemba Wemba LALC                                                                                                                                          |  |  |  |  |  |  |  |  |
| Section 355 Committees         | Karen Buckley on secondment from Community Services to work with Section 355 committees to improve governance and risk mitigation                                                                                     |  |  |  |  |  |  |  |  |
|                                | Legal advice obtained for Mathoura Retirement Village and Moama Lions Community Village                                                                                                                               |  |  |  |  |  |  |  |  |
| Crisis Management              | Support required for businesses due to October 2022 flood event, ongoing                                                                                                                                              |  |  |  |  |  |  |  |  |

#### PART E: **Business as Usual**

| Customer Service                        | Customer Experience Strategy to be developed                                                                                                                                                                         |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (See detailed Customer Service Report)  | Proto Partners engaged, customer interviews are currently being conducted                                                                                                                                            |
|                                         | • 32 customers who submitted service requests during July. Our overall score for Helpful and Clear advice was 91.8% while our score for Satisfaction was 90.9%.                                                      |
|                                         | 3 x new customer service officers appointed and commenced                                                                                                                                                            |
|                                         | MCS attended NSW Local Government Professionals Customer Experience Conference                                                                                                                                       |
| Community Service                       | 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 |
| (See detailed Community Service Report) | 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.                                                             |

# **Community and Economic Development Directorate**

| Community Development                                                           | <ul> <li>We have been working with Murray Haven Homes and Barham LHACC to run and 'Aging Persons Information Day' to be held in Barham on October 19th, providing information on aged care services in our Local Area, this is to be held in the Barham School of Arts Hall, at 10 am with a Guest Speaker from Centrelink, and 12 other Services from the Area who will be in attendance, ranging from Health Services, Podiatry, Hearing, Murray River Council – Community Services, Legal;</li> <li>Client satisfaction survey underway</li> <li>MCS attended Community Transport Organisation Conference in Port Macquarie</li> <li>Social support – 1286 hours – respite, group activities, 1:1 supports including wellness checks/phone calls and supported shopping</li> <li>Meals – 380</li> <li>Home maintenance – 245 hours</li> <li>Home modifications - \$2,460</li> <li>Transport – 897 trips</li> <li>Yilub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week.</li> <li>During August, economic development staff met with Barham community members about the arts and culture strategy, spoke with River Country Art Trail Steering Committee members to discuss the project status and spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery.</li> <li>Supported NAIDOC week activities across the LGA</li> <li>Museum advisor met with - Friends of Old Moama, The Border Flywheelers Museum, Moulamein Heritage Park, Moulamein Old Courthouse, Chanter Estate Military Museum, Good Vibrations Motorcycle Museum Mathoura</li> <li>Eco Dev staff worked with Southwest Arts to deliver a NAIDOC Week program in local schools.</li> <li>Eco Dev staff worked with Southwest Arts to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project.</li> <li>Consultant and MRC u</li></ul> |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                 | Australia Day grant funding secured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Economic Development<br>(See detailed Economic Development &<br>Tourism Report) | <ul> <li>New Moama Market operator appointed</li> <li>Moama Lights cancellation required significant work to evacuate the site and to communicate the cancellation with media, sponsors, ticket holders, general public and suppliers. We had to refund all ticket holders. We continued to promote the ice skating, food trucks and roving entertainment.</li> <li>2023-24 Round 1 Community Grants awarded.</li> <li>DCEC and EDO attended NSW Tourism Awards and met with corporate partner Transgrid to discuss 2024 event</li> <li>Small Business Month event held at Rich River Golf Club with keynote speaker Michael Licenblat, a resilience expert talking to our local businesses about high pressure environments and the ability to bounce back.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Tourism                                                                         | <ul> <li>TO collaborating with Campaspe Shire to host the Volvo Car Club National Rally in 2024 and Backroads trail to coordinate updated brochure.</li> <li>During August, significant efforts were dedicated to the Spring River Country Marketing Campaign initiative. This involved coordinating the preparation and organisation of content for the website update, as well as orchestrating the "Discover Food and Wine in River Country" marketing campaign under the Spring River Country Marketing Campaign aims to spotlight the finest culinary and wine experiences available within River Country, highlighting the exceptional offerings at our acclaimed dining establishments. The primary audience for the Spring campaign is: High Yield Travellers (HYT) for weekend trips from Melbourne, Empty nesters with high disposable income, High income "SINKS and DINKS" (Single Income no kids/ Double Income no kids/ 35-65), Professional women on "girls' weekends" away</li> <li>The aim of this campaign is to attract new people into the region, people that have a love of food and wine and may traditionally go to places like the Yarra Valley or Mornington Peninsula due to their premium food and wine offerings.</li> <li>TO collaborating with Campaspe Shire to host the Volvo Car Clubs National Rally in the region in 2024;</li> <li>Successful contractor appointed to deliver River Country Public Art Trail</li> <li>Spring tourism marketing campaign was launched in September – opening of new Echuca Moama Visitor Information Centre, refreshed River Country website content, introduced Discover Food and Wine in River Country.</li> <li>TO attended Australian Regional Tourism Convention which was held in Newcastle.</li> <li>Planning underway for 2024 Southern 80</li> <li>Top social media posts – Twin Towns Barham and Koondrook, Mooloomoon in Moulamein, Fishing,</li> </ul>                                                                                                                                        |

#### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken |  |
|------|--------------------|-------------------|--|
|      |                    |                   |  |

### Risk Management

| Date Updated | Risk Details        | Existing Controls/Challenges                                                                        | Required Actions                          | • • • |
|--------------|---------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------|-------|
| 14/11/2023   | New Moama Preschool | Council has resolved to move forward with the project subject to a significant capital contribution | Construction almost complete.             |       |
|              |                     | by the MDPS.                                                                                        | Lease agreement currently being prepared. |       |
|              |                     |                                                                                                     |                                           |       |

# **Community and Economic Development Directorate**

| 14/11/2023 | Barham Micro Abattoir  | Construction complete.                                                                              | Murray Plains Meat Cooperative have submitted their Food Safety Program to DPI. Currently awaiting       |  |
|------------|------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--|
| 14/11/2023 | Barriani Micro Abatton | •                                                                                                   |                                                                                                          |  |
|            |                        | OC issued in May.                                                                                   | approval. The coop has interviewed more staff and confident that they have suitable people ready to      |  |
|            |                        | Lease commenced 1 September.                                                                        | commence as soon as a licence is issued.                                                                 |  |
|            |                        | If MPMC takes up the lease and fails to operate the micro abattoir it is in breach of the Lease and | The coop recently held a public information session and viewing of the facility which was well attended. |  |
|            |                        | Council could terminate the Lease if the breach was not remedied and/or refuse to allow the         | The MPMC AGM was held on 1 November. The ex-chair who resigned from the board for reasons of             |  |
|            |                        | exercise of the option to transfer the premises to MPMC. If either the Agreement or Lease is        | conflict has now been reappointed to the board of directors. An independent chair has now been           |  |
|            |                        | terminated, Council could sell the premises or lease the premises to an alternative provider.       | appointed.                                                                                               |  |
|            |                        | MPMC is required to pay to Council the rent for the full term of the Lease subject to an obligation | Once the Food Safety Program is approved DPI will set a date for the practical audit.                    |  |
|            |                        | 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.                                                                                              |                                                                                                          |  |

Council resolutions completed

|                                |                                                                  |                                   |                                                                                                                      |                | _ |
|--------------------------------|------------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------|---|
| Council 24/10/2023             | Wakool recreation reserve management committee AGM               | <u>251023</u>                     |                                                                                                                      | Buckley, Karen |   |
|                                |                                                                  |                                   | RESOLUTION 251023                                                                                                    |                |   |
|                                |                                                                  |                                   |                                                                                                                      |                |   |
|                                |                                                                  |                                   | Moved: Cr Dennis Gleeson                                                                                             |                |   |
|                                |                                                                  |                                   | Seconded: Cr Neil Gorey                                                                                              |                |   |
|                                |                                                                  |                                   | Seconded. Crivel doley                                                                                               |                |   |
|                                |                                                                  |                                   | That Council:                                                                                                        |                |   |
|                                |                                                                  |                                   |                                                                                                                      |                |   |
|                                |                                                                  |                                   | <ol> <li>Revoke existing members of the Wakool Recreation Reserve Committee of Management;</li> </ol>                |                |   |
|                                |                                                                  |                                   | and                                                                                                                  |                |   |
|                                |                                                                  |                                   | anu                                                                                                                  |                |   |
|                                |                                                                  |                                   | 2. Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the September |                |   |
|                                |                                                                  |                                   | 2023 AGM.                                                                                                            |                |   |
|                                |                                                                  |                                   |                                                                                                                      |                |   |
|                                |                                                                  |                                   | CARRIED                                                                                                              | )              |   |
|                                |                                                                  |                                   |                                                                                                                      |                |   |
|                                |                                                                  |                                   |                                                                                                                      |                |   |
| 01 Nov 2023 10:05am Buckley,   | Karen - Completion                                               |                                   |                                                                                                                      |                |   |
| 01 110V 2023 10.03am Buckley,  | Raich - Completion                                               |                                   |                                                                                                                      |                |   |
| Completed by Buckley, Karen (a | ction officer) on 01 November 2023 at 10:05:30 AM - Committee ac | dvised, no further action require | ed.                                                                                                                  |                |   |
|                                | •                                                                | ·                                 |                                                                                                                      |                |   |

| Meeting                          | Subject                                                           | Resolution Number | Resolution                                                                     | Officer        | Status |
|----------------------------------|-------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------|----------------|--------|
| Council 24/10/2023               | Section 355 Committee Meeting Minutes as at September 2023        | <u>221023</u>     | RESOLUTION 221023                                                              | Buckley, Karen | •      |
|                                  |                                                                   |                   | Moved: Cr Ann Crowe                                                            |                |        |
|                                  |                                                                   |                   | Seconded: Cr Geoff Wise                                                        |                |        |
|                                  |                                                                   |                   | That Council receive and note the September 2023 Section 355 Committee Report. |                |        |
|                                  |                                                                   |                   | CARRIED                                                                        |                |        |
|                                  |                                                                   |                   |                                                                                |                |        |
| 01 Nov 2023 9:59am Buckley, Ka   | ren - Completion                                                  |                   |                                                                                |                |        |
| Completed by Buckley, Karen (act | ion officer) on 01 November 2023 at 9:59:46 AM - No further actio | on required       |                                                                                |                |        |

| Meeting            | Subject                                           | Resolution Number | Resolution        | Officer        | Status |
|--------------------|---------------------------------------------------|-------------------|-------------------|----------------|--------|
| Council 24/10/2023 | Koraleigh Hall & Recreation Reserve Committee AGM | 201023            | RESOLUTION 201023 | Buckley, Karen | •      |

# **Community and Economic Development Directorate**

Moved: Cr Ann Crowe Seconded: Cr Thomas Weyrich 1. Revoke existing members of the Koraleigh Hall & Recreation Reserve Committee of Management; and Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the August CARRIED

01 Nov 2023 9:58am Buckley, Karen - Completion Completed by Buckley, Karen (action officer) on 01 November 2023 at 9:58:55 AM - Committee notified, no further action required.

| Meeting                                                           | Subject                                                           | Resolution Number | Resolution                                                                                                                                   | Officer        | Status |
|-------------------------------------------------------------------|-------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------|
| Council 24/10/2023 Mallan Recreation Reserve & Hall Committee AGM | Mallan Recreation Reserve & Hall Committee AGM                    | <u>211023</u>     | RESOLUTION 211023                                                                                                                            | Buckley, Karen | •      |
|                                                                   |                                                                   |                   | Moved: Cr Ann Crowe                                                                                                                          |                |        |
|                                                                   |                                                                   |                   | Seconded: Cr Neil Gorey                                                                                                                      |                |        |
|                                                                   |                                                                   |                   | That Council:                                                                                                                                |                |        |
|                                                                   |                                                                   |                   | 1. Revoke existing members of the Mallan Recreation Reserve & Hall Committee of Management; and                                              |                |        |
|                                                                   |                                                                   |                   | <ol><li>Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the July<br/>2023 AGM.</li></ol> |                |        |
|                                                                   |                                                                   |                   | CARRIE                                                                                                                                       | D              |        |
|                                                                   |                                                                   |                   |                                                                                                                                              |                |        |
| 13 Nov 2023 2:27pm Buckley,                                       | , Karen - Completion                                              |                   |                                                                                                                                              |                |        |
| Completed by Buckley, Karen (                                     | (action officer) on 13 November 2023 at 2:27:17 PM - no further a | action required   |                                                                                                                                              |                |        |

| Meeting            | Subject                                                                                 | Resolution Number | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                   |                           |                       | Of               | fficer       | Status |
|--------------------|-----------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------|-----------------------|------------------|--------------|--------|
| Council 24/10/2023 | MURRAY RIVER COUNCIL COMMUNITY GRANTS PROGRAM,<br>2023-24 - ROUND 1 ALLOCATION OF FUNDS | 181023            | RESOLUTION 181023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                   |                           |                       | Cr               | ronin, Tiana | •      |
|                    |                                                                                         |                   | Moved: Cr Thomas Weyric                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | h                                                                 |                           |                       |                  |              |        |
|                    |                                                                                         |                   | Seconded: Cr Geoff Wise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                   |                           |                       |                  |              |        |
|                    |                                                                                         |                   | That:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                   |                           |                       |                  |              |        |
|                    |                                                                                         |                   | Council funds the below pr                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ojects under Round 1 of the 2023-24 Cor                           | nmunity Grants Progran    | n.                    |                  |              |        |
|                    |                                                                                         |                   | 2. Council allocates the additional council allocates the addition | ional \$376 needed, from the 2023-24 Qui                          | ick Response Grant Fun    | ding                  |                  |              |        |
|                    |                                                                                         |                   | Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Project Title                                                     | Total Amount<br>Requested | Total Project<br>Cost | Amount<br>Recomn |              |        |
|                    |                                                                                         |                   | Golden Rivers Theatre Group<br>Incorporated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Replacement of stage props and curtain                            | \$ 2,500.00               | \$2,500.00            |                  |              |        |
|                    |                                                                                         |                   | Wakool Memorial Hall<br>Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Wakool Hall Fridge / Freezer replacement                          | \$ 2,048.00               | \$2,048.00            |                  |              |        |
|                    |                                                                                         |                   | Goodnight Recreation Reserve<br>and Hall Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Celebrating community                                             | \$ 3,000.00               | \$14,539.00           |                  |              |        |
|                    |                                                                                         |                   | Local Health Medical Trust                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | LHMT - Channel Walk Community<br>Celebration - 26th November 2023 | \$ 2,750.00               | \$2,750.00            |                  |              |        |
|                    |                                                                                         |                   | South West Music Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Childrens Concert - Mathoura                                      | \$ 3,000.00               | \$4,960.00            |                  |              |        |

# **Community and Economic Development Directorate**

Friends of Old Moama Filing cabinets \$ 598.00 \$598.00 \$ 598.00 Echuca Moama Family History Restoration and replacement of flood damaged equipment \$ 2,740.00 \$ 2,740.00 \$3,040.00 Group inc. THE APEX Club of ECHUCA BBQ Trailer upgrade and rebuild \$ 2,840.00 \$5,340.00 \$ 2,840.00 MOAMA Murray Downs Park Reserve Murray Downs Community Garden -\$ 3,000.00 \$3,625.00 \$ 3,000.00 Stage 2 Moulamein Men's Shed and Rice Museum Inc. \$2,989.00 Acquisition of Jointer/Planer machine \$3,000.00 \$3,000.00 Murray Haven Homes \$ 1,900.00 \$1,900.00 \$ 1,900.00 Koraleigh Recreation Reserve Kitchen Bench upgrade \$ 3,000.00 \$3,800.00 \$ 3,000.00 TOTAL \$30,376 \$30,376 \$30,376

14 Nov 2023 2:12pm Cronin, Tiana - Completion

Completed by Cronin, Tiana (action officer) on 14 November 2023 at 2:12:51 PM - No further action required

| Meeting                    | Subject                                                              | Resolution Number | Resolution                                                                    | Officer       | Status |
|----------------------------|----------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------|---------------|--------|
| Council 24/10/2023         | GRANTS and AWARDS - September 2023                                   | <u>191023</u>     | RESOLUTION 191023                                                             | Cronin, Tiana | •      |
|                            |                                                                      |                   | Moved: Cr Ann Crowe                                                           |               |        |
|                            |                                                                      |                   | Seconded: Cr Thomas Weyrich                                                   |               |        |
|                            |                                                                      |                   | That Council receive and note the Grant and Awards Report for September 2023. |               |        |
|                            |                                                                      |                   | CARR                                                                          | IED           |        |
|                            |                                                                      |                   |                                                                               |               |        |
| 14 Nov 2023 2:13pm Cronin  | Tiana - Completion                                                   |                   |                                                                               |               |        |
| Completed by Cronin, Tiana | action officer) on 14 November 2023 at 2:13:02 PM - No further actio | n required        |                                                                               |               |        |

| Meeting                         | Subject                                                             | Resolution Number | Resolution              |                                                                                                            | Officer     | Status |
|---------------------------------|---------------------------------------------------------------------|-------------------|-------------------------|------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 24/10/2023              | Moama Riverside Caravan Park - Further request for Rental Waiver    | 231023            | RESOLUTION              | 231023                                                                                                     | Ryan, Sarah | •      |
|                                 |                                                                     |                   | Moved:                  | Cr Geoff Wise                                                                                              |             |        |
|                                 |                                                                     |                   | Seconded:               | Cr Nikki Cohen                                                                                             |             |        |
|                                 |                                                                     |                   | That Council n<br>Park. | ot approve a further abatement of rent under the Crown Lease and Council Lease for Moama Riverside Caravan |             |        |
|                                 |                                                                     |                   |                         | CARRIED                                                                                                    |             |        |
|                                 |                                                                     |                   |                         |                                                                                                            |             |        |
| 03 Nov 2023 9:46am Ryan, Sa     | orah                                                                |                   |                         |                                                                                                            |             |        |
| Letter send to Riverside inform | ning Council resolution. No further action required.                |                   |                         |                                                                                                            |             |        |
| 03 Nov 2023 9:47am Ryan, Sa     | orah - Completion                                                   |                   |                         |                                                                                                            |             |        |
| Completed by Ryan, Sarah (ac    | tion officer) on 03 November 2023 at 9:47:27 AM - No further action | required.         |                         |                                                                                                            |             |        |

# **Community and Economic Development Directorate**

| Meeting                         | Subject                                                             | Resolution Number | Resolution                                                                                                                                                                | Officer     | Status |
|---------------------------------|---------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 24/10/2023              | Update on Economic Development & Tourism Strategy                   | 241023            | RESOLUTION 241023                                                                                                                                                         | Ryan, Sarah | •      |
|                                 |                                                                     |                   | Moved: Cr Chris Bilkey                                                                                                                                                    |             |        |
|                                 |                                                                     |                   | Seconded: Cr Geoff Wise                                                                                                                                                   |             |        |
|                                 |                                                                     |                   | That the Officer's report on providing an Update on Economic Development and Tourism Strategy as of 16 October 2023 be received and the information noted by the Council. |             |        |
|                                 |                                                                     |                   | C                                                                                                                                                                         | ARRIED      |        |
|                                 |                                                                     |                   |                                                                                                                                                                           |             |        |
| 3 Nov 2023 9:46am Ryan, Sa      | rah                                                                 |                   |                                                                                                                                                                           |             |        |
| SR - no further action required |                                                                     |                   |                                                                                                                                                                           |             |        |
| 3 Nov 2023 9:46am Ryan, Sa      | rah - Completion                                                    |                   |                                                                                                                                                                           |             |        |
| ompleted by Ryan, Sarah (ac     | cion officer) on 03 November 2023 at 9:46:53 AM - No further action | on required.      |                                                                                                                                                                           |             |        |

### Council resolutions outstanding within 3 months

| Meeting            | Subject                                     | Resolution Number | Resolution                                                                                                                                                                                                       | Officer       | Status |
|--------------------|---------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 26/09/2023 | River Country Art Trail - Tender Evaluation | 020923            | RESOLUTION 020923                                                                                                                                                                                                | Druitt, Julia | •      |
|                    |                                             |                   | Moved: Cr Ann Crowe                                                                                                                                                                                              |               |        |
|                    |                                             |                   | Seconded: Cr Dennis Gleeson                                                                                                                                                                                      |               |        |
|                    |                                             |                   | That Council:                                                                                                                                                                                                    |               |        |
|                    |                                             |                   | <ol> <li>Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the Completed Tender<br/>Process;</li> </ol>                                                                          | er            |        |
|                    |                                             |                   | <ol> <li>Accepts the tender from Form Building a State of Creativity Pty Ltd for the lump sum price of \$1,321,172.73 (e GST) for Tender Number MRC 2310 River Country Art Trail;</li> </ol>                     | x             |        |
|                    |                                             |                   | 3. Authorise the CEO to sign the contract documents;                                                                                                                                                             |               |        |
|                    |                                             |                   | <ol> <li>Authorise Director Community &amp; Economic Development to act as Council's representative for the contract an<br/>authorise any contract variations within budget and delegation authority.</li> </ol> | d             |        |
|                    |                                             |                   | CARRIE                                                                                                                                                                                                           | n             |        |

| Meeting            | Subject                                     | Resolution Number | Resolution                                                                                                                              | Officer       | Status |
|--------------------|---------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 26/09/2023 | River Country Art Trail - Tender Evaluation | 390923            | RESOLUTION 390923                                                                                                                       | Druitt, Julia | •      |
|                    |                                             |                   | Moved: Cr Ann Crowe                                                                                                                     |               |        |
|                    |                                             |                   | Seconded: Cr Dennis Gleeson                                                                                                             |               |        |
|                    |                                             |                   | That Council:                                                                                                                           |               |        |
|                    |                                             |                   | <ol> <li>Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the Completed Tender<br/>Process;</li> </ol> |               |        |

# **Community and Economic Development Directorate**

Accepts the tender from Form Building a State of Creativity Pty Ltd for the lump sum price of \$1,321,172.73 (ex GST) for Tender Number MRC 2310 River Country Art Trail;
 Authorise the CEO to sign the contract documents;
 Authorise Director Community & Economic Development to act as Council's representative for the contract and authorise any contract variations within budget and delegation authority.

CARRIED

| Meeting                        | Subject                                                             | Resolution Number              | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Officer     | Status |
|--------------------------------|---------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 26/09/2023             | Mathoura Retirement Village Committee of Management                 | 310923                         | RESOLUTION 310923                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Ryan, Sarah | •      |
|                                |                                                                     |                                | Moved: Cr Chris Bilkey                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |        |
|                                |                                                                     |                                | Seconded: Cr Thomas Weyrich                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |        |
|                                |                                                                     |                                | Alternative Resolution 3 became the recommendation of Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |        |
|                                |                                                                     |                                | That Murray River Council resolve to appoint an independent third party to undertake an evaluation on the manner in which the management of the Mathoura Retirement Village by the Mathoura Retirement Village Committee of Management established under Section 355 of the Local Government Act 1998 has been undertaken, provide an opinion on the capacity of the current Committee of Management to continue to manage the Retirement Village, and identify the risks borne by Council in continuing the current arrangements; the resulting finding and recommendations to be presented to Council. |             |        |
|                                |                                                                     |                                | CARRIED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | )           |        |
| 13 Oct 2023 11:45am Ryan, S    | Sarah                                                               |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |        |
| SR - seeking quotes from suita | ably qualified consultants.                                         |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |        |
| 13 Oct 2023 11:45am Ryan, S    | Garah - Target Date Revision                                        |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |        |
| Target date changed by Ryan,   | , Sarah from 10 October 2023 to 31 October 2023 - SR - awaiting quo | otes                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |        |
| 03 Nov 2023 9:46am Ryan, Sa    | arah - Target Date Revision                                         |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |        |
| Target date changed by Ryan,   | , Sarah from 31 October 2023 to 25 December 2023 - Met with ACCE    | PA to seek recommendations for | consultants.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |        |

# Council resolutions outstanding outside 3 months

| Meeting            | Subject                                                                                                                                                                                                                    | Resolution Number | Resolution                                                                                                                                                                                                                                            | Officer                             | Status |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------|
| Council 23/11/2021 | Notice of Motion - Enter into discussions with Service NSW to seek the provision of Service NSW Services, to the communities of Murray Downs, Koraleigh and Tooleybuc, by establishing a new agency in one of these towns. | 171121            | MOTION  Moved: Cr Neil Gorey  Seconded: Cr Ann Crowe  That Council enter into discussions with Service NSW to seek the provision of Service NSW services, to the Downs, Koraleigh, and Tooleybuc, by establishing a new agency in one of these towns. | Lees, Jodi<br>communities of Murray |        |
|                    |                                                                                                                                                                                                                            |                   | RESOLUTION 171121  Moved: Cr Thomas Weyrich  Seconded: Cr Alan Mathers                                                                                                                                                                                |                                     |        |

### **Community and Economic Development Directorate**

- 1. That Council enter into discussions with Service NSW to seek the provision of Service NSW services, to the communities of Murray Downs, Koraleigh, and Tooleybuc, by establishing a new agency in one of these towns.
- 2. That Council seek a review by Service NSW with a view to strategically planning new services as a result of population expansion and growing need.

CARRIED

### 12 Jan 2022 11:41am Leyonhjelm, Lindy - Reallocation

Action reassigned to Harvie, John by Leyonhjelm, Lindy - John Harvie will be discussion services with Service NSW

### 08 Feb 2022 7:44am Harvie, John

Video conference with Service NSW held in January, to discuss the matter. Submission to Service NSW being prepared.

### 07 Mar 2022 3:22pm Harvie, John

Submission to Service NSW early April.

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

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

### 12 Jul 2022 8:13am Ryan, Sarah

JH/SR - Draft Business Case is complete. SR to review and report at a later Council meeting. 12/07/22

### 10 Nov 2022 7:01am Ryan, Sarah

SR - JL has submitted business case to Service NSW for consideration.

### 10 Jan 2023 11:11am Ryan, Sarah

SR - Service NSW have requested further information to consider proposal.

### 04 May 2023 10:17am Ryan, Sarah - Reallocation

Action reassigned to Lees, Jodi by Ryan, Sarah - To provide udate on status of business case with Service NSW

### 08 May 2023 9:51am Lees, Jodi

Proposal to include services currently with Service NSW. Request for an update on proposal sent 04/05/2023. Awaiting response.

### 04 Aug 2023 10:40am Lees, Jodi

Discussion with Manager Alternate Channels Service NSW who is supporting the propsal. Advised that multiple requests made for an outcome however no outcome disclosed as yet. JL to put forward a proposal to Manager Alternate Channels to have the Service NSW Mobile Customer Service Centre attend the outlying areas set out in our proposal.

### 13 Nov 2023 2:28pm Lees, Jodi

Received verbal notification that proposal has been rejected due to having three Service NSW Centres in our Local Government Area and Service entre attending Tooleybuc and Mathoura once a quarter. Awaiting written correspondence to confirm above.

### 14 Nov 2023 12:17pm Leyonhjelm, Lindy - Target Date Revision

Target date changed by Leyonhjelm, Lindy from 28 February 2022 to 29 January 2024 - Waiting on written confirmation from Service NSW

| Meeting            | Subject                                                           | Resolution Number | Resolution                                                                                                                                                                                           | Officer     | Status |
|--------------------|-------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 27/06/2023 | Moama Lions Community Village Committee - Request for rate waiver | 200623            | RECOMMENDATION                                                                                                                                                                                       | Ryan, Sarah | •      |
|                    |                                                                   |                   | That Council consider (in the positive or negative) a rate waiver for the Moama Community Lions Village units located at 10 & 12 Council Street Moama until construction of the new units commences. |             |        |

# Community and Economic Development Directorate

12 Sep 2023 9:17am Ryan, Sarah

 $\label{thm:community} \mbox{ \begin{tabular}{ll} Moama Lions Community Village Committee informed of resolution. \end{tabular} }$ 

12 Sep 2023 9:17am Ryan, Sarah - Completion

Completed by Ryan, Sarah (action officer) on 12 September 2023 at 9:17:44 AM - No further action required.

12 Sep 2023 9:17am Ryan, Sarah - Notification

Dodds, Terry (first authoriser) notified by Ryan, Sarah (action officer) on 12 September 2023 at 9:17:55 AM, Sent to Terry Dodds and Lindy Leyonhjelm for authorisation, Notified by Sarah Ryan

13 Nov 2023 1:32pm Leyonhjelm, Lindy

completed

| Meeting                            | Subject                                         | Resolution Number | Resolution        |                                                                                                                        | Officer     | Status |
|------------------------------------|-------------------------------------------------|-------------------|-------------------|------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 26/04/2022                 | Commercial Development Enquiries - Murray Downs | <u>240422</u>     |                   |                                                                                                                        | Ryan, Sarah | •      |
|                                    |                                                 |                   | MOTION            | C.N.:I.C.                                                                                                              |             |        |
|                                    |                                                 |                   | Moved:            | Cr Neil Gorey                                                                                                          |             |        |
|                                    |                                                 |                   | Seconded:         | Cr Nikki Cohen                                                                                                         |             |        |
|                                    |                                                 |                   | That Council      | teps to rezone the 3.8Ha land on Moulamein Road Swan Hill to RU5 Village.                                              |             |        |
|                                    |                                                 |                   |                   | e \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal             |             |        |
|                                    |                                                 |                   |                   | e a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.          |             |        |
|                                    |                                                 |                   | 3. 110via         | e a faration report to counting mention recoming is completed, and the subarrision proposal has been prepared.         |             |        |
|                                    |                                                 |                   |                   |                                                                                                                        |             |        |
|                                    |                                                 |                   | RESOLUTION 2      |                                                                                                                        |             |        |
|                                    |                                                 |                   | Moved:            | Cr Neil Gorey                                                                                                          |             |        |
|                                    |                                                 |                   | Seconded:         | Cr Nikki Cohen                                                                                                         |             |        |
|                                    |                                                 |                   | AMENDMENT         | TO MOTION                                                                                                              |             |        |
|                                    |                                                 |                   | 1. Take s         | teps to rezone the 3.8Ha land on Moulamein Road Swan Hill to an appropriate zoning.                                    |             |        |
|                                    |                                                 |                   |                   | e \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal             |             |        |
|                                    |                                                 |                   |                   | e a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.          |             |        |
|                                    |                                                 |                   | <u>In Favour:</u> | Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson |             |        |
|                                    |                                                 |                   | Against:          | Nil                                                                                                                    |             |        |
|                                    |                                                 |                   |                   | CARRIED 8/0                                                                                                            |             |        |
|                                    |                                                 |                   |                   | CARRIED                                                                                                                |             |        |
| 11 May 2022 11:17am Leyonhjelr     | n, Lindy - Reallocation                         |                   |                   |                                                                                                                        |             |        |
| Action reassigned to Ryan, Sarah b | by Leyonhjelm, Lindy - Change of personnel      |                   |                   |                                                                                                                        |             |        |
| 12 Jul 2022 4:48pm Leyonhjelm, I   | Lindy - Reallocation                            |                   |                   |                                                                                                                        |             |        |
| Action reassigned to Harvie, John  | by Leyonhjelm, Lindy - JH to complete           |                   |                   |                                                                                                                        |             |        |
| 13 Jul 2022 7:41am Harvie, John    |                                                 |                   |                   |                                                                                                                        |             |        |
| Preparing a quotation brief        |                                                 |                   |                   |                                                                                                                        |             |        |
| 13 Sep 2022 8:24am Harvie, John    |                                                 |                   |                   |                                                                                                                        |             |        |

# **Community and Economic Development Directorate**

Determining the appropriate zoning for this parcel of land.

05 Oct 2022 1:34pm Harvie, John

Finalizing suitable zone and engaging consultant to prepare the application to rezone.

09 Nov 2022 10:42am Leyonhjelm, Lindy - Reallocation

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

04 May 2023 10:22am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 10 May 2022 to 30 June 2023 - SR - budget dependent

12 Sep 2023 8:53am Ryan, Sarah

SR - pending a further report to Council

12 Sep 2023 8:54am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 30 June 2023 to 31 December 2023 - Council to determine priorities for commercial development opportunities

03 Nov 2023 9:44am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 31 December 2023 to 30 June 2024 - Council to determine opportunities as part of Sustainable MRC

| Meeting                          | Subject                                                              | Resolution Number              | Resolution                                                                                                                                                                                                                                                                                                                                                                    | Officer     | Status |
|----------------------------------|----------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 25/02/2020               | Murray Downs Land - Compulsory Acquisition                           | 220220                         | RESOLUTION 220220 Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That the Council:                                                                                                                                                                                                                                                                                              | Ryan, Sarah | •      |
|                                  |                                                                      |                                | <ol> <li>Agree to proceed with the compulsory acquisition of the 20Ha site located on the Swan Hill to Moulamein Road at Murray Downs for the purpose of future development of a business/industrial park or other appropriate use.</li> <li>Agree to offer the Local Aboriginal Land Council two lots, totalling not more than 5000sqm, free of charge within the</li> </ol> |             |        |
|                                  |                                                                      |                                | completed development for the purposes of conducting retail or wholesale trade or manufacturing.                                                                                                                                                                                                                                                                              |             |        |
|                                  |                                                                      |                                | <ol> <li>Upon finalisation of the acquisition of the land, the land be classified as "Operational" land in accordance with Section 31 (2) of the NSW Local Government Act 1993.</li> </ol>                                                                                                                                                                                    |             |        |
|                                  |                                                                      |                                | <ol> <li>Delegate authority to the Mayor and General Manager to sign and apply the Common Seal of Council to all documentation<br/>relating to the purchase of the land.</li> </ol>                                                                                                                                                                                           |             |        |
|                                  |                                                                      |                                | CARRIED                                                                                                                                                                                                                                                                                                                                                                       |             |        |
| 17 Mar 2020 12:19pm Keogh, Ker   | τi                                                                   |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| No comment received on this mat  | ter as at 17/03/20.                                                  |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| 31 Mar 2020 2:45pm Harvie, John  | 1                                                                    |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| The Murray Downs Local Aborigin  | al Land Council (LALC) has been notified of councils decision. The L | ALC has commenced action to    | have the 20Ha lot exempted from the blanket claim on all NSW Travelling Stock Routes.                                                                                                                                                                                                                                                                                         |             |        |
| 21 Apr 2020 9:28am Keogh, Kerri  |                                                                      |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| No further comment/update rece   | ived on the matter as at 21/04/20.                                   |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| 18 May 2020 2:37pm Keogh, Kerr   | i                                                                    |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| No further comment/update on the | his matter as at 18/05/20.                                           |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| 27 May 2020 7:38am Harvie, John  | 1                                                                    |                                |                                                                                                                                                                                                                                                                                                                                                                               |             |        |
| Wamba Wamba nation are finalisi  | ing an exemption from statewide TSR land claim for the 20Ha parce    | el of land. Once received comp | ulsory acquisition process will commence.                                                                                                                                                                                                                                                                                                                                     |             |        |

### **Community and Economic Development Directorate**

18 Jun 2020 9:43am Lewandowski, Rosemarie

No further update at this time.

16 Jul 2020 9:51am Harvie, John

Still waiting on exemption from blanket TSR claim by NSW Aboriginal Land Council.

07 Aug 2020 7:22am Harvie, John

As above.

14 Oct 2020 9:50am Harvie, John

As above.

23 Dec 2020 8:25am Harvie, John

NSW Aboriginal Land Council taking steps to provide a 'No Objection' consent to enable the process to move forward.

12 Feb 2021 9:25am Harvie, John

As above

05 Mar 2021 12:02pm Harvie, John

Negotiations are continuing

07 Apr 2021 9:07am Harvie, John

Meeting with CEO Wamba Wamba wc 19/04/21

10 Jun 2021 4:07pm Harvie, John

Negotiations are still continuing slowly.

15 Jul 2021 7:52am Harvie, John

As above

14 Sep 2021 2:48pm Harvie, John

As above

12 Oct 2021 9:23am Harvie, John

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

02 Nov 2021 9:07am Harvie, John

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

08 Dec 2021 8:34am Harvie, John

DA being prepared.

12 Jan 2022 10:50am Harvie, John

As above

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

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

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

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

13 Jul 2022 7:39am Harvie, John

Work in Progress

13 Sep 2022 8:16am Harvie, John

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

### **Community and Economic Development Directorate**

### 05 Oct 2022 1:30pm Harvie, John

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

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

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

### 10 Nov 2022 7:00am Ryan, Sarah

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

### 16 Mar 2023 9:05am Ryan, Sarah

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

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

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

### 12 Sep 2023 8:51am Ryan, Sarah

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

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

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

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

Grants officer, Tiana, celebrated her recent nuptials



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

Moama Lights 2024 dates announced, 5 – 28 July 2024 Small Business Month event held at Rich River Gold Club Community Engagement Sessions Arts and Culture Strategy Walk through of Preschool

### murray river Monthly Operational Report – October 2023

# **Community Services**

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

| Manager Community Services - Karen<br>Buckley                                                                        | Quality and Administration Officer                                                                                                                                                                                                                                                                                                                                                              | Team Leader Social/Respite<br>Services                                                                                                                 | Community Transport/Meals Co-<br>Ordinator                                                                                              | Coordinator Home Support                                                                                                                                                                                             | Administration Officer                                                                                                                                                   | Youth Engagement Officer                                               |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Vaintain operations of the Community Services Program as the 3 - all areas 3 - all areas except for Quality Services | Monitor, Develop and assist "actioners' to Implement actions from the Community Services – Continuous Improvement Plan, to ensure compliance of service delivery within respective Commonwealth and State Govt Programs – within the scope of services delivered within Community Services. C.I.Plan measures against: - the Commonwealth Aged Care Standards and - the NSW Childsafe Standards | Provide co-ordination of services delivery of frail-aged services under the Commonwealth Home Support Program within the Community Services Department | Provide co-ordination of services delivery to clients receiving Community Transport and Meals Delivered services                        |                                                                                                                                                                                                                      |                                                                                                                                                                          |                                                                        |
| Accountabilities                                                                                                     | Accountabilities                                                                                                                                                                                                                                                                                                                                                                                | Accountabilities                                                                                                                                       | Accountabilities                                                                                                                        | Accountabilities                                                                                                                                                                                                     | Accountabilities                                                                                                                                                         | Accountabilities                                                       |
| Number   SBPO   Accountability                                                                                       | Number SBPO Accountability P Community Services Quality Systems O Quality Processing, Auditing and Accreditation                                                                                                                                                                                                                                                                                | # SBPO Accountability O Social Respite Data Collection O Delivery of Social Respite Care O Coordination of delivery of Meals                           | # SBPO Accountability O Community Transport Program O Community Transport Data Collection & Reporting O Coordination /Delivery of Meals | # SBPO Accountability O Community Transport Program O Community Transport Data Collection & Reporting O Service Data Collection O Community Services Coordinator O Home Modifications O Coordination/ Delivery Meals | # SBPO Accountability P Home Modifications Program O Social Respite Data Collection Consolidation O Home Modifications & Maintenance O Service Data Collection Reporting | # SBP Accountability O Youth Programs O Coordination of Youth Services |

### 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.

# murray river Monthly Operational Report – October 2023

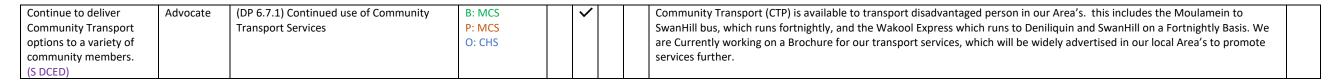
# **Community Services**

| 4 Year Delivery Program                                                                                                                                               | Deliver, | Performance Measure                                                                                                        | Responsible                      |              | Ye       | ar          | Comments                                                                                                                                                                                                                                                                                                                                                                                                      |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------|----------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2023-2026                                                                                                                                                             | Partner, |                                                                                                                            | Officer                          |              |          |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
|                                                                                                                                                                       | Advocate |                                                                                                                            |                                  | 1            | 2        | 3           | 4                                                                                                                                                                                                                                                                                                                                                                                                             | _ |
|                                                                                                                                                                       |          | led strategy with a focus on social connections                                                                            |                                  |              | nse o    | f belo      | elonging.                                                                                                                                                                                                                                                                                                                                                                                                     |   |
|                                                                                                                                                                       | 1        | nd networking to fulfil social function and spark                                                                          |                                  | <del> </del> |          |             | Contain an annual to be the delivered by any Commentation Tours include by the History Assisted Changing                                                                                                                                                                                                                                                                                                      |   |
| Engage with Community<br>Groups and develop<br>social programs.<br>(S DCED )                                                                                          | Deliver  | (DP 4.2.1) Development of a Youth Forum                                                                                    | B: MCS<br>P: YEO<br>O: YEO       |              | <b>~</b> |             | Social programs currently being delivered by our Community Services Team include but not limited too, Assisted Shopping, Chair Based Exercises, Lunch and Drive Outings, Cuppa and Chat, Cuppa and Cards, Social outings to the Cinema's in SwanHill and also Monthly Cinema at Tooleybuc, assisting clients to navigate online shopping, arranging appointments and Home Visits.                             |   |
| Theme 4 – Goal 1 – Develo                                                                                                                                             |          | led strategy with a focus on social connections ons for all residents                                                      | / social fabric an               | d a se       | nse o    | f belo      | elonging.                                                                                                                                                                                                                                                                                                                                                                                                     |   |
| Engage with                                                                                                                                                           | Advocate | (DP 4.3.1) Advocate for health and                                                                                         | B: MCS                           | <b>~</b>     | <b>~</b> | ~           |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Murrumbidgee Local<br>Health Network and<br>cross border equivalents.<br>(S DCED )                                                                                    |          | wellbeing programs for all residents (all ages and demographics)                                                           | P: MCS<br>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.                                                                                                                                                                                        | ı |
|                                                                                                                                                                       |          | led strategy with a focus on social connections                                                                            | / social fabric an               | d a se       | nse o    | f belo      | elonging.                                                                                                                                                                                                                                                                                                                                                                                                     |   |
| 4.4 – Provide programs for                                                                                                                                            |          |                                                                                                                            | ı                                |              |          |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Develop after school<br>programs, Youth<br>engagement programs,<br>computers for seniors etc<br>(S DCED)                                                              | Advocate | (DP 4.4.1) Advocate for youth activities / youth group / youth centres in various locations across Council                 | B: MCS<br>P: YEO/TL<br>O: YEO/TL |              |          |             | Our YHub group in Moulamein runs each Friday afternoon/evening providing social participation for youth in this area. School Holiday excursions are also provided if there is capacity to do so. Youth Week Programs are also offered in different locations We have applied for funding for the School holidays to run a program in several of our locations, outcome of grant application is to be advised. |   |
|                                                                                                                                                                       |          | ate for accessible health and wellbeing services<br>Services including; Mental Health Services Heal                        |                                  |              |          |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Continue to deliver the<br>Commonwealth Social<br>Support Program,<br>Community Transport<br>Program and Home<br>Modification Programs<br>across Council.<br>(S DCED) | Deliver  | (DP 4.11.2) Programs delivered in line with funding                                                                        | B: MCS P: MCS O: MCS             | <b>&gt;</b>  | <b>\</b> |             | CHSP and TfNSW projects continue to be delivered in line with grant funding. Department of Health grant agreement updated and extended too 30/06/25. Transport for NSW grant funding updated to 30/06/25                                                                                                                                                                                                      |   |
| Health Services<br>(S DCED)                                                                                                                                           | Advocate | (DP 4.11.3) Advocate for better promotion of mental health services at various locations across Council                    | B: MCS<br>P: MSC<br>O: MSC       |              | ~        | <b>&gt;</b> | Attend local Mental Health Meetings and Forums                                                                                                                                                                                                                                                                                                                                                                |   |
|                                                                                                                                                                       | Advocate | (DP 4.11.4) Advocate for Garden of Hope<br>Mental Health Project                                                           | B: MCS<br>P: MSC<br>O: MSC       |              | ~        |             | Looking into "Garden of Hope", TBC                                                                                                                                                                                                                                                                                                                                                                            |   |
| Community Health<br>(S DCED)                                                                                                                                          | Deliver  | (DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.                               | B: MCS<br>P: MSC<br>O: MSC       |              |          | >           |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
|                                                                                                                                                                       |          | ate for accessible health and wellbeing services ervices in remote communities with a focus on                             |                                  |              |          |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Service Provision<br>(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<br>P: MSC<br>O: MSC       |              | ~        |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |
| Theme 6 – Goal 3 – Advoc<br>6.6 – Public Transport that                                                                                                               |          |                                                                                                                            |                                  |              |          |             |                                                                                                                                                                                                                                                                                                                                                                                                               |   |

council

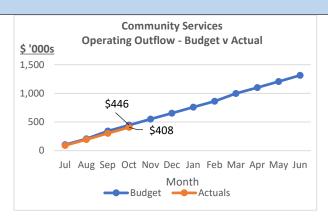
### murray river Monthly Operational Report - October 2023

### **Community Services**



#### PART C: **Financial Outcomes**





#### PART D: **Project Status**

#### PART E: **Business as Usual**

October – What does Individual Social Support mean?

Individual support is quite unique for every client in every community. Here is a list of a few things it entails for Community Services staff in Tooleybuc in a normal month.

- Merging one unregistered Flybys card with accrued points with one that WAS registered but had no points. The aim here was to purchase an Air Fryer which the client and I were eventually able to achieve.
- Purchasing a washing machine by looking at the website of a local store and arranging purchase and delivery
- Installing a Chromecast device to a TV and connecting the Kayo app so a client can watch a variety of sports.
- Lodging IPTAAS forms by email, after they've been sent back to a Dr by email to authorise.
- Booking Hairdressers and medical appointments
- Organising the Mobile Library to select and leave a book for a client who was going to be on a Trip when the Library was in town.
- ... And much more.

These support services help to keep clients living and thriving in their own homes.

There has been a Client Satisfaction Survey sent out to our clients, return date for these is the 21st Nov, this will enable us to evaluate our services and look at any gaps/opportunities there may be for us.

I (Leanne Orr) attended a Community Transport Organisation Conference recently in Port Macquarie, there was a lot of valuable information gained from attending this Conference, along with networking with other Service Providers.

During October 2023 the Community Services Aged Care team delivered the following supports:

Social Support - 1286 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 - 380 meals - Home Maintenance - 245 hours , Home Modifications - \$2460, Transport – 897 One Way trips

YHub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week.

#### PART F: **Service Metrics**

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken |  |
|------|--------------------|-------------------|--|
|      |                    |                   |  |
|      |                    |                   |  |
|      |                    |                   |  |

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### murray river Monthly Operational Report – October 2023

**Community Services** 

Risk Management

| Date | Updated | Risk Details | Existing Controls/Challenges | Required Actions |  |
|------|---------|--------------|------------------------------|------------------|--|
|      |         |              |                              |                  |  |
|      |         |              |                              |                  |  |
|      |         |              |                              |                  |  |

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

October – Staff in Moama have, once again, rearranged their daily agendas to adapt services in response to client needs.

Willingness of staff to be flexible in their roles is a valuable quality and enables MRC Community Services to provide best outcomes for clients.

When clients opinions and input are listened to and respected their health and wellbeing thrives and they can live their best lives.

The 'Aged Persons Information Day' held in Barham on October 19th, was a great success, there were of 70 attendees and 14 Service Providers in attendance, the feedback from the day was very positive, and We are planning another one in the Area (Barham) in March 25, due to the positive feedback.

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

### Monthly Operational Report – October 2023

## **Customer Service**

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

| Manager Customer Service – Jodi Lees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   | Coordinator Customer Service – Roger Pinson                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| The Manager of Customer Services, provides organisational wide direction for Customer Service, in particular overseeing the customer service team, library team and our internal and external call centre operations.  Business agencies, including Service NSW, V Line, Bendigo Bank and WAW Bank are available through our 4 in-house Customer Service locations.                                                                                                                                                                                                                    |   | Working closely with the Manager of Customer Service, this role provides daily operational support to the customer services team |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |  |
| Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1 | Accour                                                                                                                           | ntabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |  |  |  |
| SBPO Accountability B Venue Hire Management B Customer First Contact Management B Customer Satisfaction B Customer Services B Business Agencies B Public Library Service P Venue Hire P Customer Service P Business Agencies P Customer Satisfaction P Public Library P First Contact of Customers O Internal Call Centre O Public Library Programs O Visitor Information Service (Mathoura) O Customer Satisfaction Reporting O Business Agencies O Cash Handling O Customer Experience O Engage with Undertaker and Families O Volunteer Engagement Cemeteries O Plot Administration |   | 0<br>0<br>0<br>0<br>0<br>0<br>0                                                                                                  | Accountability  Bookings of all other Recreation Reserve Facilities & Sports Fields  Venue Bookings and availability and rules and regs and financial transactions  Closing out Customer Enquiries  Collection, Record Management & Distribution of Hard Copy Mail  Customer Counter Services  Customer Point of Enquiry Service Delivery  Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs  Community Halls and meeting rooms hire service  Bookings of Moama Recreation Reserve Facilities and Sports Fields  Public Library Operations Service  Public Library Programs Service  Facility and Meeting Space Hire |  |  |  |  |  |  |

#### 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.

Monthly Operational Report – October 2023

## **Customer Service**

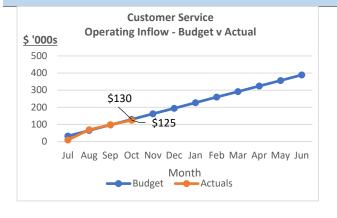
| 4 Year Delivery Program                             | Deliver,        | Performance Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Responsible          |          | Ye       | ear      |        | Comments                                                                                                                                                                                               |
|-----------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|----------|----------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2023-2026                                           | Partner,        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Officer              |          | _        |          |        |                                                                                                                                                                                                        |
| Thomas 2 Cool 4 Doline                              | Advocate        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      | 1        | 2        | 3        | 4      |                                                                                                                                                                                                        |
| 2.1 – Visitor and Resident i                        |                 | and consistent service to our internal and exter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | nai community        |          |          |          |        |                                                                                                                                                                                                        |
| Development of a                                    | Deliver,        | (DP 2.1.1) Ensure Service NSW services are                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | B: MCUSS             | <b>~</b> | <b>~</b> |          |        | Service NSW services are offered in Barham, Moama and Moulamein.                                                                                                                                       |
| Community Directory                                 | Partner         | communicated and frequently visit outlying                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | P: MCUSS             |          |          |          |        |                                                                                                                                                                                                        |
| and general information relevant to Council and     | Advocate        | locations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | O:MCUSS              |          |          |          |        | <ul> <li>The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services.</li> </ul> |
| local services.                                     |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        | The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.                                                                                                                        |
| (S DCED)                                            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        | All visitations are advertised on social media and via flyers.                                                                                                                                         |
| Theme 2 – Goal 1 – Deliver                          | r exceptional a | Ind consistent service to our internal and exter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | nal community        |          |          |          |        | All visitations are advertised on social media and via hyers.                                                                                                                                          |
|                                                     | •               | people can contact Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Ť                    |          |          |          |        |                                                                                                                                                                                                        |
| Develop a community                                 | Deliver         | (DP 2.2.1) Ensure face to face service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | B: MCUSS             | <b>~</b> |          |          |        |                                                                                                                                                                                                        |
| access/engagement                                   |                 | centres are retained across the region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | P: MCUSS             |          |          |          |        |                                                                                                                                                                                                        |
| strategy including digital                          |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | O: CCUSS             |          |          |          |        |                                                                                                                                                                                                        |
| platforms and by phone.                             | Deliver         | (DP 2.2.2) In addition to online information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | B: MCUSS             | <b>~</b> |          |          |        |                                                                                                                                                                                                        |
| (S DCED)                                            |                 | capture – continue to use paper-based                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | P: MCUSS             |          |          |          |        |                                                                                                                                                                                                        |
|                                                     |                 | forms for non-tech savvy community members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | O: CCUSS             |          |          |          |        |                                                                                                                                                                                                        |
|                                                     | Deliver         | (DP 2.2.3) Develop a community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | B: MCUSS             |          | <b>~</b> | <b>~</b> | ~      | Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which                                                                                          |
|                                                     |                 | access/engagement strategy including                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | P: MCUSS             |          |          |          |        | will encompass digital platforms.                                                                                                                                                                      |
|                                                     |                 | digital platforms and by phone. Implement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | O: MCUSS             |          |          |          |        | Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer                                                                                         |
|                                                     |                 | a customer satisfaction annual survey and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |          |          |          |        | journey.                                                                                                                                                                                               |
|                                                     |                 | rating system to note service satisfaction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                      |          |          |          |        |                                                                                                                                                                                                        |
|                                                     |                 | with Council services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |          |          |          |        |                                                                                                                                                                                                        |
|                                                     | -               | and consistent service to our internal and exter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | nal community        |          |          |          |        |                                                                                                                                                                                                        |
| 2.3 – Customer Service Cha                          |                 | (55,3,3,1) 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | D. MACUES            |          | ı        | 1        | ı      |                                                                                                                                                                                                        |
| Develop and implement                               | Deliver         | (DP 2.3.1) Customer Service Charter to be                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | B: MCUSS             | <b>~</b> |          |          |        | Implementation of a Customer Service Charter delayed until we have had established our Customer Experience                                                                                             |
| a fully integrated                                  |                 | aligned and implemented across Council's                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | P: MCUSS             |          |          |          |        | Strategy which incorporates Community and MRC consultation. This will enable us to create a Charter which will                                                                                         |
| Customer Relationship Management (CRM)              | Dalinan         | Business Units (DP 2.3.2) All Council staff to undertake and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | O:MCUSS              |          | <b>~</b> | <b>~</b> |        | define the standards customers can expect and provide an obtainable Service Level Agreement.                                                                                                           |
| process and system                                  | Deliver         | complete Customer Service Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | B: MCUSS<br>P: MCUSS |          | ~        | ~        |        | In consultation with HR.                                                                                                                                                                               |
| (S DCED)                                            |                 | complete customer service training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | OMCUSS               |          |          |          |        | Customer Carvice precentation on Dealing with Unaccentable Rehaviour took place at the all staff training day and has                                                                                  |
| (5 5025)                                            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Olvico33             |          |          |          |        | <ul> <li>Customer Service presentation on Dealing with Unacceptable Behaviour took place at the all staff training day and has<br/>been rolled out to those who were not present.</li> </ul>           |
|                                                     |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        | been folied out to those who were not present.                                                                                                                                                         |
|                                                     |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        |                                                                                                                                                                                                        |
|                                                     |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        |                                                                                                                                                                                                        |
| Theme 3 – Goal 5 – Update 3.12 – Cemeteries / comme |                 | our open spaces to reflect community wants an                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | d needs.             |          |          |          |        |                                                                                                                                                                                                        |
| Cemeteries have an                                  | Deliver         | (DP 3.12.1) Investigate level of services and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | B: MCUSS             |          | <b>~</b> |          |        | Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset                                                                                              |
| identifiable level of                               |                 | complete an asset review for all of Councils                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | P: MCUSS             |          |          |          |        | assessments.                                                                                                                                                                                           |
| service and standard                                |                 | cemeteries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | O: MCUSS             |          |          |          |        |                                                                                                                                                                                                        |
| across the Council area.                            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        |                                                                                                                                                                                                        |
| (S DCED)                                            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          |          |          |        |                                                                                                                                                                                                        |
|                                                     | •               | led strategy with a focus on social connections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |          | nse o    | f belo   | nging  |                                                                                                                                                                                                        |
|                                                     |                 | d networking to fulfil social function and spark                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      |          |          |          |        |                                                                                                                                                                                                        |
| Engage with Community                               | Deliver         | (DP 4.2.3) Increase social interaction /                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | B: MCUSS             | ~        | ~        | <b>~</b> | ~      | Each Library runs programs targeted to the community. We have regular Book Club, Move and Groove, Friday games,                                                                                        |
| Groups and develop                                  |                 | library programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | P: MCUSS             |          |          |          |        | Games, Cuppa and Chat, Art Group, school holiday activities and special event months.                                                                                                                  |
| social programs.                                    |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | O: CCUSS             |          |          |          |        | Tech Savvy for Seniors programs in Barham and Mathoura.                                                                                                                                                |
| (S DCED)                                            |                 | As for a constitute to state the state of th |                      |          |          |          |        |                                                                                                                                                                                                        |
|                                                     |                 | ate for accessible health and wellbeing services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      |          |          |          |        | ad legations                                                                                                                                                                                           |
| 4.12 – Continue to provide                          | and support s   | ervices in remote communities with a focus on                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | communicating th     | ie serv  | rice av  | /aliabl  | iity a | iu iocations.                                                                                                                                                                                          |

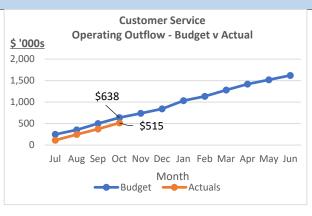
Monthly Operational Report – October 2023

**Customer Service** 

| Service Provision<br>(S DCED)                                                     | Advocate | (DP 4.12.2) Advocate for increased access<br>to government services in smaller<br>communities across Council - i.e. Service<br>NSW, Services Australia | B: MCUSS<br>P: MCUSS<br>O: MCUSS | ~ |   | <ul> <li>Proposal to include services in our Mobile Library Customer Service Centre advocating for provision of Service NSW<br/>services submitted. Still awaiting response.</li> </ul> | • |
|-----------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Theme 7 – Goal 1 – Ember 7.3 – Apply data sources to                              |          | driven system into Council processes, includin porate decision making.                                                                                 | g public interface.              |   |   |                                                                                                                                                                                         |   |
| Enable interoperability<br>between internal and<br>Smart City systems<br>(S DCED) | Deliver  | (DP 7.3.3) Use AI on recorded calls to provide feedback on customer satisfaction                                                                       | B: MCUSS P: MCUSS O: MCUSS       |   | > |                                                                                                                                                                                         |   |

#### PART C: Financial Outcomes





#### PART D: Project Status

Customer Experience Strategy: Proto Partners have been engaged to assist with the design and development of a Customer Experience Strategy that will address key issues and challenges and provide a clear vision of the direction the organisation needs to take and the key initiatives that will support its delivery. This strategy will provide a clear roadmap that reflects the vision of delivering an improved customer experience across all areas of the business and meets the community's needs now and into the future. The Customer Experience Strategy will create alignment within the organisation, an understanding of what is of most value to MRC customers, and improve customer experience, efficiencies and performance outcomes.

Implementation of a Customer Experience Strategy will create and foster a customer centric culture. The strategy will review our current customer experience and provide an action plan for improvements, measures and clarity on creating a customer centric culture, and will be based on insights from research, metrics and targeted engagement with employees and customers. This will also assist with the development of a Customer Service Charter that will outline our commitment to external customers based on customer expectations and achievable service level agreements as defined in the charter and meet the requirement for the annual Customer service Survey.

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

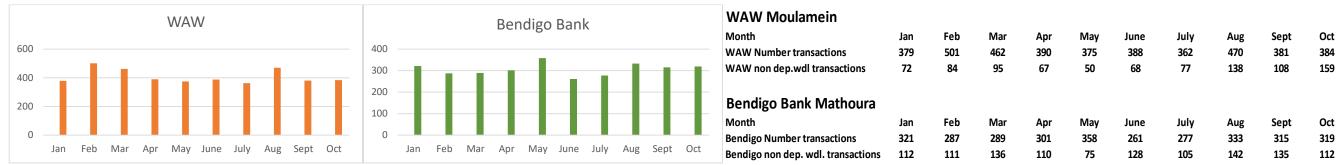
Staff engagement will take place in the upcoming month. Proto Partners will be conducting interviews with some staff to ensure that their requirements are taken into account and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In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

#### PART E: Business as Usual

#### **WAW and Bendigo Bank Monthly Transaction Statistics**

Monthly Operational Report – October 2023

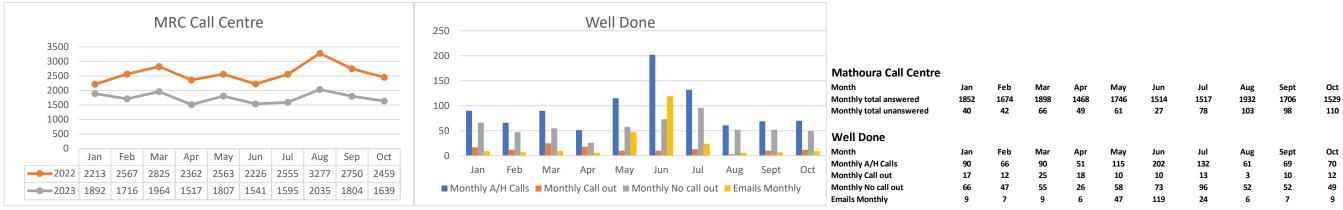
### **Customer Service**



Moulamein WAW were consistent with last month in total financial transactions completed in October. There was an increase of 50 non deposit/withdrawal transactions for the month compared to last month. This agency averaged 24.5 transactions per day for the month of

Mathoura Bendigo Bank Agency were also consistent in the number of financial transactions for October when compared to last month however they saw a decrease in the non-financial transactions by 23. This also saw a decrease in average daily transactions to 19.5 per day for the month.

#### **MRC Call Centre Monthly Statistics**



MRC call centre had a decrease in calls continuing the trend with calls from the 2022/23 period. These patterns provide useful insights for future workforce management, using this information to accurately plan rosters in the future. With the introduction of new technology that will create better efficiencies and offer other channels for communication we will continue to monitor and review our call rates and look for opportunities to reassign resources. Our After Hours Call Centre also remained consistent with the previous month receiving 70 calls for October with 12 call outs and 9 emails to our Admin team who disseminated these to the relevant areas the following business day.

#### V/Line

Barham CSC conducted 128 V/Line sales in the month of October.

#### **Service Requests**

Service Requests 722 Finalised 629

Phone Messages 450 (included in Service Request figures)
Snap Send Solve 36 (included in Service Request figures)

#### **Cemeteries**

We had a total of 7 interments and 2 plaque installations for October.

| Cemetery         | Interment                     | Plaques | Occupied | Vacant | Reser | ved              |
|------------------|-------------------------------|---------|----------|--------|-------|------------------|
| Barham           | 4 Burials, 1 Cremated Remains | 0       | 1329     | 485    | 60    | (69 Unavailable) |
| Mathoura Lawn    | 0                             | 0       | 166      | 63     | 3     | (1 Unavailable)  |
| Mathoura Pioneer | 0                             | 0       | 429      | 313    | 16    |                  |

### Monthly Operational Report – October 2023

### **Customer Service**

| Moama     | 2 Cremated Remains | 2 Plaques | 1888 | 1338 | 118 | (80 Unavailable) |
|-----------|--------------------|-----------|------|------|-----|------------------|
| Moulamein | 0                  | 0         | 443  | 277  | 7   |                  |
| Tooleybuc | 0                  | 0         | 149  | 197  | 31  |                  |

#### **Tourism**

There were more visitors in Mathoura leading into the Labour Day in October. Most were travelling through to the Ute Muster and wanting to buy a souvenir. We had in increase aside from the Deni Ute Muster with people also taking the opportunity to get away and camp for the Victorian long weekend.

#### **Library Services**

Barham Library: Move & Groove has once again seen the children enjoy some lovely stories read by our wonderful volunteer during September. After their story they created some beautiful craft. Our School Holiday activity was held on the 3<sup>rd</sup> October with the theme being Focus on Faces, the children were able to create three different items all with a different perspective on faces. A big thank you to our volunteer for her inspiration and assistance. Our Saturday Storytime in October featured the story "Planting a Rainbow" followed by the children decorating their own terracotta planting pot to take home with some sunflower seeds to plant. We celebrated Grandparents day on the 26<sup>th</sup> and 27<sup>th</sup> of October with a morning and afternoon tea provided for grandparents and grandchildren to enjoy with some lovely craft created by all. We continue to take bookings for Digital help for people with their devices etc. through our partnership with Be Connected and the Digital Mentoring program. We are participated in "Get Online Week", 16 – 22 October with a session providing information on Online Banking and Scam Awareness planned, a guest speaker provided some valuable information and tips to assist people who are new to the world of managing their finances online. The Cryptic Crossword workshops have been running every Friday afternoon at 1.30pm Participants are enjoying learning the tricks to easily solve these elusive puzzles whilst enjoying each other's company. Afternoon tea is provided, and this is a free workshop, iPads are available for use. The Social Book Chat group has been meeting every Tuesday morning at 11.00am and enjoy catching up on what everyone is reading and lots of discussion on current events. Tech Savvy Seniors has commenced, with sessions being run on Friday mornings, the current sessions are fully booked out however expressions of interest are being taken for the next round early in 2024. The Barham Library recently purchased a giant Connect Four game, which has been a big hit with people, big and

Moulamein Library: The Library has been a busy little place for October, Pokémon craze is back and a lot of the kids are bringing massive folders full of Pokémon cards and battling it out on a Friday. New books have also been arriving which is always exciting but otherwise its been business as usual. Halloween was also a huge hit with about 60 kids in fancy dress stopping in to grab some lollies.

Mathoura Library: Mathoura library have received shelving purchased from last year's grant, and the library has been rearranged to make room for new stock. We are making enquiries and received a quote for new signage around the library to make it easier for patrons to locate items. Expressions of interest were advertised for a Book Club / Chat in Mathoura and we have received a donation of a book club kit from Wagga library which contains a set of The Tattooist of Auschwitz books and discussion questions which will arrive next month. Expression of interest for a story time has been sent to the local preschool for 2024 and we are awaiting their response. We ordered and received copies of The Tilt which were signed by the award winning author Chris Hammer. This book is set in the local area and we had several requests from community members regarding borrowing this book. A flyer has been sent to the local school and preschool for our upcoming children's author talk in January in the hope of generating interest and bookings. We had a number of children and parents come and enjoy the Lego table over the holidays and we will continue to make this available during the upcoming school holidays.

Mobile Library: Mobile library was decorated for Halloween which was a big hit with the school and preschools.

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**

Awaiting finalised contracts that will see the yearly targets reduced for Barham and Moulamein and increase for Moama. Once received our figures will be adjusted to reflect the new targets.

| SNSW Transactions 23/24           |               | Quarter 1 |                |       |  |                  |                 |                      |                        |                 |  |
|-----------------------------------|---------------|-----------|----------------|-------|--|------------------|-----------------|----------------------|------------------------|-----------------|--|
|                                   |               |           |                |       |  | Yearly           |                 | % YTD                | Transactions           | % Target        |  |
|                                   | GLS           | OLGR      | Drives         | Total |  | Target           | YTD             | Performance          | remaining              | met             |  |
| Barham                            | 18            | 8         | 1306           | 1332  |  | 6300             | 1332            | 84.57%               | 4968                   | 21%             |  |
| Moama                             | 102           | 53        | 4492           | 4647  |  | 16700            | 4647            | 111.31%              | 12053                  | 28%             |  |
| Moulamein                         | 3             | 3         | 428            | 434   |  | 2900             | 434             | 59.86%               | 2466                   | 15%             |  |
| SNSW Transactions 22/23 Quarter 1 |               |           |                |       |  |                  |                 |                      |                        |                 |  |
|                                   |               | ~         |                |       |  |                  |                 |                      |                        |                 |  |
|                                   |               |           |                |       |  | Yearly           |                 | % YTD                | Transactions           | % Target        |  |
|                                   | GLS           | OLGR      | Drives         | Total |  | Yearly<br>Target | YTD             | % YTD<br>Performance | Transactions remaining | % Target<br>met |  |
| Barham                            | <b>GLS</b> 29 | OLGR      | Drives<br>1314 |       |  | -                | <b>YTD</b> 1348 | Performance          |                        | _               |  |
| Barham<br>Moama                   |               | OLGR 5    | 1314           | 1348  |  | Target           |                 | Performance          | remaining              | met             |  |

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

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### Monthly Operational Report – October 2023

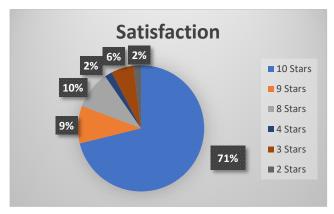
### **Customer Service**

#### **Voice of Customer**

We contacted a total of 79 customers who submitted service requests during October with 52 responses. Our overall score for Helpful and Clear advice was 88% while our score for Satisfaction was also 86.7%.

19 customers did not answer or were unavailable and further calls were made although no response was received. 12 customers had not had their enquiry/issue resolved upon contact and further requests were sent for follow up. Customers are still happy that they have received a call although we have received an increase in dissatisfaction levels. The dissatisfaction was related to not being contacted/no response or the length of time to for response.





#### Risk Management

| Date Updated | Risk Details                                                                            | Existing Controls/Challenges                    | Required Actions                                                                                 |          |
|--------------|-----------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|
|              | Business Agency coverage – various Customer Service Centres require staff with specific | Roster accordingly utilising staff who have the | Multi skill staff across all Business Agency Units that they may attend                          |          |
|              | skills to provide agency support                                                        | required skills where possible                  |                                                                                                  |          |
|              | 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                                                    |                                                 |                                                                                                  |          |
|              | 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                                     | <u> </u> |

#### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Date        | Customer Complaint | Action Undertaken |  |
|-------------|--------------------|-------------------|--|
| <del></del> |                    |                   |  |

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

### Monthly Operational Report – October 2023

### **Customer Service**

#### Barham new Connect 4 and Grandparents day





Mathoura Shelving



Moulamein and Mobile Library Halloween









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

**Staffing Levels:** Our three new Customer Service Officers are currently learning all aspects of council and are rotating between offices learning about the different areas within our region. We have been successful in securing a Service NSW training session for one new team member in November which will assist our current teams especially moving into the holiday period and we have secured training for another team member with the Bendigo Bank. We have had two staff on leave who are accredited Service NSW team members, one from Barham and one from Moama. With our new staff trained for agency work we will be sending our longer term team members to other business units for development and potential cross training to assist with our rate of First Contact Resolution.

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

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

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

# **Economic Development and Tourism**

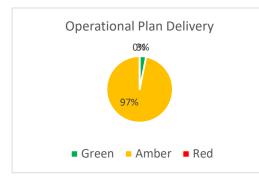
#### PART A: Section Accountabilities and Team Roles

| Manager of Economic Development and Tourism<br>Beck Hayward                                                                                                                                                                                                                                                                                                                                                                                                                      | Econ                                                          | omic Development Officer                                                                                                                                                                                                                                                                                                                                                                                   | Econ                                            | omic Development and Tourism Officer                                                                                                                                                                                                                                                                                                                         | Grant                                                                   | s Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Busin                                                   | ess Unit Support Officer                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| This role is to support and enhance local business and visitor experiences in MRC.  Promoting and facilitating economic development, business and employment opportunities and communit development in order to promote and revitalise the communities within our LGA.  Identification of state and federal funding opportunities to implement Council's priority projects and working with volunteer committees across our communities to help achieve revitalisation projects. | of col<br>group<br>gover<br>Work<br>and g<br>econd<br>at a lo | ole is required to build and maintain a variety laborative working relationships with business is, community organisations, local nments and other external stakeholders. Sing with community groups, local businesses, overnment agencies to facilitate planning, omic and community development and events ocal level.  Osition also provides support to other nal projects and initiatives as required. | region devel touris Mark touris activity visita | ole to support and grow the prosperity of our in by encouraging and identifying economic opment opportunities, with a focus on sm.  et the local government area, develop quality sm products and services and guide the ties of local tourism organisations to increase tion to the region, enhance the visitor rience and contribute to the local economy. | writing with N process of the business project Common opportundir Worki | ole is responsible for researching and g innovative funding submissions in line Murray River Council's policies and dures. The role offers support to all areas business as well as external stakeholders, esses and community groups, aligning key its to available funding opportunities.  In with local business operating and unity groups to identify funding tunities;  In internal departments to apply for a to drive new projects;  In g within tight timeframes to submit stive funding applications; | Direct<br>Manag<br>respon<br>and pr<br>requir<br>Key co | ole provides administrative assistance to or of Community and Eco Dev as well as ger Eco Dev and Tourism. The role is assible for coordinating community events tovides administrative assistance as ed to wider Eco Dev team.  Intact for Section 355 committees.  Management for the Director of unity and Economic Development; |
| Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Acco                                                          | untabilities                                                                                                                                                                                                                                                                                                                                                                                               | Acco                                            | untabilities                                                                                                                                                                                                                                                                                                                                                 | Accou                                                                   | untabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Accou                                                   | ıntabilities                                                                                                                                                                                                                                                                                                                       |
| SBPO Accountability                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SBPO<br>B                                                     | Accountability Disability Action Plan                                                                                                                                                                                                                                                                                                                                                                      | SBPC                                            | Accountability River Country Branding and Marketing                                                                                                                                                                                                                                                                                                          | SBPO<br>P                                                               | Accountability Grant Sourcing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SBPO                                                    | Accountability Community and Economic                                                                                                                                                                                                                                                                                              |
| B Visitor Servicing B Arts and Culture B Grant Sourcing B Destination Branding and Marketing B Community & Economic Development admin management B Community Development B MRC Financial Assistance Program B Attraction and retention of residents and workers B Economic Development B Community Events B Tourism Events B Tourism Product Development B Tourism and Community Signage P Attraction and retention of residents and workers P Advocacy - Community & Economic   | P<br>P<br>P<br>P<br>O<br>O<br>O<br>O                          | Community Events Community and Economic Development Tourism and Community Signage Disability Action, Audit, Review and Project Implementation MRC Financial Assistance Program MRC Financial Assistance Program Work Here, Live Here, Play Here Heritage Stakeholder Engagement Stakeholder Engagement all other Committees Community Arts Culture Economic Development                                    | P<br>0<br>0<br>0<br>0<br>0                      | Tourism Products  Tourism Events  Tourism/Rivercountry Media Management Service Rivercountry Knowledge and Publication Service Rivercountry Branding and Corporate Image  Tourism/ Rivercountry Social Media Tourism/Rivercountry Community Engagement Tourism Products Service Delivery Market Research Reporting and Delivery                              | 0<br>0<br>0<br>0                                                        | Delivery and Reconciliation Community Grants Organisation Wide Grant Identification Adverse Events Coordination and Delivery Grant Applications Grant funding applications for Footpaths and Bike Paths (other state or federal) Grant Support and QA                                                                                                                                                                                                                                                           | 0 0                                                     | Development Administration Tourism and Community Signage Community Events                                                                                                                                                                                                                                                          |

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### **Economic Development and Tourism**

#### 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 eeconomic growth and prosperity.

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

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

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

| 4 Year Delivery Program 2023-2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Deliver,<br>Partner,             | Performance Measure                                                                                                                                               | Responsible<br>Officer       |             | Year     |      |          | Comments                                                                                                                                                                                                                                                                                                                                                                                                         |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|----------|------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2023 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Advocate                         |                                                                                                                                                                   | omee.                        | 1           | 2 3      | 3    | 4        |                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| Theme 2 – Goal 1 – Delive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | r exceptional a                  | nd consistent service to our internal and extern                                                                                                                  | nal community                | 1           |          |      |          |                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| 2.1 – Visitor and Resident i                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | information                      |                                                                                                                                                                   |                              |             |          |      |          |                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| Development of a<br>Community Directory<br>and general information<br>relevant to Council and<br>local services.<br>(S DCED)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Deliver                          | (DP 2.1.2) Investigate subscription-based program for online community directory                                                                                  | B: MEDT<br>P:<br>O:          | <b>&gt;</b> |          |      |          | Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.                                                                                           |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  | and consistent information that is easily access                                                                                                                  | sible to our custo           | omers       |          |      |          |                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| 2.6 – Improve externally properties of the prope | Partner<br>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:                |             | <b>~</b> |      |          | To do.                                                                                                                                                                                                                                                                                                                                                                                                           | • |
| (S DCED)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Deliver,<br>Partner,<br>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:                |             | <b>~</b> |      |          | Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.                                                                                           | • |
| Theme 2 – Goal 4 – Achiev                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Deliver                          | (DP 2.6.7) Service signage at front of MRC buildings (what services are available at each location)  riven results through collaboration and engage               | B: MEDT P: O: ement (communi | ty and      | stakeh   | olde | er).     | Council buildings have signage.                                                                                                                                                                                                                                                                                                                                                                                  | • |
| 2.8 - Community and Cour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |                                                                                                                                                                   | •                            | •           |          |      |          |                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| 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:                | ~           | <b>V</b> |      | <b>~</b> | ONGOING  Grant opportunities are communicated to community groups via direct contact and also via the community email newsletters, sent each month.  During October two newsletters were sent to our business database to promote:  Small Business Month (including video message from guest speaker Michael Licenblat)  Australia Day Awards  Open and upcoming grant opportunities  Local events and workshops |   |

|                                          |                   | (DP 2.8.3) Further develop partnerships                       | B: MCE              | <b>✓</b> | <b>✓</b> | <b>✓</b> | <b>✓</b> | ONGOING                                                                                                                                                                                                                                     |  |
|------------------------------------------|-------------------|---------------------------------------------------------------|---------------------|----------|----------|----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                          |                   | with local community groups to implement                      | P: MCE              |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          |                   | community driven projects                                     | O: MCE              |          |          |          |          | During July, economic development staff met with and worked with the Barham Water Tower Art Committee.                                                                                                                                      |  |
|                                          |                   | , , ,                                                         |                     |          |          |          |          | During July economic development staff discussed event planning with various community groups and event organisers.                                                                                                                         |  |
|                                          |                   |                                                               |                     |          |          |          |          | During August economic development as stuff met with:                                                                                                                                                                                       |  |
|                                          |                   |                                                               |                     |          |          |          |          | Barham community members about the Arts and Culture Strategy.                                                                                                                                                                               |  |
|                                          |                   |                                                               |                     |          |          |          |          | Spoke with River Country Art Trail Steering Committee members to discuss the project status.                                                                                                                                                |  |
|                                          |                   |                                                               |                     |          |          |          |          | Spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery.                                                                                                                                                               |  |
|                                          |                   |                                                               |                     |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          |                   |                                                               |                     |          |          |          |          | Council's Tourism Officer is collaborating with Campaspe Shire staff to host the Volvo Car Clubs National Rally in the region in 2024, and is working with the Backroads Trail committee to coordinate an updated Backroads Trail Brochure. |  |
|                                          |                   |                                                               |                     |          |          |          |          | During October Economic Development engaged with:                                                                                                                                                                                           |  |
|                                          |                   |                                                               |                     |          |          |          |          | Wakool Progress Association Members                                                                                                                                                                                                         |  |
|                                          |                   |                                                               |                     |          |          |          |          | Barham Water Tower Art Committee                                                                                                                                                                                                            |  |
|                                          |                   |                                                               |                     |          |          |          |          | Caldwell Hall Committee                                                                                                                                                                                                                     |  |
|                                          |                   |                                                               |                     |          |          |          |          | Tooleybuc Harvest Festival                                                                                                                                                                                                                  |  |
|                                          |                   |                                                               |                     |          |          |          |          | Mathoura Speed Shear Committee - to provide support and enhance awareness of the event, encouraging both                                                                                                                                    |  |
|                                          |                   |                                                               |                     |          |          |          |          | competitors and spectators and to provide assistance on the day due to lack of volunteers.                                                                                                                                                  |  |
|                                          |                   |                                                               |                     |          |          |          |          | competitors and spectators and to provide assistance on the day due to lack of volunteers.                                                                                                                                                  |  |
|                                          |                   |                                                               |                     |          |          |          |          |                                                                                                                                                                                                                                             |  |
| Theme 4 – Goal 1 – Develo                | op community l    | led strategy with a focus on social connections               | / social fabric and | l a sen  | se of    | belo     | nging    | Ţ.                                                                                                                                                                                                                                          |  |
| 4.2 – Formation of Networ                | rks – training an | d networking to fulfil social function and spark              | T -                 |          |          |          |          |                                                                                                                                                                                                                                             |  |
| Engage with Community                    | Deliver           | (DP 4.2.2) Continue to form community                         | B: MEDT             | <b>~</b> | <b>~</b> | <b>~</b> | <b>~</b> | ONGOING                                                                                                                                                                                                                                     |  |
| Groups and develop                       |                   | networks for training and networking,                         | P:                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
| social programs.                         |                   | placed based gathering to fulfill social                      | 0:                  |          |          |          |          | Economic development staff met with and worked with the following during July:                                                                                                                                                              |  |
| (S DCED)                                 |                   | function and to spark migration of ideas.                     |                     |          |          |          |          | Barham Water Tower Art Committee                                                                                                                                                                                                            |  |
|                                          |                   |                                                               |                     |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          |                   |                                                               |                     |          |          |          |          | During July, the following events and activities took place:                                                                                                                                                                                |  |
|                                          |                   |                                                               |                     |          |          |          |          | Moama Lights 2023                                                                                                                                                                                                                           |  |
|                                          |                   |                                                               |                     |          |          |          |          | Moama Lights Ice Skating                                                                                                                                                                                                                    |  |
|                                          |                   |                                                               |                     |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          |                   |                                                               |                     |          |          |          |          | During August, the following events and activities took place:                                                                                                                                                                              |  |
|                                          |                   |                                                               |                     |          |          |          |          | NAIDOC Week activities at Mathoura and Wakool Public Schools.                                                                                                                                                                               |  |
|                                          |                   |                                                               |                     |          |          |          |          | During October, the following events and activities took place:                                                                                                                                                                             |  |
|                                          |                   |                                                               |                     |          |          |          |          | Tooleybuc Harvest Festival                                                                                                                                                                                                                  |  |
|                                          |                   |                                                               |                     |          |          |          |          | 1001Eybac Harvest restivar                                                                                                                                                                                                                  |  |
|                                          |                   |                                                               |                     |          |          |          |          | During October the community was engaged in various ways, to contribute to development of Council's Arts and Culture Plan.                                                                                                                  |  |
|                                          | <u> </u>          |                                                               |                     |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          |                   | trategy to recognise and celebrate our rich her               | itage and indigend  | ous cui  | iture (  | (ın pa   | artne    | rsnip with community).                                                                                                                                                                                                                      |  |
| 4.5 – Indigenous Recogniti Collaborative | Deliver           | (DP 4.5.1) Development of collaborative                       | B: MEDT             | 1 1      | <u> </u> | <b>✓</b> | <b>~</b> | To do.                                                                                                                                                                                                                                      |  |
| agreements with local                    | Deliver           | agreements with local indigenous nations.                     | P:                  |          | •        | •        | •        |                                                                                                                                                                                                                                             |  |
| indigenous nations                       |                   | Establish twice yearly meetings with                          | 0:                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
| developed                                |                   | indigenous leaders.                                           | 0.                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
| (S DCED                                  | Partner,          | (DP 4.5.2) Ongoing support and advocacy                       | B: MEDT             |          |          | <b>✓</b> | <b>✓</b> |                                                                                                                                                                                                                                             |  |
| (3 DCLD                                  | Advocate          | for local indigenous sites and development                    | P:                  |          |          | •        | •        |                                                                                                                                                                                                                                             |  |
|                                          | Advocate          | of programs.                                                  | 0:                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          | Deliver,          | (DP 4.5.4) Work with Aboriginal artists,                      | B: MEDT             |          |          |          | ~        |                                                                                                                                                                                                                                             |  |
|                                          | Partner,          | musicians, storytellers, poets etc to assist                  | P:                  |          |          |          | •        |                                                                                                                                                                                                                                             |  |
|                                          | Advocate          | with planning for and execution of events                     | 0:                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
|                                          | Advocate          | with planning for and execution of events within Councils LGA | J.                  |          |          |          |          |                                                                                                                                                                                                                                             |  |
| Theme 4 - Goal 2 - Foster                | r and develop st  | trategy to recognise and celebrate our rich her               | itage and indigen   | one cul  | ture (   | lin na   | rtno     | rchin with community)                                                                                                                                                                                                                       |  |
| 4.6 – Regional History                   | and develop 3     | and the recognise and teleplate our fiell fiel                | ac and margent      | Jus cui  | ······   | , pc     |          |                                                                                                                                                                                                                                             |  |

| Celebrate significant local history milestones                                                                                            | Deliver          | (DP 4.6.1) Facilitate investment and construction to showcase history, art and                                                | B: MEDT<br>P: |   |        |          | <b>~</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------|---|--------|----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and develop an ongoing                                                                                                                    |                  | culture of the MRC area                                                                                                       | 0:            |   |        |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| calendar of milestones<br>(S DCED)                                                                                                        | Deliver          | (DP 4.6.2) Continue to celebrate our regional history                                                                         | B: MEDT P: O: | ~ | ~      | ~        | ~        | ONGOING  Eco Dev has continued to work with the museum advisor service (MAS) for Murray River Council, in conjunction with Museums and Galleries NSW, to support our local museums to grow and prosper.  During July the MA visited the following:  Friends of Old Moama  The Border Flywheelers Museum  Moulamein Heritage Park  Moulamein Old Courthouse  Chanter Estate Military Museum  Good Vibrations Motorcycle Museum Mathoura  During August, the MA began Strategic Planning Visits with the local museums starting with Border Flywheelers Museum. The remainder of the workshops will happen in September.  During September, the MA met with the Moulamein Heritage Village group, and the Friends of Old Moama Committee. Planning for these groups is continuing and progressing well.                                                                                                                                                              |
| 4.8 – Developing future leaders Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program | nders<br>Deliver | d resource educational pathways into (working (DP 4.8.3) Ongoing development and use of skilled locals within S355 committees | B: MEDT P: O: |   | nd att | tract    | new I    | people).  ONGOING  Council works to support its s.355 committees to support them to be resourced and skilled to deliver on their responsibilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 4.9 - Public Arts and Cultu                                                                                                               | re Projects      | new art projects and diverse community even                                                                                   |               |   |        |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Develop a Public Arts and<br>Culture Strategy<br>(S DCED)                                                                                 | Deliver          | (DP 4.9.1) Public Arts and Culture Strategy developed and implemented.                                                        | B: MEDT P: O: |   | ~      |          |          | Eco Dev has engaged a consultant to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project.  Council set dates for the Community Consultation to take place in October, which was communicated with the community in September.  During September and October 2023, Spark and MRC undertook a range of stakeholder engagement activities to gather data and insights to help understand the challenges and opportunities that will underpin the strategy.  Here is a summary of the engagement activities and participation numbers.  Activity Quantity No. participants  1:1 interviews 12 12  Small group interview 3 12  Focus groups 2 9  Pop-ups 6 138  People were engaged from Mathoura, Moama (& Echuca), Barham (& Koondrook), Wakool, Moulamein, and Tooleybuc.  The key insights will be used to develop the strategy during November and December. |
|                                                                                                                                           | Advocate         | (DP 4.9.2) Arts and Crafts Festival – various                                                                                 | B: MEDT       |   |        | <b>~</b> | <b>~</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                         | Advocate          | (DP 4.9.3) Actively advocate for Murals to<br>be completed at various locations across<br>Council                 | B: MEDT P: O: |          |          |          | <b>~</b> |                                                                                                                                                                                                                                           |   |
|-------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------|---------------|----------|----------|----------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                         | Advocate          | (DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council            | B: MEDT P: O: | ~        | ~        | ~        |          | Eco Dev staff are working on a Visit River Country Silo/Water Tower Art Trail, which will comprise six locations including Tooleybuc, Barham, Wakool, Moulamein, Mathoura and Caldwell.                                                   |   |
|                         |                   | locations across counter                                                                                          | 0.            |          |          |          |          | During July, Council opened a tender process inviting proposals from strategic art consultants.                                                                                                                                           |   |
|                         |                   |                                                                                                                   |               |          |          |          |          | Tenders were assessed during September, with a report to go to the October Council meeting.                                                                                                                                               |   |
|                         |                   |                                                                                                                   |               |          |          |          |          | At the October Council meeting, consultancy firm, <b>FORM Build</b> were appointed to deliver the River Country Art Trail project.                                                                                                        |   |
|                         | Deliver,          | (DP 4.9.5) Advocate for the Moama Bridge                                                                          | B: MEDT       | ~        | ~        | <b>~</b> | ~        | The Bridge Arts Project has received \$4.95M funding from Regional NSW to design and construct two art galleries, along with two                                                                                                          |   |
|                         | Partner           | Arts Precinct – undertaken as part of the                                                                         | P:            |          |          |          |          | significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.                                                                                                             |   |
|                         |                   | Meninya Street redevelopment project.                                                                             | 0:            |          |          |          |          |                                                                                                                                                                                                                                           | _ |
|                         | Advocate          | (DP 4.9.6) Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition | B: MEDT P: O: | ~        | <b> </b> | <b>~</b> |          | 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. |   |
|                         |                   |                                                                                                                   |               |          |          |          |          | Eco Dev staff worked with South West Arts to deliver a NAIDOC Week program in local schools.                                                                                                                                              |   |
| Theme 4 – Goal 4 – Sup  | port existing and | new art projects and diverse community event                                                                      | ts.           |          |          |          |          | . •                                                                                                                                                                                                                                       |   |
| 4.10 – Regional Events  |                   |                                                                                                                   |               |          |          |          |          |                                                                                                                                                                                                                                           |   |
| Develop a Regional      | Deliver           | (DP 4.10.1) Regional Events Strategy                                                                              | B: MEDT       |          |          | <b>~</b> |          |                                                                                                                                                                                                                                           |   |
| Events Strategy         |                   | developed and implemented.                                                                                        | P:            |          |          |          |          |                                                                                                                                                                                                                                           |   |
| (S DCED)                |                   |                                                                                                                   | 0:            |          |          |          |          |                                                                                                                                                                                                                                           |   |
|                         | Partner,          | (DP 4.10.2) Partner with various groups and                                                                       | B: MEDT       | <b>~</b> | <b>/</b> | <b>~</b> | <b>~</b> | During July, eco dev staff worked to deliver Moama Lights and Moama Ice Skating event. The event began very successfully,                                                                                                                 |   |
|                         | Advocate          | Government Departments to bring events                                                                            | P:            |          |          |          |          | however had to be cancelled early, due to the event site being inundated with water, due to the Murray River experiencing a high                                                                                                          |   |
|                         |                   | to regional locations across Council                                                                              | 0:            |          |          |          |          | water event.                                                                                                                                                                                                                              |   |
|                         |                   |                                                                                                                   |               |          |          |          |          | Staff have met with two potential event organisers during August and September, with discussions ongoing.                                                                                                                                 |   |
|                         | Partner,          | (DP 4.10.3) Create ongoing opportunities                                                                          | B: MEDT       | ~        | ~        | <b>~</b> | ~        | Eco Dev staff worked with South West arts to deliver a NAIDOC Week program in local schools.                                                                                                                                              |   |
|                         | Advocate          | for schools, community groups and                                                                                 | P:            |          |          |          |          |                                                                                                                                                                                                                                           |   |
|                         |                   | businesses to develop events within the local community                                                           | 0:            |          |          |          |          | Eco dev staff support various community groups to plan and run events within our communities.                                                                                                                                             |   |
|                         | Advocate          | (DP 4.10.4) Continue to support Community                                                                         | B: MEDT       | <b>~</b> | <b>~</b> |          |          | June 2023 saw the appointment of a new Moama Market operator, with the first market for the new operator held successfully                                                                                                                |   |
|                         |                   | Markets – expand to new locations, live                                                                           | P:            |          |          |          |          | on 30 July.                                                                                                                                                                                                                               |   |
|                         |                   | music, food trucks etc                                                                                            | 0:            |          |          |          |          |                                                                                                                                                                                                                                           |   |
|                         | Advocate          | (DP 4.10.5 ) Community led 'indigenous                                                                            | B: MEDT       |          |          |          | <b>~</b> |                                                                                                                                                                                                                                           |   |
|                         |                   | language' classes for interested local community members                                                          | P:<br>O:      |          |          |          |          |                                                                                                                                                                                                                                           |   |
| Theme 4 - Goal 5 - Faci | ilitate and advoc | ate for accessible health and wellbeing services                                                                  |               | commu    | nity no  | ods      |          |                                                                                                                                                                                                                                           |   |
|                         |                   | services in remote communities with a focus on o                                                                  |               |          |          |          |          | nd locations                                                                                                                                                                                                                              |   |
| Service Provision       | Deliver           | (DP 4.12.3) Increase information available                                                                        | B: MEDT       | 301 0    |          | <b>✓</b> | cy ai    | Various service providers and community groups came together to exhibit their services at the inaugural Mental Health                                                                                                                     |   |
| (S DCED)                | Deve.             | relating to services provided and attended                                                                        | P:            |          |          |          |          | Month expo, held at Hopwood Gardens in Echuca on Thursday 19 October 2023. The expo was organised by the                                                                                                                                  |   |
| (5 2 525)               |                   | across the LGA including Medicare, Legal                                                                          | 0:            |          |          |          |          |                                                                                                                                                                                                                                           | , |
|                         |                   | aid, Centrelink, Doctors, Service NSW,                                                                            | -             |          |          |          |          | Campaspe Murray Mental Health and Wellbeing Network, of which Council is an active member. Councillor Chris Bilkey                                                                                                                        |   |
|                         |                   |                                                                                                                   |               |          |          |          |          |                                                                                                                                                                                                                                           |   |
|                         |                   | Services Australia.                                                                                               |               |          |          |          |          | welcomed everyone to the event and discussed the important role everyone must play when it comes to mental health and wellbeing. The expo included the unveiling of the acceptance tree.                                                  |   |

|                                                     |                  | ort economic development across the region. |               |          |            |          |            | Campaspe                                                                                                                                           |   |
|-----------------------------------------------------|------------------|---------------------------------------------|---------------|----------|------------|----------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 5.2 – Commercial Investm<br>Develop a prospectus of | Deliver,         | (DP 5.2.1) Develop and begin                | B: MEDT       |          | I          | <b>✓</b> | \ <u>/</u> |                                                                                                                                                    |   |
| commercial investment                               | Advocate         | implementation of a Commercial              | P:            |          |            |          | ľ          |                                                                                                                                                    |   |
| opportunities<br>(S DCED)                           | , tavocate       | Investment Strategy                         | 0:            |          |            |          |            |                                                                                                                                                    |   |
|                                                     |                  | ort economic development across the region. |               | ·        |            |          |            |                                                                                                                                                    |   |
| Prepare an Employment                               | Deliver          | (DP 5.3.1) Prepare and implement an         | B: MEDT       |          | \ <u>\</u> | <b>~</b> |            | Eco Dev invited submissions from suitable consultants to undertake Council's Employment Lands Strategy and appointed the                           |   |
| Lands Strategy                                      |                  | Employment Lands Strategy                   | P:            |          |            | 1        |            | successful consultant on 30 June.                                                                                                                  |   |
|                                                     |                  |                                             | O:            |          |            | 1        |            | The project is underway and is expected to be completed by 30 June 2024.                                                                           |   |
| (S DCED)                                            |                  | (DP 5.3.2, DP 5.33. DP 5.3.4, DP5.3.5)      |               |          |            |          |            | All line items relocated to and reported under (DP 5.10.1)                                                                                         |   |
|                                                     | Advocate         | (DP 5.3.6) Continue to support and assist   | B: MEDT       |          | _          |          |            | ONGOING                                                                                                                                            |   |
|                                                     | Auvocate         | with Murray Connect project                 | P:            |          |            | 1        |            | ONOGING                                                                                                                                            |   |
|                                                     |                  | ,                                           | O:            |          |            | 1        |            |                                                                                                                                                    |   |
|                                                     | Deliver,         | (DP 5.3.7) Continue to support and develop  | B: MEDT       | <b>~</b> | ~          | ~        | ~          | ONGOING                                                                                                                                            | • |
|                                                     | Advocate         | business opportunities across the region    | P:            |          |            |          |            | Council's Economic Development Strategy is well underway, with its completion expected in the coming months. Once finalised                        |   |
|                                                     | <u> </u>         | ort economic development across the region. | 0:            |          |            | 1        | <u> </u>   | the EDS will identify which projects are undertaken over the coming years.                                                                         |   |
| Theme 5 - Goal 1 - Encou                            | Irage and clinns |                                             |               |          |            |          |            |                                                                                                                                                    |   |
|                                                     |                  | ore economic development deross the region. |               |          |            |          |            |                                                                                                                                                    |   |
| 5.5 – Chamber of Commerce                           |                  | (DP 5.5.1) Assist with marketing of local   | B: MEDT       | <b>~</b> | <b>~</b>   | <b>~</b> | ~          | ONGOING                                                                                                                                            |   |
| 5.5 – Chamber of Comme                              | rce              |                                             | B: MEDT P: O: | ~        | ~          | <b>~</b> | ~          | ONGOING  Eco Dev staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities. |   |

|                                                                                                        | •                                | strong and resilient communities.                                                                                              |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
|--------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------|-----|----------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 5.6 – Increased Educationa                                                                             |                                  |                                                                                                                                | ,                   |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Review the education services available and required by our                                            | Deliver,<br>Partner,<br>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:       |     |          | <b>~</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| community including early childhood and adult community education.                                     |                                  |                                                                                                                                |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| (S DCED)                                                                                               |                                  |                                                                                                                                |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Theme 5 – Goal 2 – Contin<br>5.7 – Development of a res                                                | •                                | strong and resilient communities.                                                                                              | <del>,</del>        |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Develop Action Plans for<br>each community to sit<br>alongside the Adverse<br>Events Plan which covers | Deliver,<br>Partner,<br>Advocate | (DP 5.7.1) Development and implementation of community actions plans                                                           | B: MEDT<br>P:<br>O: |     |          | <b>~</b> | To do.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |
| all of MRC.                                                                                            |                                  |                                                                                                                                |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| (S DCED)                                                                                               | to and average                   | Luriem across the region                                                                                                       |                     |     | <u> </u> | <u> </u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| <b>Theme 5 – Goal 3 – Promo</b> 5.8 – Promotion of local at                                            | _                                | unisin across the region.                                                                                                      |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Yearly Events Strategy                                                                                 | Deliver,                         | (DP 5.8.1) Prepare a yearly Events,                                                                                            | B: MEDT             |     | 1~       | <b>~</b> | To do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |
| and Marketing and                                                                                      | Partner,                         | Marketing and Promotion Plan taking into                                                                                       | P:                  |     |          |          | Eco Dev have developed an annual marketing plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |
| Promotions Plan<br>developed.<br>(S DCED)                                                              | Advocate                         | account community suggestions and innovation forums.                                                                           | O:                  |     |          |          | The Spring Campaign was launched in September and is underway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |
| Theme 5 – Goal 3 – Promo                                                                               | te and grow to                   | urism across the region                                                                                                        |                     |     |          | <u> </u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | _        |
| 5.9 – Promote advantages                                                                               | •                                | <u> </u>                                                                                                                       |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Live, Work and Play in                                                                                 | Deliver,                         | (DP 5.9.1) Development and                                                                                                     | B: MEDT             |     | ·   ~    | <b>/</b> | To do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |
| River Country Project                                                                                  | Partner,                         | implementation of Live, Work and Play in                                                                                       | P:                  |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| further developed and                                                                                  | Advocate                         | River Country Project.                                                                                                         | 0:                  |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| implemented.                                                                                           |                                  |                                                                                                                                |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| (S DCED) Theme 5 – Goal 3 – Promo                                                                      | to and grow to                   | urism agrass the region                                                                                                        |                     |     | 1        |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <u> </u> |
| 5.10 – Growing Tourism ac                                                                              |                                  | urisin across the region.                                                                                                      |                     |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Develop an Economic                                                                                    | Deliver                          | (DP 5.10.1) Economic Development and                                                                                           | B: MEDT             | / / | ·   ~    |          | Underway, expected to be completed in the coming months.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |
| Development and                                                                                        |                                  | Tourism Strategy developed and                                                                                                 | P:                  |     |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| Tourism Strategy. (S DCED)                                                                             | Dolivor                          | implementation has begun (DP 5.10.2) Increase signage in and around                                                            | O:                  | / _ | · 🗸      | <b>~</b> | This work is anguing and signage is undeted as it becomes evident there needs to be improvements made                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |
| (S DCED)                                                                                               | Deliver,<br>Partner,<br>Advocate | townships relating to tourism                                                                                                  | B: MEDT P: O:       |     |          |          | This work is ongoing and signage is updated as it becomes evident there needs to be improvements made.  Economic Development and Tourism Team are currently developing a signage style guide to update tourism signage across all communities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |
|                                                                                                        | Advocate                         | (DP 5.10.3) Advocate for steam trains and replica train stations across the region                                             | B: MEDT P: O:       |     |          | ~        | Council's Tourism Officer investigated the potential for and viability of having steam trains and replica train stations across the region. Below outlines some of the challenges and reasons why steam trains are not a viable tourism option.  Economic Viability  • Fuel Costs: steam trains require large quantities of coal or wood to produce steam, and water to generate the steam. The cost of these fuels can be significant, especially if coal is used, as it must be mined, transported, and stored.  • Labor Intensive: operating a steam locomotive requires a skilled crew, including an engineer and a fireman, who are responsible for managing the fire and water levels, as well as operating the locomotive. This labour can be expensive.  • Maintenance: steam locomotives are complex machines with many moving parts that require regular maintenance and repair. The cost of maintaining a steam locomotive is very high, especially if it's an antique or historical piece.  • Steam trains must meet strict safety regulations, and operators must adhere to safety protocols. Meeting these standards can be complex and expensive.  • Steam trains typically have limited passenger capacity compared to modern trains, which can make them less economically viable for mass tourism. |          |

| 5.11 – Innovation  Be engaged in innovation         | Partner,             | , community, and government organisations to  (DP 5.11.1) Investigate and undertake pilot | B: MEDT        | rture inno | vation | n        | Operating a steam train requires specific infrastructure, including tracks, stations, and maintenance facilities. Upgrading or maintening 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 anilway 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 aiready in demand current V-line train schedule.  The train lines are aiready under pressure due to aging infrastructure, environmental issues and keeping up with technology upgrades.  Safety Concerns  Steam locomotives pose sofety risks that modern trains have largely mitigated. Boiler explosions, hat embers, and other sofety hazards can pose risks to passengers and operators.  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.  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.  Low Demand/ Practicality  We aiready have established transportation networks, visitors have access to more convenient and cost-effective transportation options, sepecially for long distances. Travel times. Tourists may prefer faster transportation options, sepecially for long distances. Travel preferences have evolved over the years, most people prefer fast, efficient, and reliable transportation aptio |
|-----------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------|----------------|------------|--------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Be engaged in innovation                            |                      |                                                                                           |                | <b>~</b>   | ~      | <b>~</b> | To do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| and technology platforms and networks.              | Advocate             | programs – cropping                                                                       | P:<br>O:       |            |        |          | Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| (S DCED)                                            |                      |                                                                                           | J.             |            |        |          | Lee Dev Stan are participating in the Darnam Diochar Working Group, coordinated by Western Murray Land Improvement Group.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                     |                      | , community, and government organisations to                                              | promote and nu | rture inno | vatio  | ۱.       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 5.12 – Research & Develop                           |                      | (DD 5 12 1) Investigate and undertake nilet                                               | R- MEDT        | ./         | ./     | <b>~</b> | To do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Engage with universities and research institutions. | Partner,<br>Advocate | (DP 5.12.1) Investigate and undertake pilot programs (including seeking funding           | B: MEDT<br>P:  | ~          | ~      | ~        | 10 00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| una rescaren institutions.                          | Auvocate             | sources) – cropping                                                                       | 0:             |            |        |          | Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| (S DCED)                                            | Advocate             | (DP 5.12.2) Consideration of opportunities                                                | B: MEDT        |            |        | <b>/</b> | ,,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                     |                      | to identify problem waste streams and                                                     | P:             |            |        |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                     |                      | implement circular economy options                                                        | 0:             |            |        |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                         | Partner          | (DP 5.12.3) Investigate options for            | B: ME    | DT            |          |          | <b>✓</b> |                                                                                                                    | _ |
|---------------------------------------------------------|------------------|------------------------------------------------|----------|---------------|----------|----------|----------|--------------------------------------------------------------------------------------------------------------------|---|
|                                                         | T di tilei       | Indigenous employment for trial projects       | P:       |               |          |          | •        |                                                                                                                    |   |
|                                                         |                  | Darts                                          | 0:       |               |          |          |          |                                                                                                                    |   |
|                                                         |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| Theme 6 – Goal 3 – Advoc<br>6.6 – Public Transport that |                  |                                                |          | <b>'</b>      |          |          |          | <u></u>                                                                                                            |   |
| Develop a Public                                        | Advocate         | (DP 6.6.2) Advocate for improved public        | B: ME    | DT            | 1        | <b>✓</b> | 1        |                                                                                                                    | _ |
| Transport Strategy and                                  | Auvocate         | transport for our communities                  | P:       |               |          | ~        | •        |                                                                                                                    |   |
| advocate for                                            |                  | transport for our communities                  | 0:       |               |          |          |          |                                                                                                                    |   |
| implementation                                          |                  |                                                | 0.       |               |          |          |          |                                                                                                                    |   |
| (S DCED)                                                |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
|                                                         | d a geospatial d | riven system into Council processes, including | public i | nterface.     |          | <u> </u> | 1        |                                                                                                                    |   |
| 7.3 – Apply data sources to                             |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| Enable interoperability                                 | Deliver,         | (DP 7.3.2) Implement data capture              | B: ME    | DT            |          | <b>~</b> |          |                                                                                                                    |   |
| between internal and                                    | Partner          | mechanisms at attractions to collect data      | P:       |               |          |          |          |                                                                                                                    |   |
| Smart City systems                                      |                  | relating to use of locations and collection of | O:       |               |          |          |          |                                                                                                                    |   |
| (S DCS)                                                 |                  | on-the-spot feedback                           |          |               |          |          |          |                                                                                                                    |   |
| Collaborate with                                        | Partner          | (DP 7.3.5) Partnership in place and            | B: ME    | DT            |          |          | _        |                                                                                                                    |   |
| Telecommunication                                       |                  | information is being used for effective        | P:       |               |          |          | •        |                                                                                                                    |   |
| providers to gather                                     |                  | decision making                                | 0:       |               |          |          |          |                                                                                                                    |   |
| public information for                                  |                  | accision manning                               |          |               |          |          |          |                                                                                                                    |   |
| improved tourism                                        |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| promotion and Economic                                  |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| Development decision                                    |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| making.                                                 |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| (S DCED)                                                |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
| Theme 7 – Goal 2 – Explor                               | e technologies   | to forecast possible future opportunities.     |          |               |          |          |          |                                                                                                                    |   |
| 7.6 – Promote advanced to                               |                  |                                                |          |               | ,        |          |          |                                                                                                                    |   |
| Support local business to                               | Deliver          | (DP 7.6.1) Business case to develop a          | B: ME    | DT            |          |          | <b>~</b> |                                                                                                                    |   |
| access or develop and                                   |                  | technology hub completed.                      | P:       |               |          |          |          |                                                                                                                    |   |
| introduce advanced                                      | L                | (                                              | 0:       |               |          | _        |          |                                                                                                                    | _ |
| technologies.                                           | Advocate         | (DP 7.6.2) Continue to align strategic plans   | B: ME    | DT            | ~        | ~        | <b>~</b> | Council's Economic Development Strategy is underway and will be regularly reviewed and adjusted as appropriate.    |   |
| (S DCED)                                                |                  | to future scenario planning                    | P:<br>O: |               |          |          |          |                                                                                                                    |   |
|                                                         | Advocate         | (DP 7.6.3) Continue being an active member     | B: ME    | DT 🗸          | <b>~</b> | ~        | ~        | Council will provide to support to advocacy groups where possible.                                                 |   |
|                                                         | Advocate         | of advocacy groups to promote research         | P:       | VI            | ~        | ~        | ~        | Council will provide to support to advocacy groups where possible.                                                 |   |
|                                                         |                  | and advancement                                | O:       |               |          |          |          |                                                                                                                    |   |
| Support local business to                               | Advocate         | (DP 7.6.4) Promote the region as a node for    | B: ME    | DT 🗸          | ~        | <b>~</b> | ./       | Council will provide support as required to advocate for improved connectivity for our communities and businesses. |   |
| access or develop and                                   | Auvocate         | New Fibre Optic Network.                       | P:       | •             | •        | <b> </b> | •        | Council will provide support as required to advocate for improved connectivity for our communities and businesses. |   |
| introduce advanced                                      |                  | New Fibre Optic Network.                       | 0:       |               |          |          |          |                                                                                                                    |   |
| technologies.                                           |                  |                                                | 0.       |               |          |          |          |                                                                                                                    |   |
| (S DCED)                                                |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
|                                                         | courage, educat  | e and enable environmentally sustainable app   | roache   | to energy man | agem     | ent.     |          |                                                                                                                    |   |
| 7.7 – Community based en                                |                  |                                                |          | <b>0,</b>     | - 0 -    |          |          |                                                                                                                    |   |
| Support community led                                   | Advocate         | (DP 7.7.1) Support Micro-grid                  | B: ME    | DT            | <b>~</b> | <b>~</b> | <b>~</b> | As potential projects arise, Council will provide support as required.                                             |   |
| energy generation                                       |                  | developments across the region.                | P:       |               |          |          |          |                                                                                                                    |   |
| enterprises.                                            |                  |                                                | O:       |               |          |          |          |                                                                                                                    |   |
| (S DCED)                                                |                  |                                                |          |               |          |          |          |                                                                                                                    |   |
|                                                         |                  | e and enable environmentally sustainable app   | roache   | to energy man | agem     | ent.     |          |                                                                                                                    |   |
| 7.9 – Electric Vehicle charg                            |                  |                                                |          |               | ,        |          |          |                                                                                                                    |   |
| Align public                                            | Deliver,         | (DP 7.9.1) Explore options for external        | B: ME    | DT            |          | ~        |          |                                                                                                                    |   |
| infrastructure with                                     | Advocate,        | funding of EV charging stations to meet        | P:       |               |          |          |          |                                                                                                                    |   |
| customer and                                            | Partner          | demand.                                        | O:       |               |          |          |          |                                                                                                                    |   |
| community                                               | Deliver          | (DP 7.9.2) Prepare a changing station plan     | B: ME    | DT            |          | ~        |          |                                                                                                                    |   |
| requirements.                                           |                  | for installation locations for EV charging     | P:       |               |          |          |          |                                                                                                                    |   |
| (S DCED)                                                |                  | stations                                       | 0:       |               |          |          |          |                                                                                                                    |   |

murray river Monthly Operational Report – October 2023

### **Economic Development and Tourism**

|                             | Deliver       | (DP 7.9.3) Develop and begin                      | B: MEDT |  | <b>✓</b> |   |
|-----------------------------|---------------|---------------------------------------------------|---------|--|----------|---|
|                             |               | implementation of an Electric Vehicle             | P:      |  |          |   |
|                             |               | Strategy                                          | O:      |  |          |   |
| Theme 7 – Goal 4 – Monit    | or and assess | emerging global technology trends.                |         |  |          |   |
| 7.12 – Be prepared to leve  | rage emerging | technologies for Economic & Community Development | opment  |  |          |   |
| Use technology to create    | Advocate,     | (DP 7.12.4) Investigate options and create a      | B: MEDT |  | <b>~</b> | < |
| interactive / talking tours | Partner       | plan to develop interactive tours.                | P:      |  |          |   |
| for our region.             |               |                                                   | O:      |  |          |   |
|                             |               |                                                   |         |  |          |   |



#### PART D: Project Status

#### PART E: Business as Usual

#### TOURISM OFFICER UPDATE

In October Kristy Hayes attended the 2023 Australian Regional Tourism Convention (ARTC), which was held in the City of Newcastle 10-12 October 2023. Attended by over 250 people, the convention was a must-attend event for anyone contributing to the future of regional tourism in Australia and is tailored for all sectors of the tourism industry. It was a great networking opportunity and forum to exchange ideas about ways to grow a sustainable regional destination and to showcase best practice success. The 2023 ART Convention theme was **Creating the Regional Visitor Economy of the Future**. Over three days, the program energised, educated and inspired with insightful information and practical tools to ensure strong and sustainable growth for our visitor economy.

Additional tourism initiatives undertaken include:

• Organisation of Moama Lights 2024

Met with creative directors Mandy Lights to discuss 2024 creative theme, met with potential sponsors, the American Hotel and engaged social media and marketing contacts.

• Continued to assist with the new Visitor Information Centre:

Provided continued support in the setup of a newly established Visitor Information Centre in Murray Esplanade, ensuring that VRC is actively represented and that up-to-date brochures are prominently displayed.

• Participated in several training workshops

### murray river Monthly Operational Report - October 2023

### **Economic Development and Tourism**

Participated in workshops ran by Destination NSW, including Creating World Class Agritourism Experiences, How to Write a Tourism Business Plan and Elevate Your Culinary Experience

• Collaborated with local tourism representatives including EMT, Campaspe Shire, Echuca Moama Accommodation Association (EMAA), Campaspe Port Enterprise.

Participated in group meeting with above mentioned, the first monthly meeting organised by Campaspe Shire Tourism Officer to discuss or share any items that would benefit from a collective approach. The aim of the monthly meeting is to assist in understanding each organisation's role and goals, reduce duplication and enhance our efforts to promote and support actions that benefit the whole region.

Attended Murray Regional Tourism AGM

Several topics were discussed including a review of the company's financial performance, operational updates and market trends and analysis.

• Engaged with the Southern 80 Committee to provide event support.

Liaised with the Southern 80 Committee to provide support and enhance awareness of the event, encouraging both competitors and spectators.

Promoted upcoming events within River Country

Actively promoted forthcoming events, including the Barham Koondrook Show, Tooleybuc Harvest Festival, PS Alexander Arbuthnot's 100th-year celebration in Barham, Pop and Pour and Moulamein Cup.

· Ongoing discussions for hosting a new music event in Moama

Continued discussions with an event company regarding the possibility of hosting an event in Moama, current awaiting proposal to host an event in early December 2024.

Attended Echuca-Moama Accommodation Association (EMAA) quarterly meeting as a guest speaker

Spoke about Council's Spring/ Summer marketing strategy, upcoming events, Silo Art Trail and trends in accommodation. Also addressed concerns in regards to the VIC closure and offered assistance to local accommodation providers with their websites and Social Media (this resulted in 6 meetings with local providers).

• Planning started for the 2024 Business Awards

Started planning and researching for the 2024 Campaspe Murray Business Awards to ensure a successful event.

• Collaborated with Mathoura Speed Shear Committee to support their event

Liaised with the Mathoura Speed Shear Committee to provide support and enhance awareness of the event, encouraging both competitors and spectators and provide assistance on the day due to lack of volunteers.

#### **October Social Media Report**

Visit River Country October Facebook Overview

New Page likes/ Followers: 13 Post Reach: 135,384 Post Engagement: 425

Current page followers= 10,610

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

Top Posts:

1) The twin towns of Barham (NSW) and Koondrook (Victoria), (22<sup>nd</sup> October)

Performed best on Facebook with: Reached 22,681 people And 351 Reactions, Comments & Shares

2) Mooloomoon is a beautiful property nestled in native bushland (21st October)

Performed best on Facebook with: Reached 2385 people And 51 Reactions, Comments & Shares

3) If you are looking for your next fishing adventure, make sure you check out Moulamein, NSW (10<sup>th</sup> October) Performed best on Facebook with: Reached 4120 people And 49 Reactions, Comments & Shares

Instagram Reach = 35,267 Current following = 2,099 New following: 18 (net)

### murray river Monthly Operational Report - October 2023

### **Economic Development and Tourism**

#### **GRANTS OFFICER UPDATE**

#### Small Business Month (Oct) - SUCCESSFUL funding of \$2,500

NSW Small Business Month is a month-long program created for small businesses across New South Wales to attend events aligned to their individual business interests. The theme for October 2023 is My Small Business and is focused on providing assistance and tips on how small businesses can strengthen their business in seven key areas – branding and marketing, cyber security, business health, ecommerce, current market conditions, resilience and teams.

MRC was successful in receiving grant funding to run a Small Business Seminar on Oct 13 at Rich River Golf Club, with keynote speak Michael Licenblat who is a resilience expert and teaches people how to achieve more in high-pressure environments by bouncing back from pressures, setbacks, and rejections.



#### **Guest Speaker**

Michael Licenblat is a resilience expert who builds pressure proof cultures and high-performance teams that bounce back fast from challenges, setbacks, and rejections. Rich River Golf Club, Tatalia Room 8am - 10am

\$25 per person (includes breakfast)

combines high energy with practical motivation to inspire you to ride the waves, adapt to change and achieve more in tough conditions and competitive markets.

Join us for breakfast as Michael

Small Business Mor NSW 1-31 October 2023

#### Murray River Council's - Community Grants Program

2023-24 Round 1 – successful applicants were approved at the October Council meeting with 12 projects being approved and 19 being unsuccessful. All applicants have been notified.

#### Australia Day 2024 - SUCCESSFUL funding of \$10,000

#### **Awards Update**

| 1. | NSW Australian Tourism Awards | Festivals and Events - (Moama Lights 2022) Winners will be announced at the Gala Dinner to be held in Sydney on 8 November 2023. | Finalist (winners yet to be announced) |
|----|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
|----|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|

#### **Reporting and Acquittals**

A surge in multiple projects activity and milestone deadlines aligning, has created a busy period for managing reporting and acquittals which is our financial accountability process. Milestones and acquittals involve the systematic review and reconciliation of project expenditures against budget allocations and timeframes to ensure resources are being utilised effectively and in accordance with established funding guidelines and contractual obligations.

#### **BUSINESS UNIT SUPPORT OFFICER UPDATE**

AUSTRALIA DAY - Managing Council's Australia Day Awards process, and liaising with communities who are holding events on Australia Day 2024 including confirmation of budget allocation.

Continued cleansing data base contacts.

### murray river Monthly Operational Report – October 2023

## **Economic Development and Tourism**

#### 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 |   |
|--------------|--------------|------------------------------|------------------|---|
|              |              |                              |                  | ĺ |

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

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

- Eco Dev organised a Small Business Month business breakfast event with 31 people attending. The event received 100% positive feedback and attendees noted they are interested to attend similar events in the future.
- Various consultation activities were undertaken for the Arts and Culture Strategy during October with good participation from the community. Further consultation and strategy development will continue in November.
- The successful consultant has been awarded the contract to deliver the River Country Silo Art Trail project, which will get underway in November.
- Planning is underway for the 2024 Moama Lights and the 2024 Campaspe Murray Business Awards.
- Service providers and community groups came together to exhibit their services at the inaugural Mental Health Month Expo on 19 October (organised by the Campaspe Murray Mental Health Network).

# Planning and Environment Directorate

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

| Director of Planning and Environment –                       | SBPO | Accountability                 |
|--------------------------------------------------------------|------|--------------------------------|
| Rod Croft                                                    |      |                                |
| The Planning and Environment                                 | S    | Waste and Compliance Services  |
| Department has approximately 65 full                         | S    | Parks, Gardens, Open Space and |
| time equivalent staff spread across 3                        |      | Bio-Security                   |
| Branches – Waste and Regulatory                              | S    | Commercial Building Codes      |
| Services, Parks&& Open Spaces and                            | S    | Private Building Compliance    |
| Biosecurity and Development Services.                        | S    | Building Compliance            |
| The Director is responsible for an                           | S    | Statutory Planning             |
| Operating Budget of \$10 M and a                             | S    | Local Strategic Planning       |
| Capital Budget of \$3M (on average)                          | S    | Intergovernment Relations –    |
| The Director of Planning and                                 |      | Planning and Environment       |
| Environment provides high-level                              | S    | Section 138's Driveways and    |
| strategic advice to the CEO and                              |      | Crossovers                     |
| leadership and management of the                             | S    | Solar Energy                   |
| Planning &Environment directorate to                         | S    | Building and Development       |
| lead the Planning and Environmental                          | S    | Internal Approvals Part 5      |
| Services Department of Council                               | S    | Planning Advisory Service      |
| effectively and efficiently through and                      | S    | Meninya Street Project         |
| within legislative requirements and                          | В    | Intergovernment Relations –    |
| accounting practices.                                        |      | Planning and Environment       |
| 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.                                                     |      |                                |

| 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 month.                                                                                                                                                                                                                                                                                                                                                                                                                                          | • |
| Deliver "Plannings" operational outcomes as determined by the 355 Special Revenue Committee, once the concept plans are finalised.                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
| 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.                                                                                                                                | • |
| Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional planning issues and policies.                                             | DPE workshop held late May to understand the population growth and the need for aggressive rezoning of land in the short to medium term. A ministerial letter has been prepared with a solution-focused approach to influence changes to how the NSW stage government address fundamental flaws in the Housing strategy guideline in relation to the definition of "Vacant land" amongst other aspects.                                                                                                                                                         | • |
| 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.                                                                                                            | • |
| 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.                                                                                                                             | 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.                                                                                                                                                                                                                                                                               | • |
| By Dec 23 in conjunction with the Director of Community and Economic Development lead the investigation and subsequent re-zoning of suitable land for IN1 (Industrial Land)           | Employment land strategy will determine the type and location of industrial and commercial land to be rezoned. The consultant has been appointed, with workshops scheduled for early September 2023, to commence the data gathering exercise and site investigations (issues and discussion type analysis with key stakeholders). Dec 23 will be tight timeframes. Employment lands Strategy will identify industrial and commercial land for investigation.                                                                                                    |   |
| By March 24 provide a detailed design for the Meninya Street Precinct                                                                                                                 | Procurement for successful supplier has occurred with Spire being the successful consultant to undertake the work. It is doubtful that the March 24 timeline will be archivable.                                                                                                                                                                                                                                                                                                                                                                                | • |
| 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). | 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 contracto 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. |   |
| By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |

council

### murray river Monthly Operational Report - October 2023

### **Planning and Environment Directorate**

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

The Manager Development Services is responsible for the nanagement 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 esolve conflicts to achieve required outcomes.

**Manager of Development Services – Jessica McFarlane** 

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 he community.

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.

Manager Parks, Gardens, Open Spaces & Biosecurity – Luke Keogh

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.

Manager Waste and Regulatory Services -

This is a contracted position to manage the Meninya Street Precinct

**Meninya Street Project Manager** 

- Matt Sherman

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.

**Acting Senior Administration** 

Officer/Executive Officer -

#### **Accountabilities**

| SBPO                  | Accountability                                    |
|-----------------------|---------------------------------------------------|
| В                     | Building Compliance Management                    |
| В                     | Building Services                                 |
| В                     | LG Act Approvals (eg Caravan Park)                |
| 0                     | Building Codes                                    |
| 0                     | Caravan Park Regulation Compliance                |
| 0<br>0<br>0<br>0<br>0 | Post Certificate Services                         |
| 0                     | Building Advisory Service                         |
| 0                     | Building & Information Certificate Services       |
| 0                     | Building Development Applications                 |
| 0                     | Compliance Certificates                           |
| В                     | Subdivision Planning                              |
| В                     | Local Environment Plan Preparation                |
| В                     | Statutory Planning Management                     |
| В                     | Strategic Land Planning Statement                 |
| В                     | Section 45 Notices                                |
| В                     | Planning Advisory Services                        |
| В                     | Private Trees Management                          |
| В                     | Heritage Services                                 |
| В                     | Planning Services                                 |
| Р                     | Statutory Planning Projects                       |
| Р                     | Development of Local Environment Plan             |
| Р                     | Planning Projects                                 |
| Р                     | LG ACT Approvals, ATO                             |
| 0                     | Planning Advisory Services                        |
| 0                     | Implement Local Environment Plan                  |
| 0                     | Implementation of Flood Study Data Interpretation |
| 0                     | Planning Development Assessment Services          |
| 0                     | Heritage Information Service                      |
| P O O O O O O O O O O | Private Tree Regulation Service                   |
| 0                     | Planning DA Processing                            |
| 0                     | Private Planning Compliance Approvals             |
| 0                     | Statutory Planning Certificate Services           |

#### **Accountabilities**

SBPO Accountability

| В | Boat Ramps                                                   |
|---|--------------------------------------------------------------|
| В | Bushcare Volunteer Management (non 355's)                    |
| В | Sport & Recreation Facility                                  |
| В | Rural Weed Program                                           |
| В | Open Spaces                                                  |
| В | Horticulture Services                                        |
| В | Natural Bushland                                             |
| В | Weed Action Plan                                             |
| В | Public Tree Management                                       |
| В | Retaining Walls                                              |
| В | Vertabrate Pests                                             |
| В | Aquatic Services                                             |
| В | Riverside Infrastructure                                     |
| В | Playgrounds                                                  |
| В | Landscape Approvals                                          |
| В | Town Maintenance (Public Furniture P&G's)                    |
| В | Fruit Fly Control                                            |
| В | Parks, Open Spaces & Biosecurity Small Plant and Equipment   |
| В | Public Trees                                                 |
| Р | Open Spaces Facilities (public amenities, structures, BBQ's) |
| Р | Public Trees                                                 |
| Р | Open Spaces and Biosecurity Small Plant                      |
| Р | Sport & Recreation Facilities                                |
| Р | Natural bushland footpaths and cycleways                     |
| Р | Landscape Approvals                                          |
| Р | Town Maintenance (Public Furniture P&G)                      |
| Р | Sports and Recreation Facilities                             |
| Р | Aquatic Services                                             |
| Р | Arbicultural Services Urban and rural                        |
| 0 | Approval for Hire/Lease of Open Space Venues                 |
| 0 | Stakeholder Engagement Sports & Recreation Facilities        |
| 0 | Landscape Approvals                                          |

#### **Accountabilities**

**Brian Holmes** 

| SBP | Accountability                                    |
|-----|---------------------------------------------------|
| 0   |                                                   |
| В   | Waste to Energy                                   |
| В   | Development Services Investigation                |
| В   | Parking Management                                |
| В   | Commercial Waste Management                       |
| В   | Domestic Waste Management                         |
| В   | Waste Transfer Station Managemer                  |
| В   | Construction Materials Recycling ar<br>Management |
| В   | Landfill Sites                                    |
| В   | Public Roadside Bin Management                    |
| В   | Public Health Management                          |
| В   | Management of unauthorised Activ                  |
| В   | Management of unauthorised Activ & Camping        |
| В   | Pollution Regulation                              |
| В   | Management of UPSS                                |
| В   | Management of Illegal Dumping                     |
| В   | Animal Regulatory Service Manage                  |
| Р   | Illegal Dumping (Waste and Other)                 |
| Р   | Illegal Dumping Systems and Proces                |

#### **Accountabilities**

| SBPO | Accountability         |
|------|------------------------|
| В    | Meninya Street Project |
| P    | Meninya Street Project |
| 0    | Meninya Street Project |

#### Accountabilities

Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.

# Planning and Environment Directorate

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



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

| 2023-2026                            | Partner,        | Performance Measure                              | Officer      |          | Yea      | ı        |                | Comments                                                                                                                         |          |
|--------------------------------------|-----------------|--------------------------------------------------|--------------|----------|----------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------|----------|
|                                      | Advocate        |                                                  |              | 1        | 2        | 3        | 4              |                                                                                                                                  |          |
| Theme 1 – Goal 2 - Protect           | t, enhance an   | d sustain the natural environment                | .1           |          |          | 1        |                |                                                                                                                                  |          |
| 1.6 - Stewardship agreeme            | ents            |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| Work with relevant                   | Advocate        | (DP 1.6.1) MRC / DPIE Sustainable Councils       | B: DPE       |          | <b>~</b> | <b>\</b> | <b>~</b>       |                                                                                                                                  |          |
| agencies to identify any             |                 | and Communities Program findings to be           | P: W&BC      |          |          |          |                |                                                                                                                                  |          |
| projects that Council can            |                 | reviewed and implemented.                        | O:W&BC       |          |          |          |                |                                                                                                                                  |          |
| support and contribute               |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| to relating to                       |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| biodiversity, carbon or              |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| other offset agreements.             |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| (S DPE)                              |                 |                                                  |              |          |          |          |                |                                                                                                                                  | <u> </u> |
| Theme 1 – Goal 3 - Plan fo           | •               |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| 1.7 – Environmental Sustai           | ,               | T.                                               | I            |          |          |          |                |                                                                                                                                  |          |
| Develop & begin                      | Deliver         | (DP 1.7.1) Develop an Environmental              | B: DPE       |          |          | <b>/</b> | <b>~</b>       |                                                                                                                                  |          |
| implementation of an                 |                 | Sustainability Strategy taking into account      | P:           |          |          |          |                |                                                                                                                                  |          |
| Environmental                        |                 | energy efficiency & the impacts of climate       | 0:           |          |          |          |                |                                                                                                                                  |          |
| Sustainability Strategy,             |                 | change                                           |              |          |          |          |                |                                                                                                                                  |          |
| containing energy efficiency and the |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| impacts of climate                   |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| change.                              |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
| (S DPE)                              |                 |                                                  |              |          |          |          |                |                                                                                                                                  |          |
|                                      | ue to be a tru: | sted and ethical leader that leads by example    | ı            |          | _        |          |                |                                                                                                                                  |          |
| 2.5 – Leadership that is tru         |                 | · · · · · · · · · · · · · · · · · · ·            |              |          |          |          |                |                                                                                                                                  |          |
| Develop and implement                | Deliver,        | (DP 2.5.1) Revitalisation of Meninya Street      | B: DPE       | <b>-</b> | <b>~</b> | <b>~</b> | <b>-</b>       | Project in progress.                                                                                                             |          |
| a Corporate Strategy.                | Partner,        | Moama                                            | P:           |          |          |          |                | Extensive consultation and investigation completed to formulate the Master Plan, Concept Plans as well as the Video Animation    |          |
| (S DPE)                              | Advocate        |                                                  | O:           |          |          |          |                | 'fly through'. To progress the designs further, Council undertook procurement to appoint a civil designer to produce detailed    |          |
|                                      |                 |                                                  |              |          |          |          |                | designs suitable to issue for tender and construction. Spiire Australia Pty Ltd was the recommended supplier, which was received |          |
|                                      |                 |                                                  |              |          |          |          |                | and adopted by Council in its September 2023 Meeting. Contracts have been issued for signing and kick off meetings have been     |          |
|                                      |                 |                                                  |              |          |          |          |                | scheduled for completion in October 2023.                                                                                        |          |
|                                      |                 | vhich produces consistent, strategic, transparer | nt outcomes. |          |          |          |                |                                                                                                                                  |          |
| 3.10 – Streetscaping / Mas           |                 |                                                  |              |          | _        |          |                |                                                                                                                                  |          |
| Investigate and prioritise           | Deliver         | (DP 3.10.1) Review of priority Streetscapes      | B: DPE       |          | <b>~</b> | <b>~</b> |                |                                                                                                                                  |          |
| townships for                        |                 | and Masterplans within MRC, to be                | P:           |          |          |          |                |                                                                                                                                  |          |
| placemaking,                         |                 | undertaken with community consultation           | O:           |          |          |          |                |                                                                                                                                  |          |
| masterplans and                      |                 | considering township identity and sense of       |              |          |          |          |                |                                                                                                                                  |          |
| streetscaping, to be well-           |                 | place.                                           |              |          |          | _        | <del>.  </del> |                                                                                                                                  | -        |
| planned, design and                  | Deliver         | (DP 3.10.2) Meninya Street Moama is the          | B: DPE       | <b>~</b> | <b>~</b> | <b>~</b> | <b>~</b>       |                                                                                                                                  |          |
| implemented.                         |                 | initial priority for MRC                         | P:           |          |          |          |                |                                                                                                                                  |          |
| (S DPE)                              |                 |                                                  | 0:           |          |          |          |                |                                                                                                                                  | <u></u>  |

council

### murray river Monthly Operational Report – October 2023

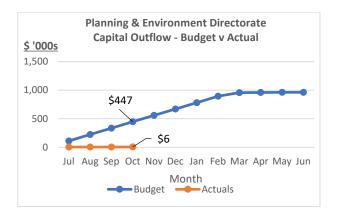
## Planning and Environment Directorate

| Investigate commercial   | Partner,   | (DP 3.15.1) Advocate for private investment    | B: DSP | <b>V</b> | <b>✓</b> | <b>✓</b> | <b>✓</b> | A private developer is in the early stages of designing a splash park, that will reside in the commercial/retail hub of a residential | 1   |
|--------------------------|------------|------------------------------------------------|--------|----------|----------|----------|----------|---------------------------------------------------------------------------------------------------------------------------------------|-----|
| and public sector        | Advocate   | of these facilities at appropriate locations   | P:     |          | *        | •        | •        | estate in Moama. Other opportunities will be advocated for in other townships outside of Moama.                                       |     |
| opportunities for splash | , lavocate | linked to commercial business                  | 0:     |          |          |          |          | estate in Modifial Other opportunities will be advocated for in other townships odeside of Modifia.                                   |     |
| and water parks          |            | arrangements to allow sustainable funding      |        |          |          |          |          |                                                                                                                                       |     |
| throughout the region.   |            | model to maintain the asset and renew          |        |          |          |          |          |                                                                                                                                       |     |
| (S DPE)                  |            | when required.                                 |        |          |          |          |          |                                                                                                                                       |     |
| Maintain currency with   | Deliver    | (DP 7.8.1) Energy from waste is embedded       | B: DPE |          |          |          | <b>~</b> |                                                                                                                                       | П   |
| 7.8 – Waste to Energy.   | T          |                                                |        |          |          |          |          |                                                                                                                                       | _   |
| EPA's Energy from Waste  |            | in the Environmental Sustainability            | P:     |          |          |          |          |                                                                                                                                       | All |
| Policy.                  |            | Strategy.                                      | O:     |          |          |          |          |                                                                                                                                       |     |
| (S DPE)                  | Partner    | (DP 7.8.2) Investigate feasibility and provide | B: DPE |          |          | <        |          |                                                                                                                                       |     |
|                          |            | a report to Council on options for future use  | P:     |          |          |          |          |                                                                                                                                       |     |
|                          |            | of the WW2 fuel storage area in Mathoura       | 0:     |          |          |          |          |                                                                                                                                       |     |
|                          |            | of the www. fuel Storage area in Mathoura      | 0.     |          |          |          |          |                                                                                                                                       |     |
|                          |            | in relation to waste to energy uses on the     | 0.     |          |          |          |          |                                                                                                                                       | ۱   |

#### PART C: **Financial Outcomes**







#### PART D: **Project Status**

| Project                               | Update Summary                                                                                                                                                                                                                                                                                              |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meninya Street Streetscape<br>Upgrade | Procurement completed to select successful supplier for the detailed design for Meninya Street inclusive of supporting investigations. Contracts developed for signing and execution and kick off meeting with Spiire Australia Project Manager scheduled for 11 <sup>th</sup> October.                     |
|                                       | Project Manager to recommence liaison with External suppliers of Telstra, NBN, Essential Energy and VicTrack regarding status of project and input required.                                                                                                                                                |
| Soundshell Precinct Upgrade           | Landscape Design has been completed for the redesign of the Soundshell Precinct to enhance connectivity and accessibility in the area. Design includes allowance for Toilet Block Construction, Soundshell Upgrades and Parking improvements to facilitate the broader Meninya Street Precinct Master Plan. |
|                                       | Soundshell car park approaching IFC status and once complete will be distributed via public tender for construction in the 23/24FY.                                                                                                                                                                         |
| Horseshoe Lagoon Upgrade:             | Landscape design completed for Horseshoe Lagoon northern embankment with procurement underway for furniture and lighting. Civil works including site set out, drainage and sediment controls are proposed to be included under contract for car park construction at Soundshell Precinct.                   |

#### PART E: **Business as Usual**

# Planning and Environment Directorate

#### 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<br>Services<br>resourcing | Attracting and retaining planning and building staff to Moama remains a challenge. These issues aren't isolated to MRC, there appear to be national shortages across Australia.  Investment NSW is conducting a review in relation to the number of planners that are in NSW to service the needs of the State and Local Governments.  MRC have advertised a "try before you buy" type deal where Council will pay accommodation, flights etc from anywhere in Australia to work for MRC as a planner or building surveyor for a month at no cost to the applicant. There has only been one interested candidate at this stage, and therefore we will extend the advertisement to herald sun and the Age newspapers nationally to see if we can't attract candidates. | 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 |  |

#### Council resolutions completed

Council resolutions outstanding within 3 months

| Meeting                        | Subject                                                            | Resolution Number | Resolution                                                                                                                                                                                                                                                                                  | Officer      | Status |
|--------------------------------|--------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|
| Council 22/08/2023             | Mathoura Common required maintenance or recommended change of use. | 170823            | RESOLUTION 170823                                                                                                                                                                                                                                                                           | Birrer, Mark | •      |
|                                |                                                                    |                   | Moved: Cr Neil Gorey                                                                                                                                                                                                                                                                        |              |        |
|                                |                                                                    |                   | Seconded: Cr Nikki Cohen                                                                                                                                                                                                                                                                    |              |        |
|                                |                                                                    |                   | That                                                                                                                                                                                                                                                                                        |              |        |
|                                |                                                                    |                   | <ol> <li>Council writes to the owner of stock currently under agistment on the Mathoura Common to inform them that all stock must be removed from site as soon as possible due to associated risks, unless temporary repairs can be undertaken at a cost no greater than \$1000.</li> </ol> |              |        |
|                                |                                                                    |                   | 2. Council receive a further report on the legalities, logistics and social consderations of agisting stock on Mathoura Common.                                                                                                                                                             |              |        |
|                                |                                                                    |                   | CARRIED                                                                                                                                                                                                                                                                                     |              |        |
|                                |                                                                    |                   | THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL                                                                                                                                                                                                                                        |              |        |
|                                |                                                                    |                   |                                                                                                                                                                                                                                                                                             |              |        |
| 08 Sep 2023 11:13am Birrer, Ma | ark                                                                |                   |                                                                                                                                                                                                                                                                                             |              |        |

# Planning and Environment Directorate

Following a meeting held by Rod Croft with Brian Holmes, Luke Keogh, Brodie Goodsell, Peter Beaumont and myself in attendance yesterday. The action arising from that meeting was to investigate further the current, applicable legislation pertaining to the control of Mathoura Common before commencing any action.

| Meeting                     | Subject                                                   | Resolution Number | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Officer    | Status |
|-----------------------------|-----------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| Meeting  Council 24/10/2023 | Subject Final Murray River Council Local Housing Strategy | Resolution Number | RESOLUTION 171023  Moved: Cr Chris Bilkey  Seconded: Cr Dennis Gleeson  That;  1. Council notes that information outlined in the council report in relation to the Final Murray River Council Local Housing Strategy.  2. Council adopts the Final version of the Murray River Council Local Housing Strategy (both part 1 and 2) and forwards the document to the Department of Planning and Environment for endorsement.  3. Council authorises the Chief Executive Officer or his delegate to make edits to the final document where required to publish the document. Noting that any major changes to the document will come back to Council for re-endorsement.  In Favour: Crs Frank Crawley, Neil Gorey, Chris Bilkey, Nikki Cohen, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise  Against: Cr Ann Crowe | Croft, Rod | Status |
|                             |                                                           |                   | CARRIED 8/                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |        |
|                             |                                                           |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |        |

| Council 26/09/2023 | Bridge Art Project - Car Parking Options | 220923 |                    |                                                                                                                                                                                                                                                                                                                                                                                                | Croft, Rod |  |
|--------------------|------------------------------------------|--------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|
|                    |                                          |        | RESOLUTION 2       | 20923                                                                                                                                                                                                                                                                                                                                                                                          |            |  |
|                    |                                          |        | Moved:             | Cr Ann Crowe                                                                                                                                                                                                                                                                                                                                                                                   |            |  |
|                    |                                          |        | Seconded:          | Cr Chris Bilkey                                                                                                                                                                                                                                                                                                                                                                                |            |  |
|                    |                                          |        | That Option 1 b    | pelow be the supported option.                                                                                                                                                                                                                                                                                                                                                                 |            |  |
|                    |                                          |        | facility<br>evenir | at Council supports the current car park design due to the site constraints and projected patron use of the<br>r, which would allow car parking requirements to be met offsite utilising existing car park spaces for large<br>ng events (estimated at 45 car park spaces), additional to the 12 dedicated car park spaces onsite (including<br>essible car park) for regular daily operation. | r          |  |
|                    |                                          |        | <u>In Favour:</u>  | Crs Chris Bilkey, Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Neil Gorey, Kron Nicholas, Thomas Weyrich and Geoff Wise                                                                                                                                                                                                                                                              |            |  |
|                    |                                          |        | Against:           | Nil                                                                                                                                                                                                                                                                                                                                                                                            |            |  |
|                    |                                          |        |                    | CARRIED 9/0                                                                                                                                                                                                                                                                                                                                                                                    | ס          |  |

| Meeting            | Subject                                       | Resolution Number | Resolution        | Officer    | Status |
|--------------------|-----------------------------------------------|-------------------|-------------------|------------|--------|
| Council 22/08/2023 | Mayoral Minute - Victorian Government Gas Ban | 030823            | RESOLUTION 030823 | Croft, Rod | •      |

## Planning and Environment Directorate

Moved: Cr Frank Crawley

That:

1. Council notes the information outlined in this report in relation to the Victorian Government moving to ban gas connections in homes and government building as of 1 January 2024.

2. Council authorises the CEO and/or his delegate to seek clarity and reassurance for the relevant Victorian Minister on the continued gas supply to Murray River Council townships from Victoria.

CARRIED

12 Sep 2023 8:58am Croft, Rod

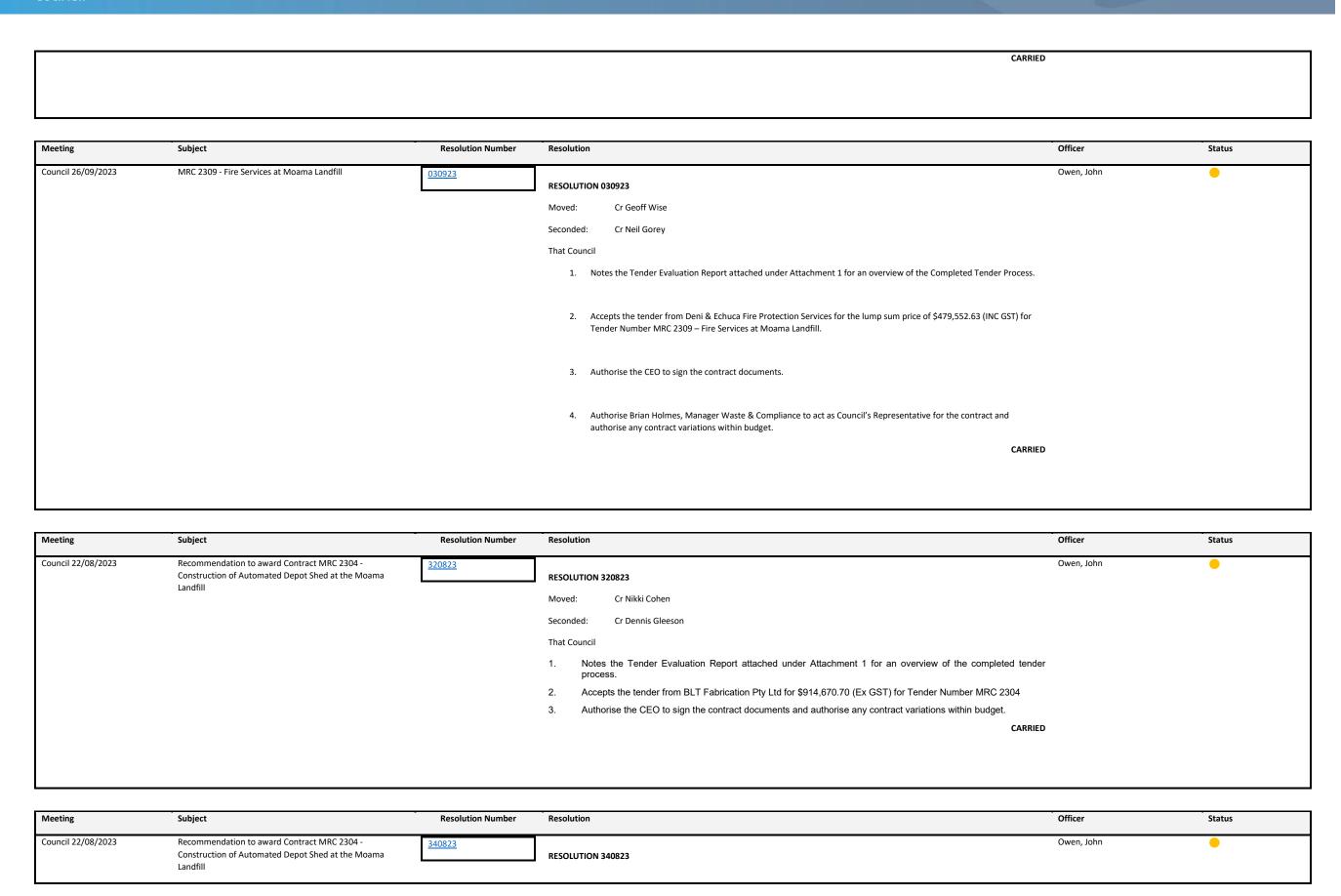
Letter will be written within the coming weeks and sent to relevant minister.

| Council 24/10/2023                                          |                                                                            |                             | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Officer       | Status |
|-------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
|                                                             | Transfer Station opening days and hours review                             | 151023                      | RESOLUTION 151023  Moved: Cr Nikki Cohen  Seconded: Cr Neil Gorey  That:  1. The Barham Waste and Resource Recovery Facility opening hours be extended by 4 hours on Sunday. Barham will be open two full-days being 9am-5pm Wednesday and Sunday.  2. The Mathoura Waste and Resource Recovery Facility opening hours be reduced from three 8-hour shifts per week to two 8-hour shifts per week. Mathoura will be open two full days being 9am-5pm Tuesday and Sunday.  3. The Wakool landfill facility be permanently closed. As per recommendation 1 Barham's opening hours be extended on Sunday to match the Wednesday opening hours to better service the community including Wakool.  4. The unmanned bins be removed from both Bunnaloo and Womboota and these sites be permanently closed. | Holmes, Brian | •      |
| 01 Nov 2023 4:06pm Holmes, The actions from this resolution | Brian on will occur over the coming 18 months, appropriately timed and whe | en resources are available. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |        |

| Meeting            | Subject                                         | Resolution Number | Resolution                                                                                                                                                                                                                                                                                                                                                                            | Officer            | Status |
|--------------------|-------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------|
| Council 24/10/2023 | BUDGET VARIATION REQUEST - DEVELOPMENT SERVICES | <u>161023</u>     | RESOLUTION 161023                                                                                                                                                                                                                                                                                                                                                                     | McFarlane, Jessica |        |
|                    |                                                 |                   | Moved: Cr Neil Gorey                                                                                                                                                                                                                                                                                                                                                                  |                    |        |
|                    |                                                 |                   | Seconded: Cr Ann Crowe                                                                                                                                                                                                                                                                                                                                                                |                    |        |
|                    |                                                 |                   | That Council:                                                                                                                                                                                                                                                                                                                                                                         |                    |        |
|                    |                                                 |                   | 1. Considers the information outlined in the officer's report.                                                                                                                                                                                                                                                                                                                        |                    |        |
|                    |                                                 |                   | 2. Approves the Budget variation request of \$30,000 (deficit) additional to the reallocation of \$180,000 of employee to contractor costs in Councils financial system, which will fund external contractors to cover the shortfall of resourcing in the Planning Services section for the remainder of the current financial year (2023/2024).                                      |                    |        |
|                    |                                                 |                   | 3. Council authorises the Chief Executive Officer or his delegate to investigate the option of appointing planning consultant(s) for a period of up to 5-years to complete the higher-level planning work (Senior Town Planner level), should no recruitment of senior planning staff eventuate after the current advertising campaign. A further report will be provided to Council. |                    |        |

### murray river Monthly Operational Report – October 2023

### **Planning and Environment Directorate**



# Planning and Environment Directorate

Moved: Cr Nikki Cohen

Seconded: Cr Dennis Gleeson

That Council

1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the completed tender process.

2. Accepts the tender from BLT Fabrication Pty Ltd for \$914,670.70 (Ex GST) for Tender Number MRC 2304

3. Authorise the CEO to sign the contract documents and authorise any contract variations within budget.

CARRIED

| Meeting                          | Subject                                    | Resolution Number | Resolution                                                                                                                                                                                                | Officer    | Status |
|----------------------------------|--------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| Council 26/09/2023 MRC 2309 - Fi | MRC 2309 - Fire Services at Moama Landfill | 400923            |                                                                                                                                                                                                           | Owen, John | •      |
|                                  |                                            |                   | RESOLUTION 400923                                                                                                                                                                                         |            |        |
|                                  |                                            |                   | Moved: Cr Geoff Wise                                                                                                                                                                                      |            |        |
|                                  |                                            |                   | Seconded: Cr Neil Gorey                                                                                                                                                                                   |            |        |
|                                  |                                            |                   | That Council                                                                                                                                                                                              |            |        |
|                                  |                                            |                   | 1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the Completed Tender Process                                                                                         |            |        |
|                                  |                                            |                   | <ol> <li>Accepts the tender from Deni &amp; Echuca Fire Protection Services for the lump sum price of \$479,552.63 (INC GST) for<br/>Tender Number MRC 2309 – Fire Services at Moama Landfill.</li> </ol> |            |        |
|                                  |                                            |                   | 3. Authorise the CEO to sign the contract documents.                                                                                                                                                      |            |        |
|                                  |                                            |                   | 4. Authorise Brian Holmes, Manager Waste & Compliance to act as Council's Representative for the contract and authorise any contract variations within budget.                                            |            |        |
|                                  |                                            |                   | CARR                                                                                                                                                                                                      | ED         |        |

| Meeting            | Subject                                                 | Resolution Number | Resolution                                                          | Officer          | Status |
|--------------------|---------------------------------------------------------|-------------------|---------------------------------------------------------------------|------------------|--------|
| Council 22/08/2023 | Horseshoe Lagoon - Final Landscape Design for Awareness | 180823            | RESOLUTION 180823                                                   | Sherman, Matthew |        |
|                    |                                                         |                   | Moved: Cr Nikki Cohen                                               |                  |        |
|                    |                                                         |                   | Seconded: Cr Ann Crowe                                              |                  |        |
|                    |                                                         |                   | That Council notes the final landscape design for Horseshoe Lagoon. |                  |        |
|                    |                                                         |                   | CARRIED                                                             |                  |        |
|                    |                                                         |                   |                                                                     |                  |        |
|                    |                                                         |                   |                                                                     |                  |        |

| Meeting            | Subject                                 | Resolution Number | Resolution        | Officer          | Status |
|--------------------|-----------------------------------------|-------------------|-------------------|------------------|--------|
| Council 26/09/2023 | Adoption of Pesticide Notification Plan | 200923            | RESOLUTION 200923 | Sherman, Matthew | •      |

murray river Monthly Operational Report – October 2023

# Planning and Environment Directorate

| Moved:    | Cr Neil Gorey                                                                                                      |
|-----------|--------------------------------------------------------------------------------------------------------------------|
| Seconded  | ed: Cr Nikki Cohen                                                                                                 |
| That Cour | uncil adopts and implements the 2023 Draft Pesticide Use Notification Plan into operation for a period of 3 years. |
|           | CARRIED                                                                                                            |
|           |                                                                                                                    |
|           |                                                                                                                    |

| Meeting            | Subject                                              | Resolution Number                                                                                                                | Resolution                                                                                                                                                                                                                                                                                                                                  | Officer          | Status |
|--------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------|
| Council 26/09/2023 | MRC 2303 - Meninya Street Design - Award of Contract | 040923                                                                                                                           | RESOLUTION 040923                                                                                                                                                                                                                                                                                                                           | Sherman, Matthew | •      |
|                    |                                                      |                                                                                                                                  | Moved: Cr Dennis Gleeson                                                                                                                                                                                                                                                                                                                    |                  |        |
|                    |                                                      |                                                                                                                                  | Seconded: Cr Ann Crowe                                                                                                                                                                                                                                                                                                                      |                  |        |
|                    |                                                      |                                                                                                                                  | That Council notes, accepts and authorises the following points including the additional information at item 3:                                                                                                                                                                                                                             |                  |        |
|                    |                                                      |                                                                                                                                  | 1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the completed tender process.                                                                                                                                                                                                                          |                  |        |
|                    |                                                      | <ol> <li>Accepts the tender from Spiire Pty Ltd for the lump sum price of \$878,685 (ex GS<br/>Meninya Street Design.</li> </ol> | <ol> <li>Accepts the tender from Spiire Pty Ltd for the lump sum price of \$878,685 (ex GST) for Tender Number MRC 2303 –<br/>Meninya Street Design.</li> </ol>                                                                                                                                                                             |                  |        |
|                    |                                                      |                                                                                                                                  | <ol> <li>Increase the project budget by \$430,000 from the existing \$540,000, to a new amount of \$970,000 to cover contract costs and contingency allowance. Increase of budget to come out of the \$679,000 that Transport for NSW gave Murrar River Council for the handover of Meninya Street for future asset maintenance.</li> </ol> | ,                |        |
|                    |                                                      |                                                                                                                                  | 4. Authorise the CEO to sign the contract documents.                                                                                                                                                                                                                                                                                        |                  |        |
|                    |                                                      |                                                                                                                                  | <ol> <li>Authorise Matthew Sherman, Project Manager to act as Council's representative for the contract and authorise any<br/>contract variations within budget and delegation authority.</li> </ol>                                                                                                                                        |                  |        |
|                    |                                                      |                                                                                                                                  | THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL                                                                                                                                                                                                                                                                                        |                  |        |
|                    |                                                      |                                                                                                                                  | CARRIED                                                                                                                                                                                                                                                                                                                                     | )                |        |
|                    |                                                      |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                             |                  |        |
|                    |                                                      |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                             |                  |        |

| Meeting            | Subject                                              | Resolution Number | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Officer          | Status |
|--------------------|------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------|
| Council 26/09/2023 | MRC 2303 - Meninya Street Design - Award of Contract | 410923            | RESOLUTION 410923  Moved: Cr Dennis Gleeson  Seconded: Cr Ann Crowe  That Council notes, accepts and authorises the following points including the additional information at item 3:  1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the completed tender process.                                                                                                                                                                                     | Sherman, Matthew | •      |
|                    |                                                      |                   | <ol> <li>Accepts the tender from Spiire Pty Ltd for the lump sum price of \$878,685 (ex GST) for Tender Number MRC 2303 – Meninya Street Design.</li> <li>Increase the project budget by \$430,000 from the existing \$540,000, to a new amount of \$970,000 to cover contract costs and contingency allowance. Increase of budget to come out of the \$679,000 that Transport for NSW gave Murray River Council for the handover of Meninya Street for future asset maintenance.</li> </ol> |                  |        |

# Planning and Environment Directorate

- 4. Authorise the CEO to sign the contract documents.
- Authorise Matthew Sherman, Project Manager to act as Council's representative for the contract and authorise any contract variations within budget and delegation authority.

CARRIED

Council resolutions outstanding outside 3 months

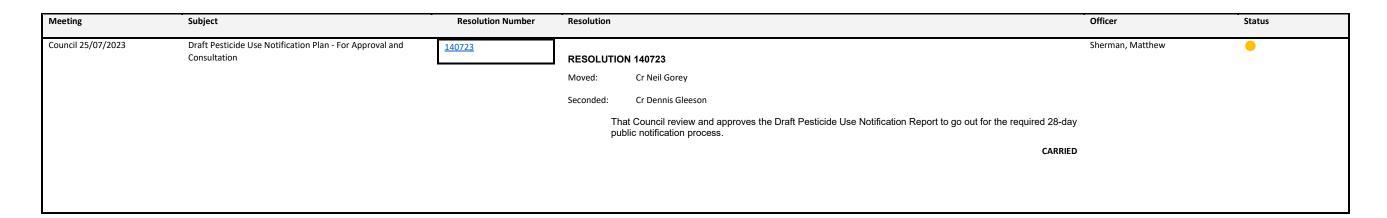
| Meeting                                                                                                                                                                                                                                     | Subject      | Resolution Number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Resolution                                                                                                                                                                                                                                                                                                                                                                                                      | Officer | Status |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------|
| Planning Proposal - PP-2021-5594 - Post Consultation Report - Planning Proposal for amendment of Murray Local Environmental Plan 2011 to reduce the minimum lot size from 3000m2 to 1000m2 at Lot 17 DP258661, 17 Maiden Smith Drive, Moama | 120223       | MOTION  Moved: Cr Geoff Wise  Seconded: Cr Ann Crowe  That Council resolve to:  1. Consider this report and submissions for information, and  2. proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and  3. Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any subsequent Development Applications affecting the subject land. |                                                                                                                                                                                                                                                                                                                                                                                                                 |         |        |
|                                                                                                                                                                                                                                             |              | RESOLUTION 120223  Moved: Cr Frank Crawley  Seconded: Cr Neil Gorey  That Council resolve to:  1. Consider this report and submissions for information, and  2. proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and  3. Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                 |         |        |
|                                                                                                                                                                                                                                             |              | 4<br><u>1</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | subsequent Development Applications affecting the subject land.  Amendment - Additional item for resolution:  4. Any subsequent DA relating to the sub division as a whole be brought to Council for a decision by Council.  CARRIED  In Favour: Crs Chris Bilkey, Ann Crowe, Neil Gorey, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson  Against: Crs Nikki Cohen and Thomas Weyrich  CARRIED 7/2 |         |        |
| 16 Mar 2023 11:08am Gunte                                                                                                                                                                                                                   | er, Maddison |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |         |        |

council

### murray river Monthly Operational Report – October 2023

### **Planning and Environment Directorate**

The report went to Council meeting, then following the resolution, the Planning Proposal was sent to DPE to finalise the Murray LEP 2011 changes. Council are awaiting confirmation on the completion of the LEP map amendements. 04 Apr 2023 8:02am Gunter, Maddison Planning proposal has been finalised and Murray LEP map amendment has been finalised. 08 May 2023 3:46pm Leyonhjelm, Lindy - Reallocation Action reassigned to McFarlane, Jessica by Leyonhjelm, Lindy - Maddison Gunter has left the organisation 14 Jun 2023 8:49am Leyonhjelm, Lindy this is now with DPE for assessment. 14 Jun 2023 8:49am Leyonhjelm, Lindy - Target Date Revision Target date changed by Leyonhjelm, Lindy from 14 March 2023 to 01 August 2023 - Waiting on assessment from DPE 12 Sep 2023 4:01pm Donald, Jan No further update.



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

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

# **Development Services**

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

| Manage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | r Development                           | Services –         | Senior                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Building Surveyor         |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Surveyor (Including Cadet                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Senior Town Planners                                                                                                                                                                                                                                                                                                                  | Administration Officers                                                                                                                                                                                                                                                                                                   | Subdivision Engineer                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | McFarlane                               | Services –         | Sellioi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | bulluling Surveyor        |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | BS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Sellioi Town Flatillers                                                                                                                                                                                                                                                                                                               | Administration Officers                                                                                                                                                                                                                                                                                                   | Subulvision Engineer                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                         |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| 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 egislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.  The Manager works closely with colleagues with internal and external stakeholders on a variety of ssues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community. |                                         |                    | 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.  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. |                           | 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. | 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.  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.  Professional Planners dealing with both strategic and statutory planning matters. | 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. | The objective of this role is to negotiate and carry out all functions associated with Subdivisions (preconstruction) managed by Murray River Council in accordance with legislation, policy and procedure.  Multiple stages of subdivision plans for development in the next six month have been completed and released. |                                              |
| Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                         | Accountabilities   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Accountabilities          | Tasks                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Accountabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Accountabilities                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                           |                                              |
| SBPO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Accountability                          |                    | В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Compliance       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Accountabilities cannot be split                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Accountabilities cannot be split between                                                                                                                                                                                                                                                                                              | Accountabilities cannot be                                                                                                                                                                                                                                                                                                | SBPO Accountability                          |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Subdivision Plannin                     | g                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Management                |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | between people. If there is more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | people. If there is more than one person                                                                                                                                                                                                                                                                                              | split between people. If there                                                                                                                                                                                                                                                                                            | P Street Light Planning                      |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Local Environment                       | Plan               | В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Services         |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | than one person performing a role,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | performing a role, they will undertake                                                                                                                                                                                                                                                                                                | is more than one person                                                                                                                                                                                                                                                                                                   | P Subdivision Planning P Section 45 Projects |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Preparation                             |                    | В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | LG Act Approvals (eg      |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | they will undertake tasks to                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | tasks to support the person holding the                                                                                                                                                                                                                                                                                               | performing a role, they will                                                                                                                                                                                                                                                                                              | P Section 45 Projects P Gifted Assets        |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Statutory Planning I                    | Management         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Caravan Park)             |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | support the person holding the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | accountability.                                                                                                                                                                                                                                                                                                                       | undertake tasks to support                                                                                                                                                                                                                                                                                                | P Plan approvals for                         |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategic Land Plani                    | ning Statement     | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Codes            |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | accountability.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ,                                                                                                                                                                                                                                                                                                                                     | the person holding the                                                                                                                                                                                                                                                                                                    | Parking                                      |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Section 45 Notices                      |                    | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Caravan Park              |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                       | accountability.                                                                                                                                                                                                                                                                                                           | P Post DA Approvals                          |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Advisory S                     | ervices            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Regulation Compliance     |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       | ,                                                                                                                                                                                                                                                                                                                         | O Subdivision Certificate                    |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Private Trees Mana                      | gement             | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Post Certificate Services |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | Processing                                   |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Heritage Services                       |                    | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Advisory         |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Engineering Plan                           |
| В                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Services                       |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Service                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | Checking O Issuing of Section 45             |
| Р                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Statutory Planning I                    |                    | О                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building & Information    |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Issuing of Section 45 notices              |
| Р                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Development of Loc                      | cal                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Certificate Services      |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Subdivision Works as                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Environment Plan                        |                    | О                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Building Development      |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | Executed                                     |
| Р                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Projects                       |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Applications              |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Subdivision Certificates                   |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Advisory S                     |                    | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Compliance Certificates   |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Subdivision Works                          |
| О                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Implement Local En                      | vironment          | Р                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | LG ACT Approvals, ATO     |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | Certificates                                 |
| -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Plan                                    | Electrical Charles |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Section 138 DA's                           |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Implementation of                       | -                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Section 138 Internal Advisory Service      |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Data Interpretation                     |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | O Inspection/Compliance                      |
| U                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Developm<br>Assessment Service |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           | of Section 138's                             |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Heritage Information                    |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Private Tree Regula                     |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning DA Proces                      |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Private Planning Co                     |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| J                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Approvals                               | piidiloc           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Planning Proposals                      |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |

murray river Council

Monthly Operational Report – October 2023

O Statutory Planning Certificate Services

Development Services

### 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,<br>Partner, | Performance Measure                                                                                                                                                                                 | Responsible<br>Officer |          | Ye       | ear      |   | Comments                                                                                                                                                                                                                                                             | • |
|---------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------|----------|----------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2020 2020                                                                                                                 | Advocate             |                                                                                                                                                                                                     |                        | 1        | 2        | 3        | 4 | 1                                                                                                                                                                                                                                                                    |   |
| Theme 1 – Goal 2 - Protect 1.4 - Improving areas of na                                                                    | •                    | d sustain the natural environment                                                                                                                                                                   |                        | •        | •        | •        |   |                                                                                                                                                                                                                                                                      |   |
| Identify and enhance<br>natural values/habitats<br>as part of any landscape<br>upgrades to Council<br>Reserves<br>(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<br>P:<br>O:     | ~        | ~        |          |   | Council and the consultant, NGH have agreed to forfeit the existing contract between both parties due to the time lapsed on the project. This allows Council the opportunity to reassess the project and move forward with a new consultant to work on this project. | • |
| Sensitive urban design,<br>green spaces included in<br>developments where<br>appropriate<br>(S DPE)                       | Deliver,<br>Partner  | (DP 1.4.2) New subdivisions will incorporate green spaces in their urban design for Council to manage in the future.                                                                                | B: MDS<br>P:<br>O:     | <b>~</b> | <b>~</b> | <b>~</b> | • | ✓ On-going.                                                                                                                                                                                                                                                          |   |
| Theme 2 – Goal 1 – Delive<br>2.4 - Statutory Planning ar                                                                  |                      | and consistent service to our internal and exter                                                                                                                                                    | rnal community         |          |          |          |   |                                                                                                                                                                                                                                                                      |   |
| Encourage improved standards of development                                                                               | Deliver              | (DP 2.4.1) Percentage of approvals completed within statutory timeframes. Update Development Services Charter.                                                                                      | B: MDS P: O:           | ~        | ~        |          |   | Development Services continue to enhance and develop streamlined process with the objective to fast track approvals.                                                                                                                                                 |   |
| applications                                                                                                              |                      | (DP 2.4.2)                                                                                                                                                                                          |                        |          |          |          |   | All line items relocated to and reported under (DP 3.11.1)                                                                                                                                                                                                           |   |
| (S DPE)                                                                                                                   |                      | (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<br>P:<br>O:     | ~        | ~        | ~        |   | Project to be revisited and reevaluated.                                                                                                                                                                                                                             | • |
| Provide sufficient resources to meet statutory delivery                                                                   | Advocate             | (DP 2.4.5) Undertake and complete process mapping of planning processes and efficiencies.                                                                                                           | B: MDS P: O:           | ~        | ~        |          |   |                                                                                                                                                                                                                                                                      |   |
| timeframes.<br>(S DPE)                                                                                                    | Advocate             | (DP 2.4.6) Undertake and complete process mapping of planning processes and efficiencies.                                                                                                           | B: MDS P: O:           | ~        | ~        |          |   |                                                                                                                                                                                                                                                                      |   |

murray river Monthly Operational Report – October 2023 council

# **Development Services**

| Provide improved          | Deliver        | (DP 2.4.7) Reduced number of general            | B: MDS        | <b>~</b> | <b>✓</b> |          |     | New Checklists for internal and external use with streamlined guides currently under development and nearing completion for use |   |
|---------------------------|----------------|-------------------------------------------------|---------------|----------|----------|----------|-----|---------------------------------------------------------------------------------------------------------------------------------|---|
| communication             |                | planning enquiries into Council. Allowing       | P:            |          |          |          |     | prior to Christmas 2023/                                                                                                        |   |
| measures for planning     |                | more focus and timely approvals of DA's.        | O:            |          |          |          |     |                                                                                                                                 |   |
| enquiries.                | Deliver        | (DP 2.4.8) Increase education and training      | B: MDS        | <b>~</b> | <b>~</b> |          |     |                                                                                                                                 |   |
| (S DPE)                   | Advocate       | for locals on use of NSW Planning Portal        | P:            |          |          |          |     |                                                                                                                                 |   |
| ,                         |                | and other requirements.                         | 0:            |          |          |          |     |                                                                                                                                 |   |
| Theme 3 – Goal 2 – Enable | e developmen   | t of sustainable liveable communities           |               |          | <u> </u> |          |     |                                                                                                                                 |   |
| 3.7 – Housing Strategy    |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| Development of a          | Deliver        | (DP 3.7.1) Develop a Residential Housing        | B: MDS        | <b>✓</b> |          |          |     | Adopted October 2023 – currently with DPE for concurrence and approval.                                                         |   |
| Residential Housing       |                | Strategy.                                       | P:            |          |          |          |     |                                                                                                                                 |   |
| Strategy which will guide |                |                                                 | O:            |          |          |          |     |                                                                                                                                 |   |
| the rezoning of future    | Deliver        | (DP 3.7.2) Review and update the Local          | B: MDS        |          |          | <b>~</b> | · 🗸 |                                                                                                                                 |   |
| residential land over the |                | Environment Plan in relation to the Housing     | P:            |          |          |          |     |                                                                                                                                 | A |
| next 5-10 years and       |                | Strategy Outcomes.                              | 0:            |          |          |          |     |                                                                                                                                 | A |
| beyond.                   |                | Strategy Sutcomes.                              | 0.            |          |          |          |     |                                                                                                                                 | A |
| (S DPE)                   |                |                                                 |               |          |          |          |     |                                                                                                                                 | A |
|                           | gic nlanning w | vhich produces consistent, strategic, transpare | nt outcomes.  |          | L        |          |     |                                                                                                                                 | _ |
| 3.11 – Town Planning / La |                |                                                 | int outcomes. |          |          |          |     |                                                                                                                                 |   |
| Prepare new               | Deliver        | (DP 3.11.1) Review and develop a new            | B: MDS        | <b>V</b> |          |          |     | Council staff will commence discussions regarding the DCP early 2024. Consultant engaged for this work.                         |   |
| Development Control       |                | Development Control Plan                        | P:            |          |          |          |     |                                                                                                                                 |   |
| Plan and New Local        |                |                                                 | O:            |          |          |          |     |                                                                                                                                 |   |
| Environment Plan for      | Deliver        | (DP 3.11.2) Review and develop a new Local      | B: MDS        |          |          | <b>~</b> | · ~ |                                                                                                                                 |   |
| MRC                       |                | Environment Plan                                | P:            |          |          |          |     |                                                                                                                                 | A |
| (S DPE)                   |                |                                                 | 0:            |          |          |          |     |                                                                                                                                 |   |
| ` '                       | e and review   | our open spaces to reflect community wants a    |               | <u> </u> |          |          |     |                                                                                                                                 |   |
|                           |                | Parks and Open Spaces that connect Communitie   |               | ssible.  |          |          |     |                                                                                                                                 |   |
| Investigate and review    | Deliver        | (DP 3.13.3) Feasibility and demand              | B: MDS        |          |          | <b>~</b> | •   |                                                                                                                                 |   |
| current standards of      |                | investigated for Teenage hangout spaces         | P:            |          |          |          |     |                                                                                                                                 | A |
| existing parks and        |                | across the region                               | O:            |          |          |          |     |                                                                                                                                 | A |
| identify upgrades         | Deliver        | (DP 3.13.5) Increase in public access points    |               | <b>~</b> | <b>~</b> | ~        | · 🗸 |                                                                                                                                 |   |
| required including        | Partner        | to rivers – being assessed via the              |               |          |          |          |     |                                                                                                                                 |   |
| accessibility and amenity | Advocate       | Waterfront Strategy                             |               |          |          |          |     |                                                                                                                                 |   |
| blocks where              | 7.0700000      | Trateotou.atcay                                 |               |          |          |          |     |                                                                                                                                 |   |
| appropriate. Consider     |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| new areas of Parks &      |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| Open Spaces where they    |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| link to high use areas,   |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| such as residential       |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
|                           |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |
| subdivisions. (S DPE)     |                |                                                 |               |          |          |          |     |                                                                                                                                 |   |

### PART C: Financial Outcomes

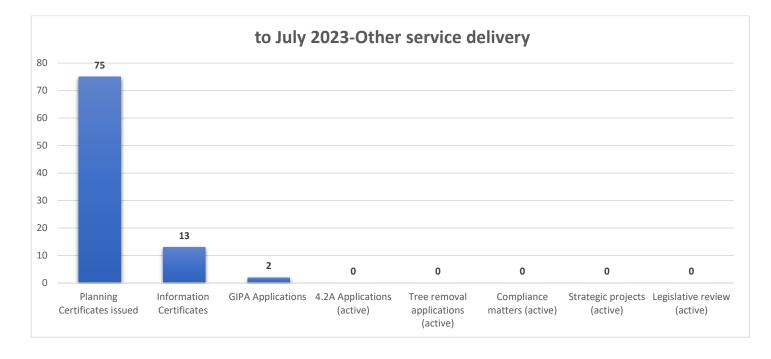


# **Development Services**

| PART D: | Project     | Status                                                                                     |  |
|---------|-------------|--------------------------------------------------------------------------------------------|--|
| August  | Residential | Expected to be reported to the Council meeting September 2023 as per advice from Wakefield |  |
| 2022    | Housing     | Planning.                                                                                  |  |
|         | Strategy    |                                                                                            |  |
| August  | Waterfront  | Project to be reassessed.                                                                  |  |
| 2022    | Strategy    |                                                                                            |  |

#### PART E: **Business as Usual**

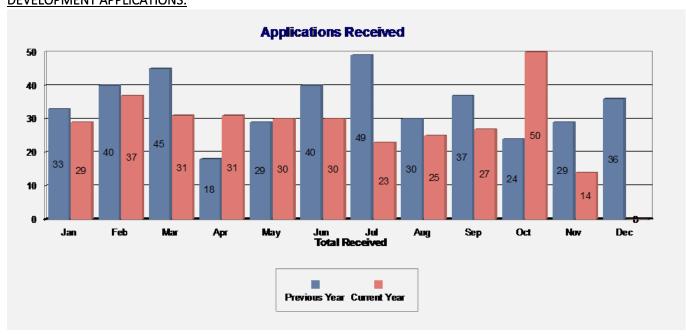
| Planning Certificates issued       | 110 |
|------------------------------------|-----|
| Planning Certificates issued       | 75  |
| Information Certificates           | 13  |
| GIPA Applications                  | 2   |
| 4.2A Applications (active)         | 0   |
| Tree removal applications (active) | 0   |
| Compliance matters (active)        | 0   |
| Strategic projects (active)        | 0   |
| Legislative review (active)        | 0   |



### murray river Monthly Operational Report – October 2023

# **Development Services**

#### **DEVELOPMENT APPLICATIONS:**





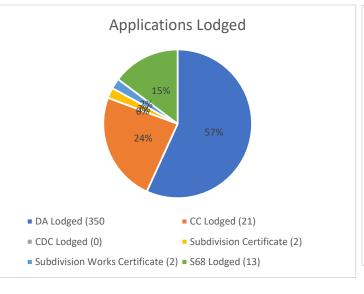
### APPLICATIONS LODGED, DETERMINED and INSPECTIONS

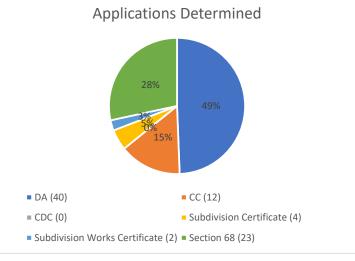
#### **Applications Lodged:**

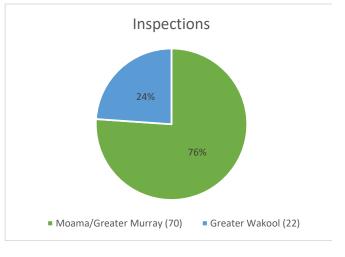
| DA Lodged                     | 50 |
|-------------------------------|----|
| CC Lodged                     | 21 |
| CDC Lodged                    | 0  |
| Subdivision Certificate       | 2  |
| Subdivision Works Certificate | 2  |
| S68 Lodged                    | 13 |

#### **Applications Determined:**

| DA                            | 40 |
|-------------------------------|----|
| CC                            | 12 |
| CDC                           | 0  |
| Subdivision Certificate       | 4  |
| Subdivision Works Certificate | 2  |
| Section 68                    | 23 |







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

Development Applications – 41

**Construction Certificates-29** 

Section 68 - 12

Complying Development Certificate – 1

Principal Certifier – 0

Occupation Certificates –8

Building Information Certificates – 0

# murray river Monthly Operational Report – October 2023 council

# **Development Services**

Reference

#### 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<br>Errors                                                | Log and record the errors and raise these issues with the E Planning Portal technical support team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Council staff have contacted 'E Planning technical support' to resolve errors and issues as there is an issue in the system in relation to processing building related certificates and post consents.  Issues with the E planning portal system are being documented and have been discussed with DPE. Council has released a Development Update to the Development Forum Group acknowledging the issues with the portal and describing the function and processes of the portal in a straightforward way. This information may assist developers to understand how the portal works and the processes both Council and applicants need to adopt when using the portal.  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.  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. | • |
| December<br>2021 | Development<br>contributions<br>reform                                     | See previous comments in SWOT analysis. The proposed reforms will result in a likely loss to Council as development contributions captured to fund local infrastructure delivery will be affected. Additional funding will likely be captured by the State Government, at the expense of local government areas.                                                                                                                                                                                                                                                                                                 | Council completed a submission as part of the second round of consultation. Council have again raised objection to the subject reforms. Staff will update as the matter progresses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| May 2022         | Builder's Forum /<br>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. | On-going meetings to be held every 6-8 weeks with the next meeting 26 September 2022.  The meeting of 26 <sup>th</sup> September 2022 was a meeting with low attendance. We had 3 representatives attend in person and perhaps 5 online attendees.  Update April 2023 – Next meeting to be held 23 <sup>rd</sup> May 2023 with presentations from Council staff and the introduction of new staff to the community. This meeting was well attended and a strategy for further meetings discussed.  Meeting 25 <sup>th</sup> July 2023 – this was well attended and it is proposed the next meeting for November 2023 to include presentation from all senior staff to the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • |
| April 2023       | Standard conditions of consent and standard format notice of determination | More information to come on how the changes affect our timeframes, whether positively or negatively during the transition stage. MDS to ensure all staff are kept on top of the changes to promote seamless transition into the process.                                                                                                                                                                                                                                                                                                                                                                         | The introduction of standard conditions of development consent is an initiative under the NSW Planning Reform Action Plan. From 30 June 2023, councils and planning panels will be required to use the standard format notice of determination on the NSW Planning Portal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | • |

### **Council Annual Report Checklist**

Description

| 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<br>Regulation 2021 cl 218A(1) | No |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----|--|
| Details for projects for which contributions or levies have been used must contain:  • project identification number and description  • the public amenity or public service the project relates to  • amount of monetary contributions or levies used or expended on project  • percentage of project cost funded by contributions or levies  • amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan  • value of the land and material public benefit – other than money or land  • Whether project is complete  (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22) | Reg 218A<br>(2)(a),(b),(c),(d),(e),(f),(g)                        | No |  |

Included?

### murray river Monthly Operational Report – October 2023

# **Development Services**

Total value of all contributions and levies received and expended during the year. (Commencing 1 July 2022. Reporting does not apply retrospectively - not required 21-22)

Reg 218A(3)(a),(b)

No

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

In October we welcomed back a familiar face! Ash Cartlidge recommenced with us as Senior Administration Officer, with Beck White moving into HR to support Rod Schubert. Ash returns to us with her plethora of knowledge of our systems and procedures and will be able to hit the ground running to continue to help Council strive towards providing the ultimate in customer service and experience when dealing with Development Services.

I would like to highlight the efforts and achievements of our Cadet Building Surveyor, Anna Schroeter who has, since April, assessed and approved over 108 applications! This is a sublime and amazing achievement for a cadet with less than 12 months experience!! THANK YOU, Anna for your hard work, demonstrate by these significant achievements and we look forward to watching you grow!

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

Council was unable to secure the services of Senior Planners after our recent recruitment drive. We will now look to securing the support of Contractors longer term to provide support and stability to the team whilst we consider alternative options and solutions for the team moving forward.

murray rive council

### Monthly Operational Report – October 2023

### Parks, Gardens, Open Spaces and Biosecurity

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

#### Manager Parks and Biosecurity - Luke Keogh

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.

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.

#### **Parks Coordinator**

The primary objective of the Parks & Gardens Coordinator is to manage and supervise the team on a day to day basis, ensuring the provision of a high standard of service delivery in accordance with Murray River Council's policies and procedures and any legislative requirements.

Responsible to provide a specialist/technical service and to complete work which has some elements of complexity. Makes recommendations to the public and council staff.

#### **Biosecurity Coordinator**

The objective of this role is to manage noxious weeds throughout Murray River Council boundaries in accordance with NSW Biosecurity Act 2015 and Murray River Council policies and procedures. To undertake invasive weed identification and inspections on private and public lands. To participate in the planning and supervision of invasive weed control works to ensure weed management or eradication

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.

#### Parks Team Leaders (By Location)

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.

#### Accountabilities

| B Boat Ramps B Bushcare Volunteers (Non 355'S) B Sport & Recreation Facilities B Rural and Urban Weed Management B Open Spaces B Horticultural Services B Natural Bushlands B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities O Landscape Approvals | SBPO | Accountability                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------------------------------------------------------|
| B Sport & Recreation Facilities B Rural and Urban Weed Management B Open Spaces B Horticultural Services B Natural Bushlands B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G) B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                       | В    | Boat Ramps                                              |
| B Rural and Urban Weed Management B Open Spaces B Horticultural Services B Natural Bushlands B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G) B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                       | В    | Bushcare Volunteers (Non 355'S)                         |
| B Horticultural Services B Natural Bushlands B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G) B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                       | В    | Sport & Recreation Facilities                           |
| B Horticultural Services B Natural Bushlands B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G) B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                       | В    | Rural and Urban Weed Management                         |
| B  Weed Action Plan B  Public Trees B  Retaining Walls B  Vertebrates Pest Management B  Aquatic Services B  Riverside Infrastructure B  Playgrounds B  Landscape Approvals B  Town Maintenance {(Public Furniture P&G)} B  Fruit Fly Control B  Parks, Open Spaces and Biosecurity Small Plant and Equipment P  Open Spaces facilities project management (public amenities, structures, BBQ;s) P  Public Trees P  Open Spaces and Biosecurity Small Plant and Equipment P  Sport and Recreation Facilities P  Natural Bushland footpaths and cycleways P  Landscape Approvals P  Town maintenance (Public Furniture P&G) P  Aquatic Services P  Arboriculture Services Urban and Rural O  Hire/Leases of Open space venues O  Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                             | В    | Open Spaces                                             |
| B Weed Action Plan B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                   | В    | Horticultural Services                                  |
| B Public Trees B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                      | В    | Natural Bushlands                                       |
| B Retaining Walls B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                     | В    | Weed Action Plan                                        |
| B Vertebrates Pest Management B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                       | В    | Public Trees                                            |
| B Aquatic Services B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                     | В    | Retaining Walls                                         |
| B Riverside Infrastructure B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                        | В    | Vertebrates Pest Management                             |
| B Playgrounds B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                   | В    | Aquatic Services                                        |
| B Landscape Approvals B Town Maintenance {(Public Furniture P&G)} B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                 | В    | Riverside Infrastructure                                |
| B Town Maintenance {(Public Furniture P&G) B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                        | В    | Playgrounds                                             |
| B Fruit Fly Control B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                   | В    | Landscape Approvals                                     |
| B Parks, Open Spaces and Biosecurity Small Plant and Equipment P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                       | В    | Town Maintenance {(Public Furniture P&G)                |
| Equipment  P Open Spaces facilities project management (public amenities, structures, BBQ;s)  P Public Trees  P Open Spaces and Biosecurity Small Plant and Equipment  P Sport and Recreation Facilities  P Natural Bushland footpaths and cycleways  P Landscape Approvals  P Town maintenance (Public Furniture P&G)  P Aquatic Services  P Arboriculture Services Urban and Rural  O Hire/Leases of Open space venues  O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | В    | Fruit Fly Control                                       |
| P Open Spaces facilities project management (public amenities, structures, BBQ;s) P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | В    | Parks, Open Spaces and Biosecurity Small Plant and      |
| amenities, structures, BBQ;s)  P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      | Equipment                                               |
| P Public Trees P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Р    | Open Spaces facilities project management (public       |
| P Open Spaces and Biosecurity Small Plant and Equipment P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      | amenities, structures, BBQ;s)                           |
| P Sport and Recreation Facilities P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Р    | Public Trees                                            |
| P Natural Bushland footpaths and cycleways P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Р    |                                                         |
| P Landscape Approvals P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Р    |                                                         |
| P Town maintenance (Public Furniture P&G) P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Р    | Natural Bushland footpaths and cycleways                |
| P Aquatic Services P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Р    | Landscape Approvals                                     |
| P Arboriculture Services Urban and Rural O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Р    | Town maintenance (Public Furniture P&G)                 |
| O Hire/Leases of Open space venues O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Р    | Aquatic Services                                        |
| O Stakeholder engagement Sports and Recreation facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Р    | Arboriculture Services Urban and Rural                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0    | Hire/Leases of Open space venues                        |
| O Landscape Approvals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0    | Stakeholder engagement Sports and Recreation facilities |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0    | Landscape Approvals                                     |

#### **Accountabilities**

| SBPO | Accountability                            |
|------|-------------------------------------------|
| Р    | Open Space Projects                       |
| Р    | Horticulture Services                     |
| Р    | Playgrounds                               |
| 0    | Onsite stakeholder engagement of Open     |
|      | Space Venues                              |
| 0    | Public Trees Maintenance (incl Arborist   |
|      | Service)                                  |
| 0    | Fire/Fuel Hazard Areas                    |
| 0    | Liston Caravan Park Maintenance           |
| 0    | Natural Bushland Improvement and          |
|      | Maintenance                               |
| 0    | Riverside Infrastructure                  |
| 0    | Cleaning and Rubbish Removal Liston       |
|      | Caravan Park                              |
| 0    | Boat Ramp Maintenance                     |
| 0    | Urban Road Reserve Maintenance            |
| 0    | Cemetery Maintenance of Public Facilities |
| 0    | Maintenance of Crown Land                 |
| 0    | Grave Digging                             |
| 0    | Open Space – gardens                      |
| 0    | Aquatic Services                          |
| 0    | Maintenance of Heritage Sites             |
| 0    | Arboriculture Services Urban and Rural    |
| 0    | Bushcare Volunteer ({Non 355's)           |
|      |                                           |

#### Accountabilities

| Accountability                           |
|------------------------------------------|
| Weed Action Plan                         |
| Fruit Fly Control                        |
| Rural and Urban Weed Management          |
| Vertebrate Pest Management               |
| Fruit Fly Control                        |
| Deliver Weed Action Plan                 |
| Vegetation Management on Rural and Urban |
| Roads                                    |
| Small Plant for Biosecurity              |
| Vertebrate Pest Management               |
|                                          |

#### **Accountabilities**

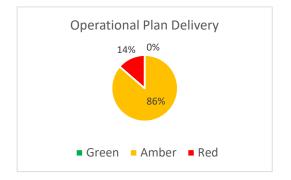
| SBPO | Accountability                             |
|------|--------------------------------------------|
| 0    | Horticulture Services                      |
| 0    | Cemetery Maintenance and Public Facilities |
| 0    | Open Spaces Facilities (Public amenities,  |
|      | structure, BBQ's and furniture)            |
| 0    | Boat Ramp Maintenance                      |
| 0    | Maintenance of Town (Public Furniture P&G) |
| 0    | Open Spaces including Playgrounds          |
| 0    | Open Spaces – gardens                      |
| 0    | Riverside Infrastructure                   |
| 0    | Commercial Area Manual Street Cleaning     |
| 0    | Small Plant and Equipment Open Spaces &    |
|      | Recreation                                 |
|      |                                            |

murray rive council

Monthly Operational Report – October 2023

# Parks, Gardens, Open Spaces and Biosecurity

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



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

| 4 Year Delivery Program<br>2023-2026                                                                     | Deliver,<br>Partner. | Performance Measure                                                                                                            | Responsible<br>Officer        | Year   |          |          |             | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | • |
|----------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------|----------|----------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                                                                                                          | Advocate             |                                                                                                                                |                               | 1      | 2        | 2 3 4    |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
|                                                                                                          |                      | in safe and accessible community spaces that en                                                                                | hance healthy liv             | ing ar | nd pro   | omote    | activ       | ve lifestyles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
| 3.1 – Sports and recreation                                                                              | 1                    |                                                                                                                                | 1                             |        |          | 1        | 1           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | _ |
| Outcomes of the Asset<br>and service delivery<br>review to be planned for<br>and prioritised.<br>(S DPE) | Deliver              | (DP 3.1.1) Develop a Service standards strategy for all Parks, Recreation reserves.                                            | B: MPOSB<br>P: MPOSB<br>O:CPG |        |          |          |             | Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation.  Internal workshops completed with Parks Leadership team to review proposed hierarchies and develop service delivery levels to suit operational capacity.  Workshops with whole Parks teams scheduled for mid November to complete internal review prior to development of first draft document for service delivery. | • |
|                                                                                                          | Deliver              | (DP 3.1.2) Investigate and plan for development of various boat ramps across the region.                                       | B: MPOSB P: MIP O:CPG         | ~      | ~        | ~        | ~           | Project commenced and ongoing. Assets assessments have been completed. Murray Downs Boat ramp currently under construction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | • |
|                                                                                                          | Deliver              | (DP 3.1.3) Ongoing monitoring and management of sports grounds across the region.                                              | B: MPOSB P: CPG O:CPG         | ~      | <b>~</b> | <b>\</b> | <b>&gt;</b> | All sportsgrounds currently maintained in accordance with service delivery schedules and applicable adopted master plans. Sportsgrounds and facilities managed in consultation with user groups and relevant Section 355 committees of management.                                                                                                                                                                                                                                                                                                                                                              | • |
|                                                                                                          | Deliver              | (DP 3.1.4) Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region      | B: MPOSB P: O:                |        |          |          | ~           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
|                                                                                                          | Deliver,<br>Partner  | (DP 3.1.5) Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities | B: MPOSB P: O:                |        |          | ~        |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
|                                                                                                          | Deliver,<br>Partner  | (DP 3.1.6) Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities            | B: MPOSB<br>P: MPOSB<br>O:CPG | ~      | ~        | ~        | ~           | Tender awarded to Belgravia Leisure at September Council meeting for Management of Moama & Mathoura outdoor Pools. Pool clean outs, servicing and start up procedures completed in preparation for opening in November and hand over to the contractor Belgravia Leisure.                                                                                                                                                                                                                                                                                                                                       | • |
|                                                                                                          | Deliver              | (DP 3.1.7) Investigate and plan for development and upgrades of Skate Parks across the region.                                 | B: MPOSB P: O:                |        | <b>\</b> | <b>\</b> | <b>&gt;</b> | Project not yet commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | • |
|                                                                                                          | Deliver              | (DP 3.1.8) Ongoing monitoring and management of existing sports and recreation buildings.                                      | B: MPOSB P: MPOSB O:CBF       | ~      | ~        | ~        | ~           | All sports & recreation buildings currently maintained in accordance with service delivery schedules and applicable adopted master plans. Facilities managed in consultation with user groups and relevant Section 355 committees of management. Current review of 355 committees delegations will further assist management. User agreements to be developed and applied across all Reserves and current fee methodologies to be reviewed and benchmarked against other councils to determine best operational cost recovery methods.                                                                          | • |

# Parks, Gardens, Open Spaces and Biosecurity

| Control of the cont   |                |         |
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| grounds across the region   OMPOSB     V V   Project not yet commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |         |
| Deliver (DP 3.1.10) Undertake fasability study for development of sustrainable five-allocation bits / Pump tracks across the region of DPG (DPG S) (DP |                | (       |
| development of SMAX / Mountain / Motor bide / Fump tracks across the region.  Theme 3 - Goal 2 - Enable development of sustainable liveable communities 3.8 - Community / Blotaincia Gardens Review and support in the perfect of State of St |                |         |
| development of SMAX / Mountain / Motor bile / Pump reside across the region.  Theme 3 - Goal 2 - Enable development of sustainable liveable communities 3.8 - Community / Botanical Gardens  Review and support  Enables of Stade Sardens  Review and support sard  Enables of Stade Sardens  Enables  |                |         |
| bile / Pump tracks across the region.    Deliver   Deliv |                | 1       |
| Theme 3 - Goal 2 - Enable development of sustainable liveable communities 3.8 - Community / Botanical Gardens Review and support the finalisation of existing community and botanical gardens.  (IP 3.8.1) Continue to support existing community and botanical gardens.  (S DPE)  Theme 3 - Goal 5 - Update and review our open spaces to reflect community wants and needs.  3.13 - Upgrade a manhance and maintain Parks and Open Spaces that connect Communities and a review our open spaces to reflect community wants and needs.  3.13 - Upgrade a manhance and maintain Parks and Open Spaces that connect Communities and review our open spaces to reflect community wants and needs.  3.13 - Upgrade a manhance and maintain Parks and Open Spaces that connect Communities and review our open spaces to reflect community wants and needs.  3.13 - Upgrade a manhance and maintain Parks and Open Spaces that connect Communities and review our open spaces to reflect community wants and needs.  3.14 - Upgrade and review our open spaces to reflect community wants and needs.  3.15 - Upgrade and review our open spaces to reflect community wants and needs.  3.15 - Upgrade and review our open spaces to reflect community wants and needs.  3.16 - Upgrade and review our open spaces to reflect community wants and needs.  3.17 - Upgrade and review our open spaces to reflect community wants and needs.  3.18 - Upgrade and review our open spaces to reflect community wants and needs.  3.19 - Upgrade and review our open spaces to reflect community wants and needs.  3.19 - Upgrade and review our open spaces to reflect community wants and needs.  3.19 - Upgrade and review our open spaces to reflect community wants and needs.  3.19 - Upgrade and review our open spaces to reflect community wants and needs.  3.10 - Upgrade and review our open spaces to reflect community and needs.  3.10 - Upgrade and review our open spaces to reflect community and needs.  3.10 - Upgrade and review our open spaces to reflect community wants and review of community wants and review |                |         |
| 3.8 - Community Botanical Gardens Review and support the finalisation of existing community and botanical gardens Community & Education of existing community was a community and botanical gardens Community & Education of existing community was a communit |                |         |
| Review and support the finalisation of existing community & Botanical gardens    Deliver   (DP 3.8.31 Continue to support existing community & Botanical gardens   Deliver   (DP 3.8.31 Continue to support existing community & Botanical gardens   Deliver   (DP 3.8.31 Continue to support existing provided in the provide |                |         |
| infinishisation of existing community & Botanical gardens.    SPE    Theme 3 - Goal 5 - Update and review our open spaces to reflect community wants and needs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |         |
| Community & Botanical gardens.  S DPE  Soping of new shelter commenced with contractor.  Deliver (DP 3.13.1) Investigate level of services and completes and review occupients and secrecible.  Deliver (DP 3.13.1) Investigate level of services and completes and secrecible.  Deliver (DP 3.13.1) Investigate level of services and completes an asset review of all Parks and completes an asset review and secrecible.  Deliver (DP 3.13.1) All provisions around the region of the secrecible of the secrec | with volunteer | r       |
| Scoping of new shelter commenced with contractor.  Soping of new shelter commenced with contract |                | (       |
| Specific    |                |         |
| 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 open Spaces that complete an asset review for all Parks and Open Spaces.  Open Spaces.  Deliver, (DP 3.13.2) Murray Downs Riverside Park - Guerray open Spaces.  Open Spaces.  Deliver, (DP 3.13.2) Murray Downs Riverside Park - B. MPOSB P. MPOSB OC.PG  |                |         |
| Deliver   Circumstant and a parks and Open Spaces that connect Communities and a reaccessible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |         |
| Investigate and review current standards of existing parks and identify upgrades of existing parks and identify upgrades of existing parks and identify upgrades.  Deliver, Partner, Advocate  Deliver (DP 3.13.2) Investigate level of services and complete an asset review and defined for services and complete an asset review and defined for services and complete and saset serview and defined for services and complete and saset serview and defined for services and complete and saset review and defined for services and complete and saset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review for all parks and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and complete an asset review and defined for services and poper serv |                |         |
| current standards of existing parks and identify upgrades required including appropriate.    Deliver                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                | _       |
| 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 areast, such as residential subdivisions. (S DPE)  Deliver  Deliver |                |         |
| Deliver required including accessibility and amenity blocks where appropriate.   Deliver appropriate.   Deliver   (DP 3.13.2) Moursay Downs Riverside Park designed and implementation has begun accessibility and amenity blocks where appropriate.   Deliver appropriate.   Deliver   (DP 3.13.4) Ongoing installation of drinking water fountains across the region of Deliver appropriate.   Del   |                |         |
| required including accessibility and amenity blocks where appropriate.    Partner, advocate   Deliver   De |                | 4       |
| 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 3.13.4) Ongoing installation of drinking apropriate.  Deliver  (DP 3.13.5) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans  Deliver  (DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans  Deliver  (DP 3.13.7) Seview of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity  Deliver  (DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.  Deliver  (DP 3.13.9) Smarty benches (USB charge stations, power points, wift hot spots) - Advocate  Deliver  (DP 3.13.9) Paygrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service  and define level of service  Deliver  (DP 3.13.10) Playgrounds - Feasibility and define level of service  Township Beautician Bis MPOSB P: Original Projects delivered and ongoing. Inclusion of these items is currently being considered and assessed in all open sy and design concepts.  Project commenced and ongoing. Inclusion of these items is currently being considered and assessed in all open sy and design concepts.  Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed curre standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending purconsultation and formal adoption and documentation.  Full Returnal adult to nall playgrounds completed by Hutchinson Park Services to ensure compliance to relevant Au                                                                                                                                                                                                                                                                       | rrently under  |         |
| blocks where appropriate.  Deliver (DP 3.13.4) Ongoing installation of drinking water fountains across the region water fountains across the region on the projects of parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)  Deliver (DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans  Deliver (DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity  Deliver (DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.  Deliver (DP 3.13.9) Smarty benches (USB charge Partner, Advocate Consideration in future design and grant opportunities  Deliver (DP 3.13.9) Playgrounds - Feasibility and demand investigated for various locations across the region on constitution and define level of service  Deliver (DP 3.13.10) Playgrounds - Feasibility and demand investigated for various locations across the region on the project of service of the project o |                |         |
| appropriate.  Water fountains across the region  P; CPG Ontider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)  Deliver  Deliver  (DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / P: Streetscape Plans  Deliver  (DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity  Deliver  (DP 3.13.8) Ongoing feasibility access, amenity  Deliver  (DP 3.13.9) Smarty benches (USB charge Parks Advocate Onsideration in future design and grant opportunities  Deliver  (DP 3.13.9) Township Beautician Projects in accordance with Master Plans / P: Multiple projects delivered and commencing in accordance with capital budget allocations. Continued scoping of and demands to continue.  P; Op Bilver, Advocate Onsideration in future design and grant opportunities  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  Deliver (DP 3.13.10) Playgrounds - Geasibility and demand investigated for various locations across the region occupied and assessed curre standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending purchance and define level of service  Deliver (DP 3.13.10) Playgrounds completed by CT Management and relevant documentation.  B: MPOSB P: Open Commenced and ongoing. Inclusion of these items is currently being considered and assessed in all open sy and design concepts.  Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed curre standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending purchance and define level of service  Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed currently being consultant and demand documentation.  Full external |                | $\perp$ |
| Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)  Deliver (DP 3.13.6) Deliver Township Beautician accordance with Master Plans / Deliver (DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity  Deliver (DP 3.13.8) Ongoing feasibility assessments (S DPE)  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  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  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  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  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  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  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  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  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  Deliver (DP 3.13.10) Playgrounds - Feasibility and demand accessibility and demand investigated for various locations across the |                |         |
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| Standards and insurance requirements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ıstralian      |         |
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| Deliver (DP 3.13.11) Park bench program of works B: MPOSB V V V Project commenced and ongoing in accordance with Capital budget allocation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                | +       |
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| locations across the region O:TLPG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                | +       |
| Deliver (DP 3.13.13) Investigate opportunities for B: MPOSB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |         |
| Jetties, Pontoon's and floating wharfs  P: MIP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                | '       |
| around the region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |         |

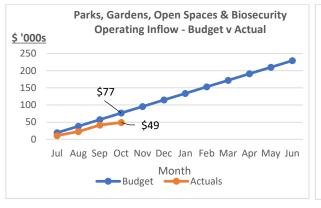
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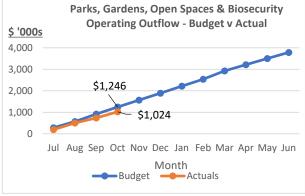
Monthly Operational Report – October 2023

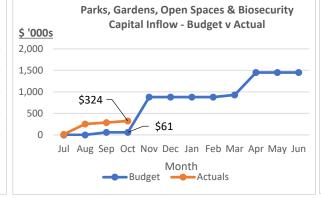
# Parks, Gardens, Open Spaces and Biosecurity

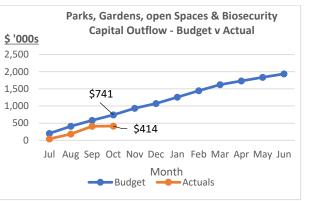
|                                                                                                | Deliver                          | (DP 3.13.14) Investigate and develop feasibility studies for retaining walls around the region.   | B: MPOSB<br>P: MIP           | ~ | <b>&gt;</b> | ′ ✓ | <b>~</b>    | Several projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding. Picnic Point Caravan Park wall received recent maintenance to repair flood damaged sections. Works were funded externally using flood recovery CAT D. | • |
|------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------|------------------------------|---|-------------|-----|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Theme 3 – Goal 5 – Update 3.14 – Public Space Waste                                            |                                  | our open spaces to reflect community wants ar                                                     | id needs.                    |   |             |     |             |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Investigate and implement a program for waste and recycling bins in public spaces.  (S DPE)    | Deliver                          | (DP 3.14.1) Ongoing installation of dog poo<br>bag dispensers across the region                   | B: MPOSB<br>P: CPG<br>O:TLPG | ~ | ~           | ′ ✓ | ~           | Project commenced and ongoing in accordance with Capital budget allocation and Council's Compliance Officers recommendations.                                                                                                                                                                                                                                                                                                           | • |
|                                                                                                |                                  | our open spaces to reflect community wants ar                                                     | nd needs.                    |   |             |     |             |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| 3.16 – Weed Management Review and further development the Weed Management Strategy (S DPE)     | Deliver,<br>Partner              | (DP 3.16.1) Development of an Urban Weed<br>Management Plan for adoption by Council.              | B: MPOSB<br>P: CB<br>O:CB    | ~ | ~           | ′ ✓ | ~           | Project commenced and ongoing. Biosecurity Co-ordinator currently developing the Plan for adoption by Council. Current draft document in development.                                                                                                                                                                                                                                                                                   | • |
| (3.31.2)                                                                                       | Deliver,<br>Partner,<br>Advocate | (DP 3.16.2) Weed Management Priorities are communicated annually with the community.              | B: MPOSB P: CB O:CB          | ~ | ~           | ′ ✓ | ~           | Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. Stakeholder and land owner engagement and education included in the WAP.  Monthly BIS reports submitted to NSW DPI.                                                                                                                                                                               | • |
|                                                                                                | Deliver                          | (DP 3.16.3) A reduction of priority weeds reducing over time.                                     | B: MPOSB P: CB O:CB          | ~ | <b>&gt;</b> | ′ ✓ | <b>&gt;</b> | Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. GIS mapping and reporting of priority weeds ongoing.                                                                                                                                                                                                                                              |   |
|                                                                                                |                                  | driven system into Council processes, including tent, efficiency and effectiveness of data captur |                              |   |             |     |             |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| 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<br>P: CB<br>O:CB    |   |             | ~   | <b>-</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Theme 7 – Goal 1 – Embed                                                                       |                                  | driven system into Council processes, including                                                   | public interface.            |   |             |     | an annana   |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| Better management of<br>Biosecurity risks through<br>the use of AI (data<br>capture)<br>(S DI) | Deliver                          | (DP 7.3.4) Implement Artificial Intelligence to assist in the management of priority weeds        | B: MPOSB<br>P: CB<br>O:CB    |   |             | ~   | <b>-</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |

### PART C: Financial Outcomes









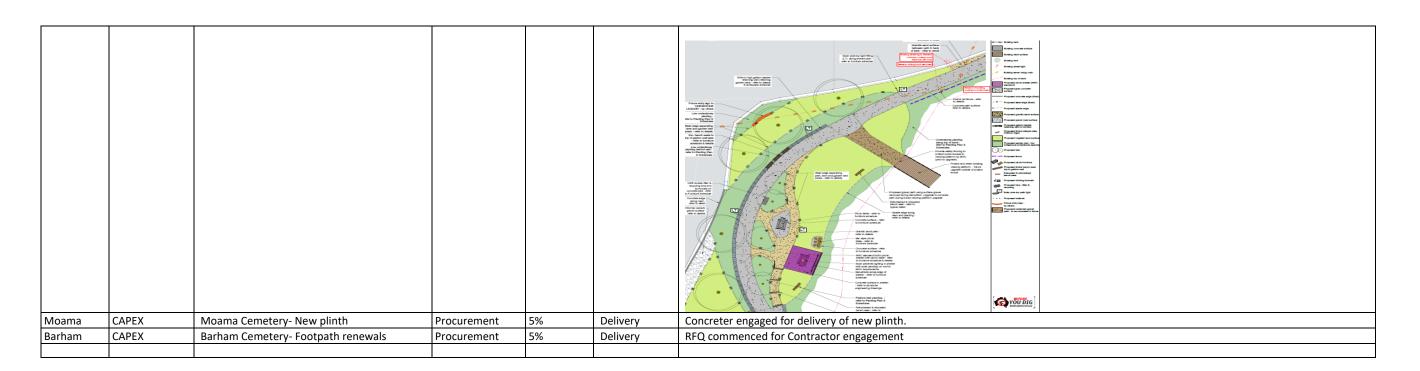
# Parks, Gardens, Open Spaces and Biosecurity

| PART D                            | PART D: Project Status   |                                                                                                                                          |               |                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |
|-----------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Location & Fund                   | Fund                     | Project Title                                                                                                                            | Project Phase | % Works<br>Complete | Status    | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |
| Various<br>Locations              | SCCF4                    | Sports field lighting upgrades to LED: Mathoura, Barham, Tooleybuc, Moulamein & Bunnaloo.  New Female Change facilities - Jack Eddy Oval | Closure       | 99%                 | Delivered | Sportsfield Lighting Projects – 99% Complete Moulamein – Works Complete. Testing and inspection passed. Awaiting final documentation. Barham – Works Complete. Testing and inspection passed. Awaiting final documentation. Bunnaloo – Works Complete. Testing and inspection passed. Awaiting final documentation. Mathoura – Works Complete. Testing and inspection passed. Awaiting final documentation. Tooleybuc – Works Complete. Testing and inspection passed. Awaiting final documentation. |  |  |
|                                   |                          |                                                                                                                                          |               |                     |           | Female Change Facility – Jack Eddy: Project Complete and open to user groups for usage.                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |
|                                   |                          |                                                                                                                                          |               |                     |           | Budget exceeded planned budget by 5% at the completion of the project due to cost of materials, extras and administration costs .                                                                                                                                                                                                                                                                                                                                                                    |  |  |
| Moama<br>Soundshell<br>Playground | Everyone Can<br>Play NSW | Replacement of Moama Soundshell<br>Playground with all abilities play space                                                              | Delivered     | 100%                | Delivered | Stage one was completed and opened to the public in late August.                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |
| Moama<br>Recreation<br>Reserve    | CAPEX 23/24              | Botanic Garden Stage 5                                                                                                                   | Construction  | 10%                 | Delivery  | Stage five works ongoing. Replanting of multiple areas ongoing due to pest infestations impacting on plant growth. Council staff have met with Volunteer group to discuss 23/24 works.  Contractor engaged to install shelter as per design.  Replanting scheduled for November.                                                                                                                                                                                                                     |  |  |
| Barham<br>Recreation<br>Reserve   | SCCF5                    | Barham Recreation Reserve Art & Tourism project viewing platform                                                                         | Procurement   | 5%                  | Planning  | Project scoping and stakeholder engagement commenced. Toilet block demolition scheduled for late November. Replacement amenity due to proceed to RFQ, site scoped for connections to sewer, water and access.                                                                                                                                                                                                                                                                                        |  |  |
| Moulamein                         | SCCF5                    | Moulamein Lake Accessibility & Infrastructure upgrade                                                                                    | Procurement   | 10%                 | Delivery  | Stakeholder engagement has been completed. Moulamein Lake S355 agreed on scope of works.  Procurement of concreting contractor has commenced. Procurement of furniture, solar lighting and BBQ has been completed and awaiting delivery.                                                                                                                                                                                                                                                             |  |  |
| Mathoura/<br>Moulamein<br>Depots  | CAPEX                    | Biosecurity- Chemical transfer pumps & 12 volt systems                                                                                   | Delivery      | 75%                 | Delivery  | Contractor engaged. Waiting for delivery of components for installation on spray equipment                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |
| Moama                             | CAPEX                    | Soundshell Precinct                                                                                                                      | Design        | 25%                 | Planning  | Soundshell Precinct Landscape Design completed. Civil Design in final stages before reaching IFC Status. Opinion of probable cost provided to support funding application for landscaping of soundshell precinct.  Awaiting IFT documentation to allow Tender to be advertised. Tender for construction to be joint with Horseshoe Lagoon Landscaping Project.                                                                                                                                       |  |  |
| Moama                             | SCCF5                    | Horseshoe Lagoon Landscaping                                                                                                             | Design        | 25%                 | Delivery  | Final Landscape Design Completed.  Procurement underway for materials and products. Tender to be developed for site establishment, earth works, erosion control, concrete works, etc. Tender to be issued as a combined construction job with Kerrabee soundshell car park construction – <b>On hold until IFT documentation delivered.</b>                                                                                                                                                          |  |  |

murray rive council

### Monthly Operational Report – October 2023

### Parks, Gardens, Open Spaces and Biosecurity



### PART E: Business as Usual

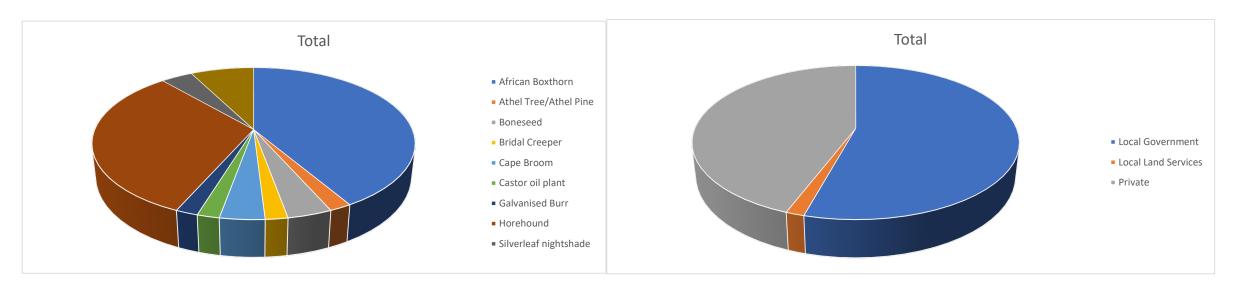
Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.

Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping Knapweed, Prickly Pear, Bridal Creeper, ETC.

#### **OPERATIONS:**

- Weed Action Plan Targets met and reported to NSW DPI & Murray Local Land Services.
- WEED ACTION PLAN 129 Points recorded and reported to BIS.
- NIL infestations 56
- Infestations 76

### 78 Sites Inspected and 1016km Roads inspected.



# Parks, Gardens, Open Spaces and Biosecurity

GENERAL WEED CONTROL - Road Spraying - 808 km sprayed (Horehound, African Boxthorn, Cape Broom, Thornapple, Spiny Burrgrass etc.)

| Transport NSW | MRC unsealed road | MRC stockpile sites | Tooleybuc Rec Reserve | MRC sealed road network | Wakool Rec Reserve | Bunnaloo Rec Reserve | Moama Township |
|---------------|-------------------|---------------------|-----------------------|-------------------------|--------------------|----------------------|----------------|
|               |                   |                     |                       |                         |                    |                      |                |



African Boxthorn field day near Cobramunga

Athel Pine identified on roadside near Wakool

African Boxthorn identified during Private Property inspections

### **GENERAL PARKS OPERATIONS:**

| Town Maintenance- All locations as per service delivery.                                                      | <b>Mowing-</b> As per service delivery Fire Hazard reduction works                                         | Roadside Mowing- Town entries All locations                 |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Arborist Services</b> - General all areas as requested. Riverside Caravan Park Moama high risk tree works. | Horticulture: Pruning and mulching all locations                                                           | Cemeteries-Multiple burials-All locations                   |
| <b>Irrigation maintenance:</b> Season started irrigation increased due to weather temperature rises.          | Sportsfield- Renovations on grounds completed at Moama.                                                    | Park Furniture: Installations & upgrades Barham             |
| <b>OTHER</b> : Picnic Point Caravan Park retaining wall repaired under CAT D flood recovery fund.             | <b>OTHER</b> : Playgrounds inspected by external consultant. Parks teams reviewing and acting as required. | OTHER: Moama Beach & Horseshoe Lagoon flood inundated again |



Moama Beach closed again due to rising water.

Increased spring mowing

Increased requests for services to reduce fire risks related to long grass

### murray river Monthly Operational Report – October 2023

### Parks, Gardens, Open Spaces and Biosecurity

#### 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 Project - Ensure all required signage is erect and visible

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

Remote Supervision signage

#### **Biosecurity:**

- Removal of cape broom from nature strip in residential area.
- Attended field day in Jerilderie furthering knowledge and techniques on road shoulder spraying
- Tim Moodie presented on African boxthorns at field day held for Cobramunga area landowners

#### Parks:

- Parks leadership team workshop facilitated to review Park hierarchies and service delivery requirements. Documentation being developed for follow up workshop with teams to develop first draft in mid to late November.
- Staff recruitment completed in Barham. West teams are now at FTE capacity.
- Compliment letters received thanking Parks staff for their work in Mathoura Soldiers Memorial Gardens.

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

#### Highlights

- Removal of cape broom from nature strip in residential area.
- Attended field day in Jerilderie furthering knowledge and techniques on road shoulder spraying.
- Tim Moodie presented on African boxthorns at field day for Cobramunga area land owners.
- Parks leadership team workshop facilitated to review Park hierarchies and future service delivery requirements. Documentation being developed for follow up workshop with teams to develop first draft in mid to late November.
- Staff recruitment completed in Barham. West teams are now at FTE capacity.
- Compliment letters received thanking Parks staff for their work in Mathoura Soldiers Memorial Gardens.

#### Threats:

- New weeds introduced during floods becoming established during the spring growing season.
- Continued rises in Murray River water levels impacting on lower river reserves restricting access and increasing maintenance requirements.
- Increased fire risks in general LGA open areas due to dry hot temperatures and spring growth.

murray river Monthly Operational Report - October 2023

### **Waste and Compliance**

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

### Manager Waste and Regulatory Services - Brian Holmes

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.

Areas of Focus/Accountability: Compliance & Regulatory management, Waste and recycling kerbside and street management, Waste facility management.

### **Coordinator Compliance Ranger**

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.

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.

### **Coordinator Waste Management**

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 Areas of Focus/Accountability: Waste facility

operation, kerbside & street litter collection operation, waste customer service and resource recovery.

### **Environmental Health Coordinator**

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.

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

### **Business Unit Support Officer**

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.

Areas of Focus/Accountability: Waste and Compliance customer service, work scheduling, administration, data collection and project functions.

#### **Accountabilities**

| SBPO | Accountability                                           |
|------|----------------------------------------------------------|
| В    | Waste to Energy                                          |
| В    | Development Services Investigations                      |
| В    | Parking Management                                       |
| В    | Commercial Waste Management                              |
| В    | Domestic Waste Management                                |
| В    | Waste Transfer Station Management                        |
| В    | Construction Materials Recycling and Disposal Management |
| В    | Landfill Sites                                           |
| В    | Public Roadside Bin Management                           |
| В    | Public Health Management                                 |
| В    | Management of unauthorised Activity                      |
| В    | Management of unauthorised                               |
|      | Activity Fires/Firewood & Camping                        |
| В    | Pollution Regulation                                     |
| В    | Management of UPSS                                       |
| В    | Management of Illegal Dumping                            |
| В    | Animal Regulatory Service                                |
|      | Management                                               |
| Р    | Illegal Dumping (Waste and Other)                        |
| Р    | Illegal Dumping Systems and                              |
|      | Processes                                                |

### **Accountabilities**

| SBPO | Accountability                                   |
|------|--------------------------------------------------|
| В    | Dead Animals Side of Rural Roads                 |
| В    | Fire/Fuel Hazard                                 |
| В    | Mosquito Population                              |
| Р    | Pollution Regulation                             |
| Р    | Unauthorised Activity (Fire, Firewood Collection |
|      | and Camping)                                     |
| Р    | Animal Regulatory Service                        |
| Р    | Dead Animals Side of Rural Road                  |
| Р    | Fire/Fuel Hazard                                 |
| Р    | Processes and Systems for Unauthorised Activity  |
| 0    | Companion Animal Regulatory Service              |
| 0    | Illegal Dumping Regulatory Service               |
| 0    | External Signage Compliance                      |
| 0    | Dead Animals Side of Rural Roads                 |
| 0    | Pollution Regulation                             |
| 0    | Identification of Fire/Fuel Hazard               |
| 0    | Unauthorised Activity (Fire, Firewood and        |
|      | Camping) Investigation                           |
| О    | Pest Management Public Health Regulatory         |
|      | Service                                          |
| 0    | Unauthorised Activity Investigation Service      |
| 0    | Parking and Traffic Regulatory Service           |
| 0    | Mosquito population compliance management        |
| 0    | Private Building and Planning Compliance         |

### **Accountabilities** SBPO Accountability

| Р | Domestic Waste                     |
|---|------------------------------------|
| Р | Commercial Waste                   |
| Р | Public Roadside Bins               |
| Р | Waste Transfer Stations            |
| Р | Landfill Sites                     |
| Р | Construction materials recycling   |
|   | and disposal                       |
| 0 | Collection & Removal of Waste      |
|   | from Transfer Station              |
| 0 | Delivery of Kerbside Waste Service |
| 0 | Commercial Waste Delivery Service  |
| 0 | Public Roadside Bin Management     |
| 0 | Landfill Disposals                 |
| 0 | Customer Service at Transfer       |
|   | Stations                           |
| 0 | Construction materials recycling   |
|   | and disposal                       |
| 0 | Landfill Services                  |

#### **Accountabilities**

| SBPO | Accountability                      |
|------|-------------------------------------|
| Р    | Regulated Food Premises             |
| Р    | Public Health (Hairdressing, beauty |
|      | and skin penetration)               |
| Р    | Public Pool Health Compliance       |
| Р    | Onsite domestic wastewater          |
|      | applications                        |
| Р    | UPSS Projects                       |
| Р    | Liquid Trade Waste                  |
| 0    | UPSS Regulatory Service             |
| 0    | Public Health (Hairdressing, beauty |
|      | and skin penetration)               |
| 0    | Regulated Food Premises             |
| 0    | Public Pool Health Compliance       |
| 0    | Onsite domestic Wastewater          |
|      | applications                        |
| 0    | Liquid Trade Waste                  |

### **Accountabilities**

| SBPO | Accountability                      |
|------|-------------------------------------|
| P    | Compliance Administration           |
| P    | Waste Administration                |
| 0    | Waste Administration                |
| 0    | Compliance Administration           |
| 0    | Environmental Health Administration |
|      |                                     |

murray river Monthly Operational Report – October 2023

# **Waste and Compliance**

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



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

| 4 Year Delivery Program         | Deliver,        | Performance Measure                                                                      | Responsible      |           | Yea      | ar       |          | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |
|---------------------------------|-----------------|------------------------------------------------------------------------------------------|------------------|-----------|----------|----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2023-2026                       | Partner,        |                                                                                          | Officer          |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | • |
|                                 | Advocate        |                                                                                          |                  | 1         | 2        | 3        | 4        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Theme 1 – Goal 1 - Facilita     |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
|                                 | ing products t  | hat last and that can be reused, repaired and re                                         | manufactured     | ,         |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| An increase of waste            | Deliver,        | (DP 1.1.1) Plan for and build an Automated                                               | B: MWCS          | <b>~</b>  | <b>~</b> |          |          | Development Consent has been received and some minor conditions are being worked through by Officers. Civil construction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |
| diversions of reclaimed,        | Partner,        | Depot to recycle bottles and cans at Moama                                               | P: CWS           |           |          |          |          | activities will commence in early November.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1 |
| recycled and                    | Advocate        | Landfill.                                                                                | O: CWS           |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| remanufactured                  |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| materials out of the            |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| landfill sites.                 |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| (S DPE)                         |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Theme 1 – Goal 1 - Facilita     |                 | •                                                                                        |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
|                                 | , 0, 0          | ims to increase resource recycling across LGA                                            | 1                |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Investigate, design and         | Deliver         | (DP 1.2.1) Encourage Council's Community                                                 | B: MWCS          | <b>~</b>  | <b>~</b> | <b>~</b> | <b>~</b> | Promotion of the Garage Sale Trail will be undertaken in the lead up to the event in November.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |
| construct a resource            |                 | to participate in the National Garage Sale                                               | P: CWS           |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| recovery facility in            |                 | Trail. Council to support the National                                                   | O: MCE           |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| Moama. With further             |                 | Garage Sale Campaign.                                                                    |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| programs to be                  |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| considered across the           |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| Council area.                   |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| (S DPE)                         |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | - |
|                                 |                 | d sustain the natural environment                                                        |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| 1.5 - Landfill Rehabilitation   |                 | (DD 4.5.4)                                                                               | D 101/00         |           |          |          |          | I ICHI DELLA CONTROLLA CON |   |
| Develop & begin                 | Deliver         | (DP 1.5.1) Upgrades to landfills and transfer stations to be carried out on a risk-based | B: MWCS          | <b>~</b>  | <b>~</b> | <b>~</b> | <b>~</b> | Landfill Risk Assessment project is complete, and outputs have been included in the 10 Year Waste Capital Program. Transfer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
| implementation of Waste         |                 |                                                                                          | P: MWCS          |           |          |          |          | Station upgrade designs are being completed for all other sites and will also be included in the 10 Year Waste Capital Program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| Management Strategy to          |                 | approach.                                                                                | O:CW             |           |          |          |          | Projects will then be prioritised for delivery over the coming years giving consideration to risk presented and available funding. Full                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1 |
| rehabilitate landfill sites     |                 |                                                                                          |                  |           |          |          |          | engineering designs are being developed by Talis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1 |
| over the next 10 years. (S DPE) |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 |
| ` '                             | ring bost pract | tice and compliant waste and recycling service                                           | and infrastructu | ıro tha   | t mag    | tc co    | mmı      | unity needs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |
| 3.9 – Kerbside, landfill and    |                 |                                                                                          | and minastructi  | ii e tiic | it illec | 13 00    |          | unity necus.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| Design and                      | Deliver         | (DP 3.9.1) FOGO kerbside collection service                                              | B: MWCS          | <b>-</b>  | •        |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| implementation of the           |                 | rolled out to all townships across the Local                                             | P: CW            |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Food Organics and               |                 | Government Area                                                                          | O: CW            |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| Garden Organics (FOGO)          |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| program.                        |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
| (S DPE)                         |                 |                                                                                          |                  |           |          |          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |

murray river Monthly Operational Report – October 2023 council

### **Waste and Compliance**

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

#### PART C: Financial Outcomes



#### PART D: Project Status

#### Waste

- The Automated Depot project is close to shovel ready with all contractors assigned and ready to mobilise on site as soon as the development approval is finalised. All contractors met on site to work through the timeline and schedule of works to address any questions or variables likely to occur during the construction phase.
- The Koraleigh fencing upgrade project was completed by Fencing Victoria.
- Veolia have successfully taken over the management of the Koraleigh Transfer Station.
- The Goodnight Transfer Station has now been permanently closed.
- Aus Litternets have completed the litter fence project at the Moama Waste Management Facility.
- An inception meeting was held along with a site tour with local company Fifteen50 for the new landfill investigation and design project to take place in the northern block adjacent to the current facility.

#### Compliance

- Vehicle and personal GPS locators received for all Ranger Vehicles and staff to allow monitoring when working remotely and in isolation. To be integrated with afterhours call centre for monitoring 24/7. Operational procedure to be developed once installed.
- Three Ranger vehicles have GPS locators installed. Remaining vehicle to be fitted at the time replacement early November.
- Advise and consultation has been provided during the development sessions of the Compliance Enforcement module of TechOne.
- Relevant Compliance templates have been updated and provided for the Compliance Enforcement module of TechOne.
- TechOne tasks completed in JIRA relevant to the Compliance Enforcement module of TechOne.
- Moama Pound Facility have received upgraded CCTV cameras to assist with the identification and reduction in break ins. Barham Pound Facility yet to have CCTV cameras installed.

#### **Environmental Health**

• Review and technical advice has been provided during sessions held to develop and present the TechOne compliance module.

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### **Waste and Compliance**

- Many templates, forms and checklists have been developed for the TechOne team to ensure the system is set up in a way that aids conducting inspections, enforcement and reporting correctly and efficiently.
- A lot of time and focus has also been spent on completing JIRA tasks for TechOne.
- EHC attended a mosquito management workshop with Compliance Coordinator and Biosecurity Coordinator. The workshop was focused on mosquito control using chemical treatment. NSW Health donated a Guarany 11 litre granule applicator valued at approx \$1000 to Murray River Council to assist in the mosquito management program.
- Work has continued on the draft policy and guidelines for Mobile and Temporary food businesses.

#### PART E: **Business as Usual**

#### Compliance

- Social media advice to landowners has continued during October reminding residents to reduce vegetation and maintain properties during spring and summer to mitigate the risk of fire.
- Council's second inspection of residential properties throughout LGA to identify fire hazard reductions were conducted during October. Notice of Intention / Draft Order of identified properties that require vegetation to be reduced were issued to owners. Reinspection for compliance with notice to take place in November.

#### Waste

- Council waste staff met with the Roads Department to discuss disposing of street sweepings.
- Emergency Redboxes were installed at the front of all waste facilities.
- Waste staff members conducted inspections at Councils waste facilities to assess operations and site needs.

#### **Environmental Health**

- Food safety assessments continued with higher risk premises scheduled as a priority.
- Attended two food premises that were operating within MRC and had failed to notify Council as required by the NSW Food Act 2003. An inspection of each premises was conducted and an educative approach was taken to achieve compliance.



Mosquito Control Workshop activities.

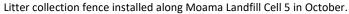


Fire hazard inspections.

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## **Waste and Compliance**







Emergency information "Red Box" installed at Moulamein Transfer Station.





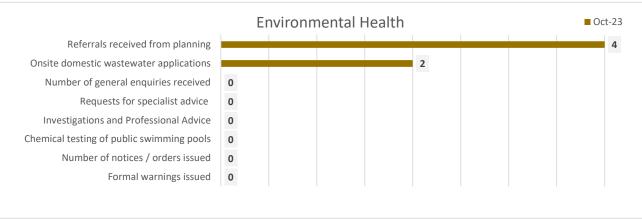
■ Oct-23



murray river Monthly Operational Report – October 2023

### **Waste and Compliance**







#### Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken |  |
|------|--------------------|-------------------|--|
|      |                    |                   |  |

#### Risk Management

| Date Updated | Risk Details                                                                  | Existing Controls/Challenges | Required Actions                                                              |
|--------------|-------------------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------------------|
|              |                                                                               |                              |                                                                               |
| 12/09/22     | No CCTV cameras at Barham Pound facility.                                     | No existing controls.        | Inspection conducted by MRC IT, 2x cameras to be installed and mobile access  |
|              | High risk to on call Ranger who may be required to attend 24/7 should a break |                              | provided to all on call Rangers. IT to provide recommendation and advise time |
|              | in occur. Identify / reduce incidents.                                        |                              | of completion.                                                                |

# **Waste and Compliance**

| 09/05/2021 | Public dropping waste at Moama landfill directly to cell around heavy                         | Low height skip bins placed at the front of house to get majority of the public | Build infrastructure for push pit or retaining wall for transfer station to have                                                                                                                                        |   |
|------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|            | equipment.                                                                                    | to drop into these and have them transferred to the waste cell.                 | safer options for public drop off. Component of current Upgrade Design and                                                                                                                                              | İ |
|            |                                                                                               |                                                                                 | Quantity Survey Project and 10 Year Waste Capital Expenditure Program.                                                                                                                                                  |   |
| 09/05/2021 | Barham and Wakool waste facility fencing is damaged and outdated providing easy unauthorised. | Boundary checks and facility monitoring.                                        | Budget to upgrade fencing at both locations. Barham complete, Wakool a component of current Upgrade Design and Quantity Survey Project.                                                                                 |   |
| 28/05/2022 | Working in isolation/ limited phone signal / locating team members                            | Phone calls and team meetings to understand members work                        | Remote and Isolated Work Risk Assessment completed. GPS vehicle and personal GPS locators installed in all vehicles. Call centre identified to monitor after hours call outs. 3x units fitted. 1x unit to be installed. |   |
| 29/08/2022 | Exposure to Japanese Encephalitis Virus through mosquito trapping and                         | Long sleeve clothing and insect repellent spray                                 | Environmental Health Coordinator and Rangers have received Japanese                                                                                                                                                     |   |
|            | working outdoors.                                                                             |                                                                                 | Encephalitis Vaccination                                                                                                                                                                                                |   |

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

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



# **Infrastructure Directorate**

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

### Director of Infrastructure – ack Bond

Aligning and giving direction for all Council infrastructure of the Council egion.

\ 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         |
|   | В    | Intergovernmental      |
|   |      | Relations – Operations |
|   |      | and Major Projects     |
|   | В    | Bridge Collapse        |
|   |      | Planning               |

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



### **Infrastructure Directorate**

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

### **Manager Water Services** hillip Smith

This team is now solely focused on implementation and the "doing".

This team will provide these services based on Service Level agreements with Delivery Managers

- 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 Their work will include:

'otable and raw water supply, safe water and vastewater treatment plant operations, stormwater euse, leak detection & repair, planned and inplanned pipe maintenance, pump operations and epair, customer response.

#### Manager Infrastructure Projects – Onisimo Mukodi

This group will be a one-stop-shop for all things Project Management.

- 1.technical advice and information to the rest of the organisation
- 2.Delivery Manager for some projects (almost all hard assets)
- If you have a 'soft' asset project it can still be handled here.

Their services include:

- Scoping, Pricing, documentation
- Designing, project managing, on-site supervision
- Cost planning, procurement and contract administration, writing tenders, advertising and auditing.

Next year Business Managers must bid for projectsand 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).

#### Manager Plant, Fleet and Stores -**Chris Godfrey**

This team will manage Council's Commercial Functions that are the responsibility of Public Works

- Fleet heavy and light
- Stores buying
- Depots facilities management and optimisation

O Including Real Estate services (Delivery Management) to other Business Managers who are responsible for building assets (eg community buildings, park buildings)

O Leases, Deeds high level agreements to do with all property issues. (Not to be confused with Building Maintenance or Building Asset Management

This team will also provide commercial due diligence on any proposed "money making" projects within the Organisation.

#### Manager Works -**Ricki Thompson**

This team is now solely focused on implementation and the "doing".

#### Ricki is the Implementation Agent

This team will provide these services based on Service Level agreements with Delivery Managers

- Civil Works
- Roads
- Bridges
- Ancillary furniture
- Emergency Services and After Hours Response Their work will include:

Roads, Footpaths, Stormwater, , Bridges, Signage and Linkemarking, Bus shelters, Seats, Street scaping, Kerb and gutter, pavements, Verges, Traffic islands, Streetlighting etc

#### Manager Building and Facilities -**Glenn Bulmer**

Manage the ongoing viability of Council's approximately 300 buildings and facilities through robust asset management plans and practices.

Engage and consult with stakeholders to identify requirements, develop strategy and compile the longterm financial plan.

Manage the annual capital and operational budgets.

#### **Accountabilities**

| # | SBPO | Accountability                    |
|---|------|-----------------------------------|
|   | В    | Potable Water                     |
|   | В    | Sewer System                      |
|   | В    | SCADA                             |
|   | В    | Stormwater & Sewerage Reuse       |
|   | В    | Stormwater Pipe and Pump          |
|   |      | Network                           |
|   | В    | Planning for Utilities Failure    |
|   | В    | Water Quality & Reuse             |
|   | В    | Water Meters                      |
|   | В    | Liquid Trade Waste                |
|   | В    | Water Administration              |
|   | В    | Raw Water                         |
|   | В    | Public Health (Water)             |
|   | В    | Water Meter Application Registers |
|   | Р    | Utilities Failure Planning        |
|   | Р    | Internal Water Supply             |
|   | Р    | Public Health (Water) Projects    |
|   | Р    | Water Meters                      |
|   | 0    | Utilities Failure                 |
|   | 0    | Setting Water and Wastewater      |
|   |      | Annual Charges                    |
|   | О    | Stormwater Pipe and Pump          |
|   |      | Network                           |
|   | 0    | Caravan Park Maintenance Water    |
|   |      | Services                          |
|   | 0    | Monitoring and Renewal of Water   |
|   |      | Licensing                         |

#### **Accountabilities**

| # | SBPO | Accountability                      |
|---|------|-------------------------------------|
|   | В    | Project Office Development and      |
|   |      | Management                          |
|   | В    | Flood Studies Management            |
|   | В    | Major Project Framework             |
|   | В    | Infrastructure Project Stakeholder  |
|   |      | Engagement                          |
|   | В    | Internal Approvals Part 5           |
|   | Р    | Water Quality & Reuse               |
|   | Р    | Retaining Walls                     |
|   | Р    | Project Office Delivery             |
|   | Р    | Infrastructure Projects Stakeholder |
|   |      | Engagement                          |
|   | Р    | Boat Ramps                          |
|   | Р    | Design & Infrastructure Pipe        |
|   |      | Culverts and Storm Water            |
|   | Р    | Survey, Investigation & Design of   |
|   |      | Works                               |
|   | Р    | Stormwater & Sewerage Reuse         |
|   | Р    | Riverside infrastructure            |
|   | Р    | Sewer System                        |
|   | Р    | Bridge Collapse Planning            |
|   | Р    | Flood Preparation and Planning      |
|   | Р    | Internal Approvals Part 5           |
|   | Р    | Raw Water Infrastructure            |
|   | Р    | Bridge Capital Works                |
|   | Р    | Levee Banks                         |
| , | Р    | Stormwater Infrastructure           |

#### **Accountabilities**

#r SBPO Accountability

| В | Landlord for Depots                  |
|---|--------------------------------------|
| В | Purchasing Outdoor Supplies          |
| В | Plant, Fleet & Equipment             |
|   | Administration                       |
| В | Light Motor Vehicles (White)         |
| В | Toll & Fleet                         |
| В | Testing of Pressure Vessels          |
| В | RFS Asset Management                 |
| В | Plant, Vehicle & Equipment (Yellow)  |
|   | Management                           |
| Р | Light Motor Vehicle (White)          |
| Р | Plant, Vehicle & Equipment (Yellow)  |
| Р | Plant, Fleet & Equipment             |
|   | Administration                       |
| Р | Toll & Fleet Arrangements            |
| Р | Testing of Pressure Vessels          |
| Р | Depot Management Projects            |
| 0 | Purchasing Delivery Service          |
| 0 | Purchase of Waste Plant, Fleet &     |
|   | Equipment                            |
| 0 | Plant, Fleet & Equipment Stakeholder |
|   | Consultation & Engagement            |
| 0 | Chair Plant and Heavy Fleet Liaison  |
|   | Committee                            |
| 0 | Purchase of Outdoor Plant Vehicle &  |
|   | Equipment (Yellow)                   |
|   |                                      |

#### **Accountabilities**

| # | SBPO | Accountability                       |
|---|------|--------------------------------------|
|   | В    | Hazardous Spills Preparation         |
|   | В    | Flood Preparation                    |
|   | В    | Kerb & Guttering                     |
|   | В    | Driveways and Crossovers             |
|   | В    | Town Maintenance Areas               |
|   | В    | GPS in Graders                       |
|   | В    | Grant Funding Applications for Roads |
|   | В    | Ancillary Transport Infrastructure   |
|   | В    | Traffic Management                   |
|   | В    | Regional Road Repair Program         |
|   | В    | Road to Recovery Program             |
|   | В    | Heavy Vehicle Permits                |
|   | В    | Road Cleaning Management             |
|   | В    | Transport for NSW Services           |
|   | В    | Bridge Maintenance                   |
|   | В    | Bridge Capital Works                 |
|   | В    | Streetlights                         |
|   | В    | Geotechnical Infrastructure and Soil |
|   |      | Testing                              |
|   | В    | Works Project and Safety Plans       |
|   | В    | Management of Town Maintenance       |
|   |      | (Public Furniture – Transport)       |
|   | В    | Grant Funding applications for       |
|   |      | Footpaths and Bike paths under RMS   |
|   | В    | Private Road Maintenance             |
|   | В    | Emergency Traffic Response           |
|   |      | Management                           |

#### **Accountabilities**

| # | SBPO | Accountability                            |
|---|------|-------------------------------------------|
|   | В    | Building Capital Works                    |
|   | В    | Disability Asset Management Plan          |
|   | В    | Asset (Non IT) Security                   |
|   | В    | Pest Management (Buildings)               |
|   | В    | Cleaning Management                       |
|   | В    | Council Building (Pre 2004) Asbestos      |
|   |      | Register                                  |
|   | В    | Open Spaces amenity buildings and         |
|   |      | facilities (public amenities, structures, |
|   |      | BBQ's, public furniture)                  |
|   | В    | IT Security Systems                       |
|   | В    | Utility Bills Management                  |
|   | В    | Safety Equipment Compliance               |
|   |      | (Buildings)                               |
|   | В    | Community Cultural and Heritage           |
|   |      | Buildings                                 |
|   | В    | Buildings and Facilities Cleaning         |
|   |      | Management                                |
|   | В    | Property (Buildings & Facilities)         |
|   |      | Operations Management                     |
|   | Р    | Pest Management (Buildings)               |
|   | Р    | Asset (Non IT) Security                   |
|   | Р    | Heritage Systems and Processes            |
|   | Р    | Disability Asset Management Plan          |
|   | Р    | Utility Bills                             |
|   | Р    | Caravan Park Projects                     |
|   | Р    | Property Operations                       |
|   |      |                                           |

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**Infrastructure Directorate** 

| Р | Potable Water Infrastructure           |
|---|----------------------------------------|
| Р | Survey, Investigation & Design         |
|   | projects that are unique               |
| Р | Flood Studies Projects                 |
| Р | Bridge Maintenance                     |
| Р | Building Capital Works                 |
| Р | Stormwater Pipe and Pump Network       |
| 0 | Infrastructure Grant Acquittals        |
| 0 | Liaise with Utility Providers prior to |
|   | Construction                           |
| 0 | Infrastructure Projects Stakeholder    |
|   | Engagement                             |
| 0 | Project Office Team Delivery           |
| 0 | Inspection of Levee Banks              |
|   | •                                      |

| 0 | Management and Maintenance of<br>Light Motor Vehicles (White) | I |
|---|---------------------------------------------------------------|---|
| 0 | Toll & Fleet Arrangements                                     |   |
| 0 | Depot Maintenance                                             |   |
| 0 | Purchase of Light Motor Vehicles (White)                      |   |
| 0 | Management of Pool Vehicles                                   |   |
| 0 | Plant, Fleet & Equipment<br>Administration                    |   |

| В | Sealed Road Management             |
|---|------------------------------------|
| В | Road Drainage                      |
| В | Pathway Management                 |
| В | Road Opening Application Register  |
| В | Rural Road Management              |
| В | Road Safety Program                |
| В | Works and Fleet Administration     |
| В | Management of Levee Banks          |
| Р | Supply Requests and Budget         |
|   | Oversight                          |
| Р | Major Traffic Incident Preparation |
|   | and Planning                       |
| Р | RFS Minor Construction and         |
|   | Maintenance                        |
| Р | Roads Grant Funding                |
| Р | Transport for NSW Services         |
| Р | Road Cleaning                      |
| Р | Lift Bridge                        |

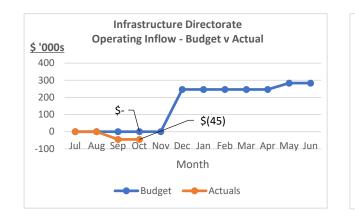
|  | 0 | Location Management Site Specific Operations |
|--|---|----------------------------------------------|
|  | 0 | Disability Asset Management Plan             |
|  |   |                                              |
|  |   |                                              |
|  |   |                                              |
|  |   |                                              |
|  |   |                                              |
|  |   |                                              |
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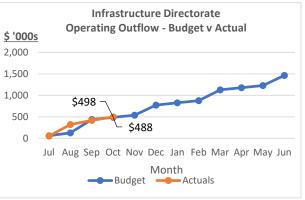
#### PART B: 4 Year Delivery Program and 1 Year Operational Plan

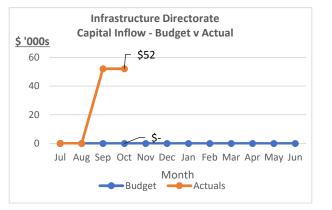
Under the 4-year Delivery Plan, the Infrastructure Directorate relates to: providing strategy and oversight for Council infrastructure assets and associated services. The Infrastructure Directorate directly oversees the delivery of these outcomes. The infrastructure Directorate has no actions in the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

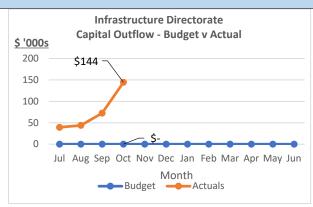
| 4 Year Delivery Program                | Deliver,         | Performance Measure                                | Responsible     |             | Year     |     | Comments                                                                                                     |  |
|----------------------------------------|------------------|-------------------------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

#### PART C: **Financial Outcomes**









### murray river Monthly Operational Report – October 2023

# **Infrastructure Directorate**

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

#### PART D: **Project Status** For specific details regarding these projects, please refer to the individual Business Unit Monthly Operational Reports. PART E: **Business as Usual** PART F: **Service Metrics** Escalated Customer Service Reconciliations to CEO level Date **Customer Compliant** Action Undertaken Risk Management Date Updated Risk Details Existing Controls/Challenges **Required Actions**

### Council resolutions completed

| Meeting                          | Subject                                                           | Resolution Number          | Resolution              |                                                                                                                | Officer     | Status |
|----------------------------------|-------------------------------------------------------------------|----------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------|-------------|--------|
| Council 24/10/2023               | Murray River Council Local Traffic Committee                      | 141023                     | RESOLUTION              | 141023                                                                                                         | Donald, Jan | •      |
|                                  |                                                                   |                            | Moved:                  | Cr Thomas Weyrich                                                                                              |             |        |
|                                  |                                                                   |                            | Seconded:               | Cr Nikki Cohen                                                                                                 |             |        |
|                                  |                                                                   |                            | That Council 1<br>2023. | note the DRAFT minutes of the Murray River Council Local Traffic Committee meeting held on Wednesday 4 October |             |        |
|                                  |                                                                   |                            |                         | CARRIED                                                                                                        |             |        |
|                                  |                                                                   |                            |                         |                                                                                                                |             |        |
| 01 Nov 2023 10:04am Donald, Ja   | n                                                                 |                            |                         |                                                                                                                |             |        |
| Noted. No further action require | d.                                                                |                            |                         |                                                                                                                |             |        |
| 01 Nov 2023 10:05am Donald, Ja   | n - Completion                                                    |                            |                         |                                                                                                                |             |        |
| Completed by Donald, Jan (action | n officer) on 01 November 2023 at 10:05:00 AM - No further action | required. For noting only. |                         |                                                                                                                |             |        |

| Meeting            | Subject                                                                            | Resolution Number | Resolution                                                                                                                                          | Officer         | Status |
|--------------------|------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|
| Council 24/10/2023 | Recommendation for putting the Draft Echuca-Moama Flood Study on Public Exihibtion | 131023            | RESOLUTION 131023                                                                                                                                   | Mukodi, Onisimo | •      |
|                    |                                                                                    |                   | Moved: Cr Nikki Cohen                                                                                                                               |                 |        |
|                    |                                                                                    |                   | Seconded: Cr Kron Nicholas                                                                                                                          |                 |        |
|                    |                                                                                    |                   | That the Draft Echuca-Moama Flood Study Report be placed on Public Exhibition for public comment from 30 October 2023 to at least 27 November 2023. |                 |        |
|                    |                                                                                    |                   | CARRIEL                                                                                                                                             | 1               |        |
|                    |                                                                                    |                   |                                                                                                                                                     |                 |        |

# **Infrastructure Directorate**

13 Nov 2023 2:53pm Mukodi, Onisimo - Completion

Completed by Mukodi, Onisimo (action officer) on 13 November 2023 at 2:53:11 PM - The Draft Echuca Moama Flood Study has been placed on public display and Community Consultation Sessions are in progress. The outome will be referred back to Council for Decision. A new report will be prepared with a recommndation to

### Council resolutions outstanding within 3 months

| Meeting            | Subject                                                 | Resolution Number | Resolution                                                                                                                                 | Officer    | Status |
|--------------------|---------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| Council 26/09/2023 | ALGA Local Roads, Transport and Infrastructure Congress | 180923            | RESOLUTION 180923                                                                                                                          | Bond, Jack | •      |
|                    |                                                         |                   | Moved: Cr Thomas Weyrich                                                                                                                   |            |        |
|                    |                                                         |                   | Seconded: Cr Ann Crowe                                                                                                                     |            |        |
|                    |                                                         |                   | That the Officer's report on ALGA Local Roads, Transport and Infrastructure Congress be received and the information noted by the Council. |            |        |
|                    |                                                         |                   | CARRIED                                                                                                                                    |            |        |
|                    |                                                         |                   |                                                                                                                                            |            |        |
|                    |                                                         |                   |                                                                                                                                            |            |        |

| Meeting                         | Subject                                                               | Resolution Number | Resolution                                                                                          | Officer     | Status |
|---------------------------------|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------|-------------|--------|
| Council 24/10/2023              | Murray Darling Association - Membership                               | <u>121023</u>     | RESOLUTION 121023                                                                                   | Donald, Jan | •      |
|                                 |                                                                       |                   | Moved: Cr Ann Crowe                                                                                 |             |        |
|                                 |                                                                       |                   | Seconded: Cr Thomas Weyrich                                                                         |             |        |
|                                 |                                                                       |                   | That Council:                                                                                       |             |        |
|                                 |                                                                       |                   | 1. Re-join the Murray Darling Association.                                                          |             |        |
|                                 |                                                                       |                   | Resolution option 1 was moved by Cr Crowe and seconded by Cr Weyrich for discussion and resolution. |             |        |
|                                 |                                                                       |                   | CARRIE                                                                                              | D           |        |
|                                 |                                                                       |                   |                                                                                                     |             |        |
| 01 Nov 2023 10:05am Donald,     | Jan                                                                   |                   |                                                                                                     |             |        |
| Council will follow up with Mur | ray Darling Association to organise a Council subscription. Currently | in process.       |                                                                                                     |             |        |
| 16 Nov 2023 10:04am Donald,     | Jan                                                                   |                   |                                                                                                     |             |        |
| In process. Waiting on confirm  | ation from MDA prior to raising a purchase order.                     |                   |                                                                                                     |             |        |

### Council resolutions outstanding outside 3 months

| Meeting            | Subject                          | Resolution Number | Resolution               | Officer    | Status |
|--------------------|----------------------------------|-------------------|--------------------------|------------|--------|
| Council 25/01/2022 | Mathoura Residential Development | <u>150122</u>     |                          | Bond, Jack |        |
|                    |                                  |                   | RESOLUTION 150122        |            |        |
|                    |                                  |                   | Moved: Cr Thomas Weyrich |            |        |
|                    |                                  |                   |                          |            |        |

## **Infrastructure Directorate**

Seconded: Cr Nikki Cohen

That Council

A) Approve a budget variation of \$130,000 to progress the survey, planning and detailed engineering design to complete detailed construction costs and budget the construction of the residential development in the 2022/23 financial year.

B) That Council note that to progress the development is \$130,000 and that it be considered in the determination of the 2022/2023 Operational Budget.

Amendment to (A) budget variation of \$130,000 in the 2021/2022 financial year.

Option A was moved by Cr Thomas Weyrich and seconded by Cr Nikki Cohen.

CARRIED

In Favour: Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich and Kron Nicholas

Against: Crs Ann Crowe and Frank Crawley

CARRIED 5/2

08 Feb 2022 1:08pm Donald, Jan

Works have commenced on the engineering design following on from meeting with the consultants.

12 Jul 2022 4:16pm Bond, Jack

DA has been applied for

30 Nov 2022 10:22am Donald, Jan

Design and planning still underway. More information available in 2023.

04 Apr 2023 8:49am Donald, Jan

 $Design \ and \ planning \ nearing \ completion. \ Actively \ seeking \ funding \ opportunities \ to \ support \ the \ development.$ 

09 May 2023 3:56pm Donald, Jan

No further update at this time.

08 Jun 2023 9:03am Bond, Jack

Motion passed at May meeting to progress to detailed costing stage.

12 Jul 2023 1:09pm Bond, Jack

Detailed design underway

12 Sep 2023 1:24pm Bond, Jack

Future report to Council for feasibility.

| Meeting            | Subject                                                             | Resolution Number | Resolution                                                                                                                                                                                                                                                                                          | Officer    | Status |
|--------------------|---------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| Council 27/07/2021 | Notice of Motion - Perricoota Road sealing of unsealed 22km of road | 250721            | RESOLUTION 250721  Moved: Cr Geoff Wise  Seconded: Cr Alan Mathers  That Council  1. Resolve that the sealing of the 22Km unsealed section of Perricoota Road is a priority.  2. Ask the Chief Executive Officer to do all that is necessary to obtain funds to complete the works by 30 June 2025. | Bond, Jack |        |

### **Infrastructure Directorate**

In Favour: Crs Chris Bilkey, Nikki Cohen, Tony Aquino, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff

Cr Gen Campbell Against:

CARRIED 8/1

#### 10 Aug 2021 4:22pm Leyonhjelm, Lindy

CEO Terry Dodds to take on until new Director Operations & Major Projects commences as MRC

#### 10 Aug 2021 4:24pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Dodds, Terry by: Leyonhjelm, Lindy for the reason: Scott Barber leaving MRC

#### 12 Oct 2021 1:46pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Bond, Jack by Leyonhjelm, Lindy - Jack Bond is now the director Infrastructure to manage this action

#### 22 Nov 2021 3:35pm Donald, Jan

Further investigation into viability of sealing Perricoota Road (unsealed section) and future funding opportunities to be considered to be considered by Council.

#### 17 Jan 2022 11:18am Donald, Jan

Engineering seeking funding opportunities. Further detailed report in March 2022.

#### 14 Jul 2022 2:39pm Bond, Jack

Funding had been applied to Federal and still yet to hear an announcement.

#### 30 Nov 2022 10:20am Donald, Jan

Council has not yet been success with funding opportunities, maintenance works planned to improve level of service.

#### 16 Mar 2023 12:50pm Bond, Jack

Council have been successful in \$1.4mil to resheet that problem areas of the road and improve drainage issues., Planning to hold community meeting in coming weeks to hear concerns of the users of the road to ensure alignment of priorities.

#### 04 Apr 2023 8:50am Donald, Jan

Currently in early planning stages.

#### 10 May 2023 12:27pm Donald, Jan

Perricoota Road Community Update is being conducted on Thursday 18 May 2023 from 2pm to 6pm at the Womboota Hall. Residents are encouraged to pop in and bring along ideas for increasing safety measures along the road.

#### 08 Jun 2023 9:03am Bond, Jack

Communty session was well represented by community. Comments have been taken into consideration is we progress into detailed design and scope.

### 12 Jul 2023 1:09pm Bond, Jack

Project planning well underway

### 07 Aug 2023 8:20pm Bond, Jack

Design contract awarded

#### 12 Sep 2023 1:24pm Bond, Jack

Minor works commencing and material being purchased.

| Meeting            | Subject                          | Resolution Number | Resolution        | Officer    | Status |
|--------------------|----------------------------------|-------------------|-------------------|------------|--------|
| Council 27/11/2018 | Barham Water Supply Fluoridation | 331118            | RESOLUTION 331118 | Bond, Jack | •      |



### **Infrastructure Directorate**

Cr Thomas Weyrich Moved: Seconded: Cr Alan Mathers

That Council:

1. Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham.

2. Undertakes community consultation regarding fluoridation of the water supply in Barham.

3. Following community consultation refer the results to NSW Health seeking approval for water supply at

Crs Chris Bilkey, Nikki Cohen, Alan Mathers and Thomas Weyrich In Favour:

Against: Crs Gen Campbell, Neil Gorey, Ann Crowe and Geoff Wise

The Mayor used his casting vote to pass the resolution.

CARRIED

#### 16 May 2019 12:11pm France, Malcolm

Meeting to be had with Josh Tickle and James Allwood of NSW Health on the 23rd of May 2019 to plan a community consultation strategy

#### 20 Aug 2019 2:30pm France, Malcolm

Recieved email from DPI Health on 16th August 2019 suggestions for consultation

#### 15 Oct 2019 11:40am France, Malcolm

I have been waiting on information from the NSW Health Dept but have had no response. I have now contacted our communications officer to work out what is the best approach by MRC to impliment a communications plan with the community

#### 19 Nov 2019 12:23pm Keogh, Kerri

No further comment received on the matter as at 19/11/19.

#### 10 Dec 2019 11:54am Keogh, Kerri

No further comment received on this matter as at 10/12/19.

#### 14 Jan 2020 1:30pm Keogh, Kerri - Reallocation

Action reassigned to Barber, Scott by: Keogh, Kerri for the reason: Direct report to Manager.

#### 17 Mar 2020 11:45am Keogh, Kerri

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

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

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

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

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

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

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

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

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

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

#### 22 Nov 2021 3:06pm Donald, Jan

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

14 Jul 2022 2:37pm Bond, Jack



# **Infrastructure Directorate**

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

30 Nov 2022 10:21am Donald, Jan

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

04 Apr 2023 8:51am Donald, Jan

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

09 May 2023 3:56pm Donald, Jan

No further update at this time.

08 Jun 2023 9:04am Bond, Jack

No further update at this time

12 Jul 2023 1:09pm Bond, Jack

No further update at this time

07 Aug 2023 8:21pm Bond, Jack

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

12 Sep 2023 1:22pm Bond, Jack

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

| Meeting                             | Subject                                                             | Resolution Number                | Resolution      |                                                                                                                                                                                                                       | Officer       | Status |
|-------------------------------------|---------------------------------------------------------------------|----------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| Council 25/01/2022                  | Liston Caravan Park                                                 | <u>290122</u>                    | RESOLUTION 2    | 290122                                                                                                                                                                                                                | Bulmer, Glenn | •      |
|                                     |                                                                     |                                  | Moved:          | Cr Nikki Cohen                                                                                                                                                                                                        |               |        |
|                                     |                                                                     |                                  | Seconded:       | Cr Neil Gorey                                                                                                                                                                                                         |               |        |
|                                     |                                                                     |                                  | That Council re | esolve to:                                                                                                                                                                                                            |               |        |
|                                     |                                                                     |                                  | 1.              | Give notice of termination of a site agreement to each tenant of Liston Caravan Park in accordance with the provisions of the Residential Tenancies (Caravan Parks and Manufactured Home Estates) Amendment Act 1994. |               |        |
|                                     |                                                                     |                                  | 2.              | Request a further report that identifies councils' options in relation to the future of the Liston Caravan Park Mathoura, including:                                                                                  |               |        |
|                                     |                                                                     |                                  | a)              | Cost to upgrade the park to a compliant standard.                                                                                                                                                                     |               |        |
|                                     |                                                                     |                                  | b)              | Management and operating models.                                                                                                                                                                                      |               |        |
|                                     |                                                                     |                                  | c)              | Cost to decommission the site and develop the Caravan Park area into a passive recreation park.                                                                                                                       |               |        |
|                                     |                                                                     |                                  |                 | CARRIED                                                                                                                                                                                                               |               |        |
| 08 Feb 2022 7:47am Harvie, Johr     | 1                                                                   |                                  |                 |                                                                                                                                                                                                                       |               |        |
| Legal advice on termination of ar   | inual leases has been sought. Letters to annual tenants will be sen | t once legal advice is received. |                 |                                                                                                                                                                                                                       |               |        |
| 07 Mar 2022 3:23pm Harvie, Joh      | n                                                                   |                                  |                 |                                                                                                                                                                                                                       |               |        |
| Letters of termination have beee    | n sent. Two onsite meetings held with tenants. A further onsite me  | eeting to be held on Monday 14   | March.          |                                                                                                                                                                                                                       |               |        |
| 04 Apr 2022 4:30pm Harvie, Johr     | 1                                                                   |                                  |                 |                                                                                                                                                                                                                       |               |        |
| Further report to council in April. |                                                                     |                                  |                 |                                                                                                                                                                                                                       |               |        |
| 11 May 2022 11:17am Leyonhjel       | m, Lindy - Reallocation                                             |                                  |                 |                                                                                                                                                                                                                       |               |        |
| Action reassigned to Ryan, Sarah    | by Leyonhjelm, Lindy - Change of personnel                          |                                  |                 |                                                                                                                                                                                                                       |               |        |
| 12 Jul 2022 8:07am Ryan, Sarah      |                                                                     |                                  |                 |                                                                                                                                                                                                                       |               |        |



### **Infrastructure Directorate**

JH/SR - GB will prepare a report to Council.

#### 12 Jul 2022 4:50pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Bulmer, Glenn by Leyonhjelm, Lindy - GB is currently actioning the steps required for the upgrade of Liston Caravan Park to adhere to current regulations

#### 14 Jul 2022 2:43pm Bond, Jack

G Bulmer progressing with closure and preparation of options

#### 04 Oct 2022 4:25pm Bulmer, Glenn

Liston CP temporary closure effective 19/09/2022. Minor demolition works to remove old toilet blocks now scheduled for mid October 22. Redevelopment options currently being prepared.

#### 29 Nov 2022 4:24pm Bulmer, Glenn

Demolition of delatidated toilets / shower blocks completed. Site cleanup to be fininsh end November 2022. Options paper due Jan 2023.

#### 10 Jan 2023 12:20pm Bulmer, Glenn

Awaiting completion of the Options Report by Scope Project Consulting

#### 14 Feb 2023 11:10am Bulmer, Glenn

Options Report by Scope Project Consulting on target for completion 28/02/2023

#### 04 Apr 2023 8:21am Bulmer, Glenn

Staff currently reviewing the Options Paper submitted by Scope Consulting.

#### 09 May 2023 11:33am Bulmer, Glenn

Staff have finalised review of the Options Paper and are working with the Consultant to finalise the report. Crown Lands are due to provide options / advice to MRC by 12/05/2023

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

#### 07 Jun 2023 9:49am Bulmer, Glenn

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

#### 11 Jul 2023 8:44am Bulmer, Glenn

The consultant has completed the report and staff are currently reviewing

#### 11 Sep 2023 2:22pm Bulmer, Glenn

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

#### 14 Nov 2023 9:06am Bulmer, Glenn

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

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

It was great to attend the ALGA Local Roads and Transport Infrastructure Congress in Canberra with Cr Gleeson. Some great networking opportunities and topics discussed.

I had a great opportunity to act as CEO while Terry was on leave. Thankfully nothing too urgent came up and Terry had set a clear path.

MRC meet with Grants Commission regarding the Federal Assistance Grant which was a great discussion around how it is calculated and divided across all state LGA's equitably (well almost equitably)

MRC are supporting Moira Council in battling Department of Transport (Victorian State Road Authority) to get McKoy Bridge on the Murray Valley Higher to be back above a 40T load limit which is pushing an increase of heavy vehicle through Barmah and Moama.

Working closely with SES to relocate them in Moama from the industrial area to the old Council offices in Meninya Street.

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

Operations

### Monthly Operational Report – October 2023

# **Buildings and Facilities**

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

## **Coordinator Buildings and Facilities** Manager Buildings and Facilities – Glenn Bulmer Manage the ongoing viability of Council's approximately 300 buildings and facilities through robust asset management plans and practices. Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan. Maintain an accurate inventory of contractors and consultants for the management of Council's diverse range of land, buildings and facilities. Manage the annual capital and operational budgets. B B B B В B B

| Provide an internal operational service for corporate buildings. |
|------------------------------------------------------------------|
|                                                                  |
|                                                                  |
|                                                                  |

| ccou | ntabilities                               | Acco | ountabilities                |
|------|-------------------------------------------|------|------------------------------|
| ВРО  | Accountability                            | SBP  | O Accountability             |
| }    | Building Capital Works                    | Р    | Heritage Projects            |
| 3    | Disability Asset Management Plan          | P    | Council Building (Pre 2004)  |
| 3    | Facilities Security Management            |      | Asbestos Register            |
| В    | Pest Management (Buildings)               | P    | Safety Equipment Complian    |
| В    | Council Building (Pre 2004) Asbestos      |      | (Buildings)                  |
|      | Register                                  | 0    | Property improvement and     |
| В    | Open Spaces amenity buildings and         |      | maintenance service          |
|      | facilities (public amenities, structures, | 0    | RFS Asset Maintenance        |
|      | BBQ's, public furniture)                  | 0    | Asset (Non IT) Security Serv |
| В    | IT Security Systems                       | 0    | Caravan Park Maintenance     |
| В    | Utility Bills Management                  | 0    | Council Building (Pre 2004)  |
| В    | Safety Equipment Compliance               |      | Asbestos Register            |
|      | (Buildings)                               | 0    | Pest Management Public       |
| В    | Community Cultural and Heritage           |      | Health (Buildings)           |
|      | Buildings                                 | 0    | Safety Equipment Complian    |
| В    | Buildings and Facilities Cleaning         |      | (Buildings)                  |
|      | Management                                | 0    | Retirement Villages          |
| В    | Property (Buildings & Facilities)         | 0    | Emergency Management         |
|      | Operations Management                     |      | planning for Buildings and   |
| Р    | Pest Management (Buildings)               |      | Facilities                   |
| P    | Asset (Non IT) Security                   | 0    | Maintenance of Sport and     |
| P    | Heritage Systems and Processes            |      | Recreation Buildings         |
| P    | Disability Asset Management Plan          |      |                              |
| Р    | Utility Bills                             |      |                              |
| Р    | Caravan Park Projects                     |      |                              |
| Р    | Property Operations                       |      |                              |
| 0    | Location Management Site Specific         |      |                              |
|      |                                           |      |                              |

Disability Asset Management Plan

murray rive council

### Monthly Operational Report – October 2023

# **Buildings and Facilities**

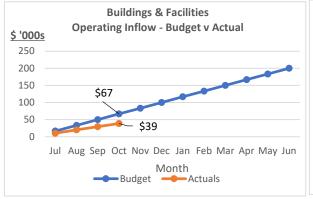
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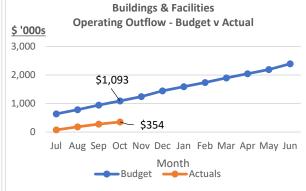


Under the 4 year Delivery Plan, the Building and Facilities relates to: asset maintenance and operations, planning, development, amenity and deliver new buildings that are well planned, connected, safe and designed to support our communities, industries, and businesses. The Infrastructure Directorate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

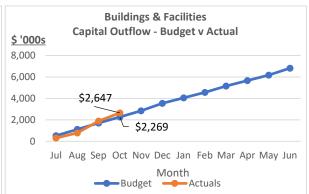
| 4 Year Delivery Program<br>2023-2026                                                                                                                                                                                           | Deliver,<br>Partner, | Performance Measure                                                                                                                                                                                                                             | Responsible<br>Officer                 |       | Ye    | ear  |       | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------|-------|------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2023-2020                                                                                                                                                                                                                      | Advocate             |                                                                                                                                                                                                                                                 | Officer                                | 1     | 2     | 3    | 4     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| heme 3 – Goal 1 – Create and ma<br>.2 – Public Buildings                                                                                                                                                                       | intain safe an       | d accessible community spaces that en                                                                                                                                                                                                           | hance healthy livi                     | ng an | d pro | mote | activ | ve lifestyles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 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 inancial 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<br>P: MP&B<br>P: MMP<br>O:CB&F | ~     | ~     | ~    | ~     | Asset review completed by CT Management Group. Maintenance and renewal plans being finalised and split into separate documents. Currently in the planning phase. FY24 capital works and maintenance budget for Councils buildings derived from the CTMG 10 year maintenance and renewal plan. Following capital works planned for FY24:  • Refurbishment of Goodnight Hall / Recreation Reserve Toilet block – aging asset.  • Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting.  • Concrete hardstand is cracking / deteriorating and may become a  • Noorong Hall - Replace entire hardstand with new concrete.  • 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.  • Mathoura Hall – Leak detection and associated drainage improvement to combat rising damp issue at the rear of the building. New concrete paths install at the rear as well. |  |

### PART C: Financial Outcomes









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### Monthly Operational Report – October 2023

# **Buildings and Facilities**

| Project Title                                                     | Total Project<br>Budget | Expenditure<br>to date | Budget<br>Remaining | % Works Complete | Status/Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |
|-------------------------------------------------------------------|-------------------------|------------------------|---------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Asbestos remediation works –<br>Council Buildings                 | \$47,000                | \$26,089               | \$20,911            | 40%              | Planning phase. Contactors contacted to quote and conduct removal of asbestos in high priority buildings. Completed removal of some high priority floor coverings at Moulamein Business Centre. More asbestos removal works being planned. Asbestos removal and demolition of the old Barham Football clubrooms completed. Noorong Hall new vinyl flooring to cover / protect asbestos floor tiles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |
| Security & Compliance                                             | \$86,000                | \$72,507               | \$13,493            | 80%              | Ongoing rollout of the Salto system and the commencement of the installation of the Promaster system in the western area of the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | • |
| New Moama Preschool –<br>Moama Rec Res (Construction<br>phase)    | \$5,902,492             | \$3,211,170            | \$2,6914,322        | 55%              | PCG meeting scheduled for 24/05/2022 to finalise architectural, carpark and landscaping design. Tender documents on track for 28/06/2022. Native title assessment completed 26/05/2022. Moama Rec Res PoM lodged with Crown Lands. Tender documents issued 06/07/2022. Architects making amendments to the plans to address CELA recommendations. Tender process on hold until PPP issues resolved. Tender process recommenced as per Council resolution 27/09/2022. Council resolved on the 28/03/2023 to award Tender to AV Builders on the proviso that further cost savings are identified prior to the CEO signing off on the Tender. Currently working with Architects and Builder to implement further cost savings. Works are progressing well and are on target despite the wet weather experienced during the first month of the build. All underground services have been installed, building slab has been completed, steel / timber framing has been erected, roof on and carpark completed. Building colour schemes have been finalised. Carpark works have commenced, and the kerbing being installed. Works to re-align the internal Recreation Reserve access track have commenced and are due to be completed 12/09/2023. Designs and delivery of the rear landscaping / play space have been finalised and have been assessed for compliance. |   |
| iston CP Revitalisation                                           | \$75,500                | \$67,717               | \$7,283             | 85%              | Current site holder notified to fully vacate sites by 01 Sept 2022. Full site audit and associated report completed. Councillor briefing session held 31/05/2022. RFQ for options paper sent to specialist tourist park consultants 08/06/2022 (closes 22/06/2022). Awaiting legal opinion regarding several matters. MRC to send further communication to site holders once received. Additional correspondence sent to site holders 22 June 2022. Large skip bin supplied to assist site occupants with disposal of smaller items. Stage 1 works will commence in mid August 2022 to demolish derelict buildings (old toilet blocks & shed). Demolition works now scheduled for mid October – delayed due to weather. Only one site remaining which has been partially decommissioned – due to be finalised by 18/10/2022. Demolition works completed November 2022. Scope Consulting have submitted draft final report. Staff currently reviewing findings and recommendations. Report being revised based on staff review and recent advice from Crown Lands. Councillor workshop held on 12/09/2023 to discuss report and options. Report to be drafted for next Council meeting.                                                                                                                                                                           |   |
| Moama Main Office – Stage 1a<br>Ground floor office<br>expansion) | \$60,000                | \$19,558               | \$40,442            | 34%              | Moama Ground Floor office refurbishment and fit out to create additional 14 work stations to accommodate fluctuating demand / shortages, two additional meeting rooms (former massage and IT storage rooms), finalise conversion of former change rooms to temporary storage areas, rectify floor slip issue in airlock and east corridor, install printer, upgrade kitchen / loading bay stairs (safety – lighting, non-slip stair nosing's, hand rail both sides). Currently addressing identified safety issues. Currently investigating multiple water leaks and developing remediation options. Project carried over to FY24 due to leak rectification works being delayed. Works commenced August 2023. New Wakool meeting room and ICT offices nearing completion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |   |
| Moama HQ Leak Rectification Work (C)                              | \$61,000                | \$53,573               | \$7,427             | 100%             | Water leak rectification works nearing completion. Painting of the external cladding and internal wall linings completed. Works on the east side balcony completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | • |
| loama Water Treatment<br>lant - Auto Sliding Gate                 | \$35,000                | \$0                    | \$0                 | 5%               | Quotes currently being obtained for the works.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |
| taff dwelling – 20 Carne St<br>Ioulamein                          | \$25,000                | \$4,900                | \$20,100            | 20%              | Scheduled capital renewal works – replacement concrete driveway, new blinds and carpets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |
| taff dwelling – 37 Turora St<br>Moulamein                         | \$34,800                | \$1,160                | \$33,640            | 10%              | Scheduled capital renewal works – kitchen and bathroom refurbishment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | • |

### PART E: Business as Usual

#### **Moama Preschool Development:**

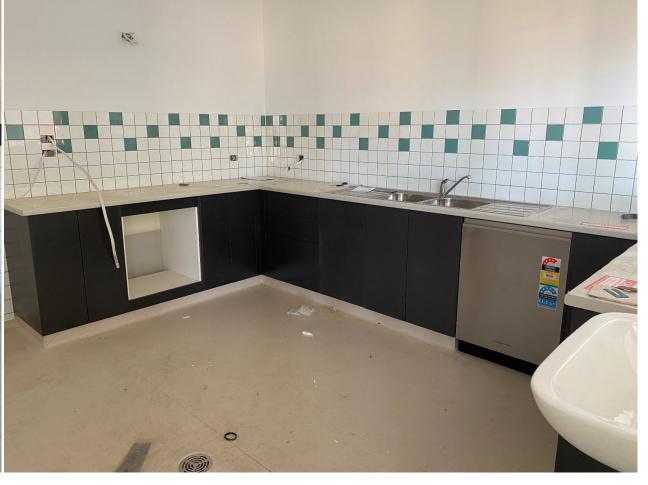
Construction works are progressing well and are on track for completed and cabinetry and floor coverings are currently being installed. The rear landscaping / play space is well advanced and taking shape.

# **Buildings and Facilities**









# **Buildings and Facilities**

| ART F:        | Service Metrics                            |                                                 |                                 |                                      |          |
|---------------|--------------------------------------------|-------------------------------------------------|---------------------------------|--------------------------------------|----------|
| scalated Cust | tomer Service Reconciliations to CEO level |                                                 |                                 |                                      |          |
| ate           | Customer Compliant                         |                                                 | Action Undertaken               |                                      | •••      |
|               |                                            |                                                 |                                 |                                      |          |
|               |                                            |                                                 |                                 |                                      | <b>I</b> |
| Risk Managen  |                                            | 1                                               |                                 |                                      |          |
| Date Updated  | Risk Details                               | Existing Controls/Challenges                    |                                 | Required Actions                     | • • •    |
|               |                                            | I                                               |                                 |                                      |          |
|               |                                            |                                                 |                                 |                                      |          |
| PART G:       | The Business of Improving the Busines      | ss (Special events, achievements of note, celeb | rations, Recognition of Team Me | embers (Living the values), The X Fa | ctor.)   |
|               |                                            |                                                 |                                 |                                      |          |
|               |                                            |                                                 |                                 |                                      |          |
| PART H:       | Executive Summary (High Risk, Signific     | ant Change, Challenges, Emerging Trends or S    | ignificant Highlights)          |                                      |          |

### Monthly Operational Report – October 2023

### **Major Projects**

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

#### Manager Major Projects – Onisimo Mukodi

Manage the Major Projects Business Unit. Developing, implementing, and updating the framework and tools for project management; and the quality infrastructure design services and delivery of outsourced capital projects for roads, bridges, drainage, water, sewer and other civil infrastructure. Infrastructure design standards; infrastructure project development; investigation, design, and configuration of GPS systems for construction teams. Management of the Project Office; oversee the management of major projects, project managers, project teams, consultants, contractors in delivery of infrastructure projects. Ensuring that the projects are delivered within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits. Design standards which satisfy Council's adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accountable to users and stakeholder for project development; investigation; design; procurement; delivery and close out of projects on

Provision of major project development; investigation; design; procurement; construction/delivery; and project close out for Transport Services and Water Services and other business units.

#### **Project Manager**

Management of Infrastructure Projects. Investigation; Design; Procurement; Delivery/Construction; and Project Close out. Delivery of major infrastructure projects within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits Accountable to users and stakeholder for project development;

investigation; design; procurement; delivery and close out of projects on completion

#### **Design and Development Technician (Vacant)**

Infrastructure project survey and investigation; design; and configuration of GPS systems for construction teams; setting out quality assurance and updating Council design standards (drawings).

Designing infrastructure in accordance with Council's adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accurate infrastructure works setting out configuration with GPS systems, control and quality assurance and updates of as-built drawings.

Accountable to users, construction and project teams high quality design, survey, GPS setting out and control configuration and production for as-builts drawings.

#### **Accountabilities**

| Number | SBPO | Accountability                                          |
|--------|------|---------------------------------------------------------|
|        | В    | Project Office Development and Management               |
|        | В    | Flood Studies Management                                |
|        | В    | Major Project Framework                                 |
|        | В    | Infrastructure Project Stakeholder Engagement           |
|        | В    | Internal Approvals Part 5                               |
|        | Р    | Water Quality & Reuse                                   |
|        | Р    | Retaining Walls                                         |
|        | Р    | Project Office Delivery                                 |
|        | Р    | Infrastructure Projects Stakeholder Engagement          |
|        | Р    | Boat Ramps                                              |
|        | Р    | Design & Infrastructure Pipe Culverts and Storm Water   |
|        | Р    | Survey, Investigation & Design of Works                 |
|        | Р    | Stormwater & Sewerage Reuse                             |
|        | Р    | Riverside infrastructure                                |
|        | Р    | Sewer System                                            |
|        | Р    | Bridge Collapse Planning                                |
|        | Р    | Flood Preparation and Planning                          |
|        | Р    | Internal Approvals Part 5                               |
|        | Р    | Raw Water Infrastructure                                |
|        | Р    | Bridge Capital Works                                    |
|        | Р    | Levee Banks                                             |
|        | Р    | Stormwater Infrastructure                               |
|        | Р    | Potable Water Infrastructure                            |
|        | Р    | Survey, Investigation & Design projects that are unique |
|        | Р    | Flood Studies Projects                                  |
|        | Р    | Bridge Maintenance                                      |
|        | Р    | Building Capital Works                                  |
|        | Р    | Stormwater Pipe and Pump Network                        |
|        | 0    | Infrastructure Grant Acquittals                         |
|        | 0    | Liaise with Utility Providers prior to Construction     |
|        | 0    | Infrastructure Projects Stakeholder Engagement          |
|        | 0    | Project Office Team Delivery                            |
|        | 0    | Inspection of Levee Banks                               |

#### **Accountabilities**

Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability

#### **Accountabilities**

| Number | SBPO | Accountability                                               |
|--------|------|--------------------------------------------------------------|
|        | В    | Design and Survey Management                                 |
|        | В    | Design Standards                                             |
|        | P    | Survey, Investigation and Design Projects, business as usual |
|        | Р    | Design Standards                                             |
|        | Р    | Development of Town Maintenance Areas                        |
|        | Р    | Kerb and Guttering Development                               |
|        | Р    | Pathway Development                                          |
|        | Р    | Ancillary Transport Infrastructure                           |
|        | Р    | Street Light Planning                                        |
|        | Р    | Road Drainage Design                                         |
|        |      |                                                              |

Monthly Operational Report – October 2023

# **Major Projects**

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

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

### PART C: Financial Outcomes



### PART D: Project Status

| Projects                                                                                                                     | Comments:                                                                                                                                                                                                      |   |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Moama Foreshores Development – Beach Amenities Block (including water,                                                       | Project complete.                                                                                                                                                                                              |   |
| sewer and electrical service connections) (Regional Growth Fund/Community Building Partnership/Council)                      |                                                                                                                                                                                                                |   |
| Moama Foreshores Development – Riverside Retaining Walls (Regional Growth Fund/Council)                                      | Project complete.                                                                                                                                                                                              | • |
| Sandys Road/Barber Creek Bridge (Fixing Country Bridges)                                                                     | Project complete.                                                                                                                                                                                              |   |
| Frasers Road/Murrain Yarrein Creek Bridge (Fixing Country Bridges)                                                           | Project complete.                                                                                                                                                                                              | • |
| Tooranie Road/Yarrein Creek Bridge (Fixing Country Bridges)                                                                  | Monitoring the water level on the Yarrein Creek. Work has been rescheduled to commence mid-January 2023.                                                                                                       | • |
| Murray Downs Foreshore Boat ramp and associated works (Boating Now Round 3/Council)                                          | Delayed by very high river levels on the Murray at this location. Scheduled to resume during October 2023.                                                                                                     | • |
| Echuca-Moama Floodplain Risk Management Study and Plan (NSW Floodplain Management Program/Council)                           | Draft Flood Study Report being referred to October 2023 Council meeting for approval to be placed on public exhibition. Flood Study report is expected to be finalised by end of June 2024.                    | • |
| River Estate and Jamieson Levee Upgrade Detailed Investigation and Design                                                    | Project complete.                                                                                                                                                                                              |   |
| River Estate Levee Upgrade                                                                                                   | Will proceed subject to grant funding. Waiting for the outcome of the applications for the 2023 Floodplain Management Grants.                                                                                  | • |
| Moulamein Water Treatment Ring Levee, Riverine/Stormwater Backflow Prevention and upgrade of points of weakness in the levee | Preparation for procurement of survey, REF, and Design in progress. Further progress on hold until return of funding deed signed by NSW Treasury.                                                              | • |
| Design for Barham Sewage Treatment Upgrade                                                                                   | Review of Environmental Factors (REF), Topographical survey in progress. Request for Tender for design consultants has closed. Recommendation for award will be referred to the November 2023 Council Meeting. |   |
| Moama Boat Pump Out Station upgrade design                                                                                   | Updating of concept design, preparation for procurement In progress.                                                                                                                                           | • |
| Moama Raw Water Intake Protection Works                                                                                      | Waiting for completion of Grant Deed formalities. Drafting of specification, preparation for procurement In progress.                                                                                          | • |
| Murray Irrigation Limited Structures Load Assessment                                                                         | Preparation for procurement on hold. Will commence once the Funding Deed has been executed by NSW Treasury.                                                                                                    |   |

### Monthly Operational Report – October 2023

**Major Projects** 

PART E: Business as Usual

Nothing to report.

### PART F: Service Metrics

Nothing to report.

| Date | Customer Compliant | Action Undertaken |  |
|------|--------------------|-------------------|--|
|      | Nil                |                   |  |

Risk Management

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

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

Strategic procurement utilising providers who deliver the best value for money for their component of the project.

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

The Draft Echuca-Moama Flood Study Report has been recommended to Council for placement of on Public Exhibition. It will be open for public comment from 30 October 2023 to at least 27 November 2023. NSW Boating Now Program has approved extension of time for completion of the Murray Downs Boat Ramp Project. Work is scheduled to commence of the project during October 2023.

# murray river Monthly Operational Report – October 2023

# **Plant, Fleet and Stores**

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

| Manage                               | Manager Plant, Fleet and Stores – Chris Godfrey |                                                                                                                                                                                                                                                                                                                                                                                       |  |                          | d Wor                        | kshop Manager                                                                                                                                                                            | Procur  | Procurement Officer Stores |                                                                                                                   |  |  |
|--------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------|-------------------------------------------------------------------------------------------------------------------|--|--|
| Large and<br>(sewer, v<br>Directly r | d small<br>water, a<br>manage                   | anagement of and/or advisory service for mechanical, electrical, pneumatic, or hydr I earthmoving plant, heavy vehicles - trucks and cranes, pumps, electric, hydraulic, a and waste management), minor plant and equipment, and pressure vessels. e council's store functions, as an internal service to the organisation. ery and maintenance service for council's light vehicles. |  | earthmovi<br>electric, h | ing pla<br>ydraul<br>ater, a | service: maintenance of large and small int, heavy vehicles - trucks and cranes, pumps, ic, and pneumatic machinery, fixed plant nd waste management), minor plant and pressure vessels. | receiva | l of stor                  | I (operational) services, ordering and es, goods and services, storage and ores, liaison with external suppliers. |  |  |
| Account                              | tabiliti                                        | ies                                                                                                                                                                                                                                                                                                                                                                                   |  | Accounta                 | abiliti                      | es                                                                                                                                                                                       | Accou   | ntabilit                   | ies                                                                                                               |  |  |
| Number                               | SBPO                                            | Accountability                                                                                                                                                                                                                                                                                                                                                                        |  | Number                   | SBPO                         | Accountability                                                                                                                                                                           | Numbe   | r SBPO                     | Accountability                                                                                                    |  |  |
| 1                                    | 52.0                                            | , , , , , ,                                                                                                                                                                                                                                                                                                                                                                           |  |                          | 0                            | RFS Vehicle Maintenance                                                                                                                                                                  | 1       | 0                          | Stores and Procurement Services                                                                                   |  |  |
|                                      | В                                               | Purchasing Outdoor Supplies                                                                                                                                                                                                                                                                                                                                                           |  |                          | 0                            | Maintenance of Plant, Fleet and Equipment                                                                                                                                                | 11      |                            | ,                                                                                                                 |  |  |
|                                      | В                                               | Plant, Fleet & Equipment Administration                                                                                                                                                                                                                                                                                                                                               |  | L                        |                              | , , , , , , , , , , , , , , , , , , , ,                                                                                                                                                  | _       |                            |                                                                                                                   |  |  |
|                                      | В                                               | Light Motor Vehicles (White)                                                                                                                                                                                                                                                                                                                                                          |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | В                                               | Toll & Fleet                                                                                                                                                                                                                                                                                                                                                                          |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | В                                               | Testing of Pressure Vessels                                                                                                                                                                                                                                                                                                                                                           |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | В                                               | RFS Asset Management                                                                                                                                                                                                                                                                                                                                                                  |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | В                                               | Plant, Vehicle & Equipment (Yellow) Management                                                                                                                                                                                                                                                                                                                                        |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Light Motor Vehicle (White)                                                                                                                                                                                                                                                                                                                                                           |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Plant, Vehicle & Equipment (Yellow)                                                                                                                                                                                                                                                                                                                                                   |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Plant, Fleet & Equipment Administration                                                                                                                                                                                                                                                                                                                                               |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Toll & Fleet Arrangements                                                                                                                                                                                                                                                                                                                                                             |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Testing of Pressure Vessels                                                                                                                                                                                                                                                                                                                                                           |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | Р                                               | Depot Management Projects                                                                                                                                                                                                                                                                                                                                                             |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Purchasing Delivery Service                                                                                                                                                                                                                                                                                                                                                           |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Purchase of Waste Plant, Fleet & Equipment                                                                                                                                                                                                                                                                                                                                            |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Plant, Fleet & Equipment Stakeholder Consultation & Engagement                                                                                                                                                                                                                                                                                                                        |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Chair Plant and Heavy Fleet Liaison Committee                                                                                                                                                                                                                                                                                                                                         |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Purchase of Outdoor Plant Vehicle & Equipment (Yellow)                                                                                                                                                                                                                                                                                                                                |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Management and Maintenance of Light Motor Vehicles (White)                                                                                                                                                                                                                                                                                                                            |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Toll & Fleet Arrangements                                                                                                                                                                                                                                                                                                                                                             |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Depot Maintenance                                                                                                                                                                                                                                                                                                                                                                     |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Purchase of Light Motor Vehicles (White)                                                                                                                                                                                                                                                                                                                                              |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Management of Pool Vehicles                                                                                                                                                                                                                                                                                                                                                           |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |
|                                      | 0                                               | Plant, Fleet & Equipment Administration                                                                                                                                                                                                                                                                                                                                               |  |                          |                              |                                                                                                                                                                                          |         |                            |                                                                                                                   |  |  |

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

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

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

murray river Monthly Operational Report – October 2023

# **Plant, Fleet and Stores**

#### PART C: **Financial Outcomes**



October fuel costs higher than budget with the impact of continued higher fuel prices. Average diesel price per litre continues to increase each month and remains higher than budgeted. QB3 Review updated to reflect the higher prices.

#### PART D: **Project Status**

2023-24 Asset Replacement Plan on track with successful resolution to purchase 5 assets, as detailed in Executive Summary below. These assets represent \$1,893,000 of the total \$3,303,200 for the 2023-24 year.

#### PART E: **Business as Usual**

5 new assets received during October.







New CATERPILLAR CW34NN Compactor (Roller) for Moama/Mathoura Works team.

# murray river Monthly Operational Report – October 2023

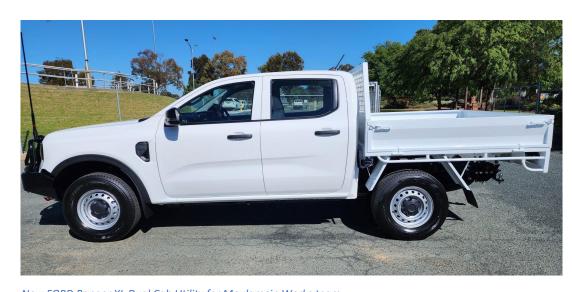
# **Plant, Fleet and Stores**



New ISUZU D-Max 4x4 with tailored fittings for Moama Compliance Ranger.



New OVERLANDA Worksite Van for Moulamein Works team.



New FORD Ranger XL Dual Cab Utility for Moulamein Works team.

# murray river Monthly Operational Report – October 2023

# **Plant, Fleet and Stores**

#### PART F: **Service Metrics**

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken |  |
|------|--------------------|-------------------|--|
|      |                    |                   |  |

#### Risk Management

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

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

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

Council Report submitted to the August Council Meeting seeking approval for 5 asset replacements, as per the 2023-24 Capital Replacement Plan.

Resolution received to purchase 1) Water Truck for Mathoura Expected delivery in February 2024

2) Grader for Barham Expected delivery in March 2024

3) Pneumatic Roller for Mathoura Delivered in October 2023

4) Road Reclaimer for Moulamein Expected delivery in February 2024

5) Backhoe Loader for Moama/Mathoura Delivered in October 2023

Corresponding Purchase Orders generated and sent to successful tender suppliers. Assets to be received during the 2023-24 year when available from supplier.

### murray river Monthly Operational Report - October 2023

Works

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

#### Manager Works – Ricki Thompson

This team is now solely focused on implementation and the "doing".

#### Ricki is the Implementation Agent.

This team will provide these services based on Service Level agreements with Delivery Managers

- Civil Works
- Roads
- Bridges
- Ancillary furniture
- Emergency Services and After Hours Response

Their work will include new projects, maintenance, and

Roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, street scaping, kerb and gutter, pavements, verges, traffic islands, streetlighting,

#### **Project Engineers**

This team is responsible for the supervision and management of construction and maintenance activities for the Works program including road construction, drainage constructions and contractual subdivision construction. Management of construction and maintenance activities as instructed by Transport for NSW (TfNSW) including fulfilling Murray River Council's commitment to the Road Maintenance Council Contract (RMCC). In partnership with Works Coordinators, ensure deliverables and outputs from staff and contractors involved in the Works Program are in accordance with works packages, legislation and Murray River Council Policy and Procedures.

#### **Soils Laboratory Supervisor**

This team is responsible for the measurement and assessment of materials including gravels and soils for road pavement construction and repair. The team also manages the traffic counters to assess at a given site

- the number of vehicles per day
- the vehicle travel speeds
- direction of travel
- percentage heavy vehicles

Since 2020, the team has relocated this information, along with historic data, into an online system for greater transparency of data and better decision-making for traffic management. Types of Soil Tests for Road Construction to assess soils strength, pavement design, construction quality.

- In-situ Moisture Content.
- Specific gravity of soil.
- Particle Size Distribution (By wet sieving & pipette method)
- Compaction test Proctor test. California Bearing Ratio (CBR) Test.

#### **Road Safety Officer**

This role (half a position) is funded under the NSW Local Government Road Safety Program (LGRSP) up to 30 June 2025.

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.

### **Works Coordinators**

This team is responsible for the coordination, logistics and delivery of capital and operational road works at Council.

This includes reviewing customer service requests to assess and prioritise the need for unplanned maintenance works.

This team also provides service requests for other parts of the business as required including water, wastewater and stormwater maintenance, road works and other assistance to parks and open spaces, earthworks and fencing for Council managed events. Areas of Focus/Accountability is for the provision of a safe road network including roads, footpaths, bridges, signage and linemarking, bus shelters, seats, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.

#### **Accountabilities**

| Number | SBPO | Accountability                |
|--------|------|-------------------------------|
|        | В    | Hazardous Spills Presentation |
|        | В    | Flood Preparation             |
|        | В    | Kerb & Guttering              |
|        | В    | Driveways and Crossovers      |
|        | В    | Town Maintenance Areas        |
|        | В    | GPS in Graders                |
|        | В    | Grant Funding Applications    |
|        |      | for Roads                     |
|        | В    | Ancillary Transport           |
|        |      | Infrastructure                |
|        | В    | Traffic Management            |
|        | В    | Regional Road Repair          |
|        |      | Program                       |
|        | В    | Road to Recovery Program      |
|        | В    | Heavy Vehicle Permits         |
|        | В    | Road Cleaning Management      |
|        | В    | Transport for NSW Services    |
|        | В    | Bridge Maintenance            |
|        | В    | Management of Local Traffic   |
|        |      | during an Emergency           |
|        | В    | Bridge Capital Works          |
|        | В    | Streetlights                  |
|        | В    | Geotechnical Infrastructure   |
|        |      | and Soil Testing              |
|        | В    | Works Project and Safety      |
|        |      | Plans                         |

#### **Accountabilities**

| Number | SBPO | Accountability              |
|--------|------|-----------------------------|
|        | Р    | Road Drainage               |
|        | Р    | Works Projects and Safety   |
|        |      | Plans                       |
|        | Р    | Regional Road Repair        |
|        |      | Program                     |
|        | Р    | Kerb and Guttering          |
|        | Р    | Pathways                    |
|        | Р    | Road Safety Programs        |
|        | Р    | Sealed Road Delivery        |
|        | Р    | Public Parking              |
|        | Р    | Town Maintenance (Public    |
|        |      | Furniture and Transport)    |
|        | Р    | Traffic Management          |
|        | Р    | Road to Recovery            |
|        | Р    | Ancillary Transport         |
|        |      | Infrastructure              |
|        | 0    | RMS RMCC                    |
|        | 0    | Automated Road Cleaning     |
|        | 0    | Traffic Management Planning |
|        | 0    | Pipe Culverts and Storm     |
|        |      | Water                       |

### **Accountabilities**

| Number | SBPO | Accountability               |
|--------|------|------------------------------|
|        | В    | Gravel Pits                  |
|        | Р    | Gravel Pits                  |
|        | Р    | Soil Testing & Geotechnical  |
|        |      | Infrastructure               |
|        | 0    | Gravel Pits                  |
|        | 0    | Soil Testing                 |
|        | 0    | Quality of Road Works (Soil) |
|        | 0    | Traffic Surveys              |
|        |      |                              |

### **Accountabilities**

| Number | SBPO | Accountability            |
|--------|------|---------------------------|
|        | 0    | Application Reviews for   |
|        |      | heavy vehicle permits     |
|        | 0    | Psychological Road Safety |
|        | 0    | Grant Funding             |
|        |      | applications for Road     |
|        |      | Safety                    |

#### **Accountabilities**

| Number | SBPO | Accountability             |
|--------|------|----------------------------|
|        | Р    | Local Traffic Emergency    |
|        |      | Management                 |
|        | О    | Street Light Reporting and |
|        |      | Complaints                 |
|        | 0    | Internal Construction      |
|        |      | Material Disposal          |
|        | 0    | Rural Road Program         |
|        | 0    | Major Traffic Incident     |
|        |      | Delivery                   |
|        | 0    | Sealed Road Program        |
|        | 0    | Regional Road Repair       |
|        |      | Program                    |
|        | 0    | Levee Banks                |
|        | 0    | Traffic Management         |
|        | 0    | Implementation and Close   |
|        |      | out of Works               |
|        | 0    | Maintenance of Rear        |
|        |      | Lanes/Car Parks            |
|        | 0    | Flood Preparation          |
|        | 0    | Pathways                   |
|        | 0    | Private Roads              |
|        | 0    | Ancillary Transport        |
|        |      | Infrastructure             |
|        | 0    | Town Furniture (Public     |
|        |      | Furniture and Transport)   |
|        | 0    | Rural Road Reserve         |
|        | 0    | Kerb and Guttering         |

# murray river Monthly Operational Report – October 2023 council

Works

| В | Management of Town           | 0 | Physical Road Safety   |
|---|------------------------------|---|------------------------|
| В | Maintenance (Public          |   | RFS Hazard Reduction E |
|   | Furniture – Transport)       |   | Works                  |
| В |                              |   | Public Parking         |
|   | for Footpaths and Bike paths | 0 | Bridge Maintenance     |
|   | under RMS                    |   | Local Traffic Emergenc |
| В |                              |   | Management             |
| В |                              | 0 | Hazardous Spills       |
|   | Management                   |   | Storm Water Collectio  |
| В |                              |   | Points                 |
| В |                              | 0 | Road to Recovery Prog  |
| В |                              | 0 | Lift Bridges           |
| В |                              |   | 1 011                  |
|   | Register                     |   |                        |
| В |                              |   |                        |
|   | Preparation and Planning     |   |                        |
| В | Rural Road Management        |   |                        |
| В | Road Safety Program          |   |                        |
| В | Works and Fleet              |   |                        |
|   | Administration               |   |                        |
| В |                              |   |                        |
| Р | ouppi) hequests and budget   |   |                        |
|   | Oversight                    |   |                        |
| Р | major manu motacine          |   |                        |
|   | Preparation and Planning     |   |                        |
| Р |                              |   |                        |
|   | Maintenance                  |   |                        |
| Р |                              |   |                        |
| Р |                              |   |                        |
| Р |                              |   |                        |
| Р |                              |   |                        |
| Р |                              |   |                        |
| Р |                              |   |                        |
| Р | 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     | Deliver,        | Performance Measure | Responsible | Year  | Comments |
|-----------------------------|-----------------|---------------------|-------------|-------|----------|
| 2023-2026                   | Partner,        |                     | Officer     |       |          |
|                             | Advocate        |                     |             | 1 2 3 | 4        |
| Theme 1 – Goal 1 - Facilita | te Circular Eco | nomy                |             |       |          |

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Works

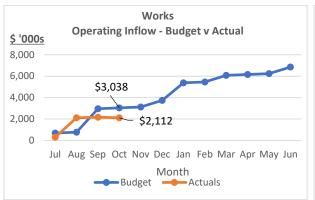
| 1.2- Enhance waste and re                                                                                                                           | ecycling progra     | ms to increase resource recycling across LGA                                                                                       |                                  |             |             |             |             |                                                                                                                                                                                                                                             |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|-------------|-------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)    | Deliver,<br>Partner | (DP 1.2.2) Investigate options to use recycled materials in more projects across Council.                                          | B: MWCS<br>P: MWCS<br>O:MWCS     | <b>&gt;</b> | >           | <b>\</b>    | <b>&gt;</b> | 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. | •        |
|                                                                                                                                                     |                     | sustain the natural environment                                                                                                    |                                  |             |             |             |             |                                                                                                                                                                                                                                             |          |
| 1.3 - Integrated Water Cyc                                                                                                                          |                     |                                                                                                                                    |                                  |             |             |             |             |                                                                                                                                                                                                                                             | 1 -      |
| Review and update the<br>Residential Drainage /<br>Flood Management                                                                                 | Deliver             | (DP 1.3.1. A) Progress the Moama West Drainage Strategy as development grows.                                                      | B: MW<br>P: MIP<br>O: MW         | <b>&gt;</b> | <b>~</b>    |             |             | Ongoing.                                                                                                                                                                                                                                    | •        |
| Strategies<br>(S DI)                                                                                                                                | Deliver             | (DP 1.3.1.B) Construction of the Moulamein Levee                                                                                   | B: MW<br>P: MIP<br>O: CW         |             | <b>&gt;</b> | <b>~</b>    |             | Submission made for funding. Planning works in progress.                                                                                                                                                                                    |          |
|                                                                                                                                                     | Deliver             | (DP 1.3.1.C) Investigate and progress stormwater infrastructure upgrades across the region                                         | B: MW<br>P: PE<br>O: CW          | <b>\</b>    | <b>&gt;</b> | <b>&lt;</b> |             | Ongoing.                                                                                                                                                                                                                                    |          |
| Theme 3 – Goal 1 – Create                                                                                                                           | and maintain        | safe and accessible community spaces that en                                                                                       | hance healthy liv                | ving a      | nd p        | romot       | e act       | ive lifestyles.                                                                                                                                                                                                                             |          |
| 3.5 – Lighting upgrades &                                                                                                                           |                     |                                                                                                                                    |                                  |             |             |             |             |                                                                                                                                                                                                                                             |          |
| LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves).  (S DI)                        | Deliver             | (DP 3.5.1) Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting. | B: MW<br>P: SE<br>O: Authority   |             |             |             |             | Ongoing.                                                                                                                                                                                                                                    |          |
|                                                                                                                                                     | op strategies to    | deliver road and shared pathway infrastructu                                                                                       | ure that is accessi              | ible to     | all.        |             |             |                                                                                                                                                                                                                                             |          |
| 6.1 – Cycle, foot and other                                                                                                                         |                     | • •                                                                                                                                |                                  |             |             |             |             |                                                                                                                                                                                                                                             |          |
| 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<br>P: PE<br>O: Consultants | <b>\</b>    |             | <i>'</i>    |             | Ongoing.                                                                                                                                                                                                                                    | •        |
|                                                                                                                                                     | op strategies to    | deliver road and shared pathway infrastructu                                                                                       | ure that is accessi              | ible to     | all.        |             |             |                                                                                                                                                                                                                                             | <u> </u> |
| 6.2 – Improved and consis                                                                                                                           | tent road signa     | ge across the region.                                                                                                              |                                  |             |             |             |             |                                                                                                                                                                                                                                             |          |
| Develop a plan to focus<br>on updating road and<br>pathway signage across<br>the region<br>(S DI)                                                   | Deliver             | (DP 6.2.1) Develop and begin implementation of consistent and accurate signage across Council's roads and pathways                 | B: MW<br>P: PE<br>O: CW          | <b>~</b>    |             |             |             | Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council's roads and pathways for replacement.                                                                                     |          |
|                                                                                                                                                     |                     | o deliver road and shared pathway infrastructu                                                                                     |                                  | ible to     | all.        |             |             |                                                                                                                                                                                                                                             |          |
|                                                                                                                                                     |                     | eration of larger vehicles (caravan, boat, RV, tra                                                                                 |                                  | 1           |             |             |             | * Net servenesed                                                                                                                                                                                                                            |          |
| Work with community to plan and deliver a parking options report and delivery plan for the whole of Council.  (S DI)                                |                     | (DP 6.3.1) Develop and begin implementation of parking options plan for all of Council.                                            | B: MW<br>P: SE<br>O: CW          |             |             |             |             | Not commenced.                                                                                                                                                                                                                              |          |
|                                                                                                                                                     |                     | o deliver road and shared pathway infrastructu                                                                                     | ure that is access               | ible to     | all.        |             |             |                                                                                                                                                                                                                                             |          |
| 6.4 – Local road & drainag                                                                                                                          |                     | (DD C 4.4) Davids a said basi                                                                                                      | D. M4147                         |             | .           | ,   _       |             | t Oursins                                                                                                                                                                                                                                   |          |
| Develop and implement a roads and drainage program of works.                                                                                        | Deliver             | (DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which                        | B: MW<br>P: PE<br>O: CW          | ~           |             |             | <b>\</b>    | Ongoing. Initial capital program scheduling completed for 23/24. Current survey and design package will include projects to be included in future program of works.                                                                         |          |

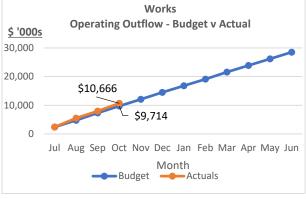
murray river Monthly Operational Report – October 2023 council

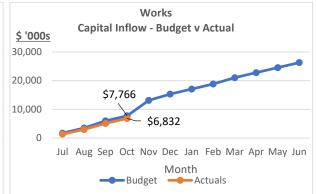
Works

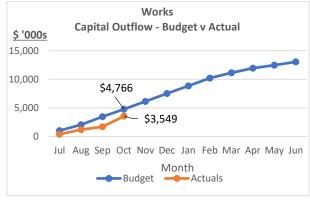
| (S DI)                      |                | addresses community concerns and feedback    |        |          |          |          |          |                                                                                                                                |   |
|-----------------------------|----------------|----------------------------------------------|--------|----------|----------|----------|----------|--------------------------------------------------------------------------------------------------------------------------------|---|
| Sensitive design of roads   | Deliver,       | (DP 6.4.2) Ensure Prework procedures are     | B: MW  | <b>~</b> | <b>~</b> | <b>\</b> | <b>\</b> | Ongoing.                                                                                                                       | - |
| to consider                 | Partner,       | defined and developed to take into           | P: PE  |          |          |          |          | Use of Project Management Framework to document necessary planning and approval requirements.                                  |   |
| environmental factors,      | Advocate       | consideration Environmental and Heritage     | O: CW  |          |          |          |          | Completion of Project Management Plans for new works where environmental and heritage considerations are documented.           |   |
| accessibility and amenity.  |                | considerations                               |        |          |          |          |          | Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the |   |
| (S DI)                      |                |                                              |        |          |          |          |          | that the design is complainant and satisfies project consent requirements.                                                     |   |
| Theme 6 – Goal 3 – Advoc    | ate for improv | ved public transport.                        |        |          |          |          |          |                                                                                                                                |   |
| 6.6 – Public Transport that | connects tow   | ns                                           |        |          |          |          |          |                                                                                                                                |   |
| Work with state             | Advocate       | (DP 6.8.1) Upgrade and installation of       | B: MW  | <b>~</b> | <b>~</b> | <b>~</b> | <b>~</b> | Ongoing.                                                                                                                       |   |
| governments and local       |                | infrastructure as identified.                | P: PE  |          |          |          |          | Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters.                           |   |
| transport companies to      |                |                                              | O: CW  |          |          |          |          | Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of        |   |
| improve service and         |                |                                              |        |          |          |          |          | Moama.                                                                                                                         |   |
| infrastructure              |                |                                              |        |          |          |          |          |                                                                                                                                |   |
| requirements (S DI)         |                |                                              |        |          |          |          |          |                                                                                                                                |   |
| Theme 6 – Goal 4 – Enable   | commercial t   | ransport and connection opportunities.       |        |          |          |          |          |                                                                                                                                |   |
| 6.9 – Truck Parking         |                |                                              |        |          |          |          |          |                                                                                                                                |   |
| Consult and apply for       | Deliver,       | (DP 6.9.1) Work with the community and       | B: MW  | <b>~</b> | <b>^</b> | <b>\</b> | <        | Ongoing.                                                                                                                       |   |
| grant funding for           | Partner,       | Transport NSW to identity and develop new    | P: MCE |          |          |          |          | Moulamein truck parking area under review due extents of recent floods into preferred locations. Options to have two areas     |   |
| upgrades and new truck      | Advocate       | truck parking locations and upgrade existing | O: PE  |          |          |          |          | given five main routes in and out of Moulamein (Pretty Pine Road, Maude Road, Balranald Road, Swan Hill Road and Barham        |   |
| parking sites.              |                | locations as required across the region.     |        |          |          |          |          | Road) to be discussed and investigated further.                                                                                |   |
| (S DI)                      |                | Moama Township Plan will be the initial      |        |          |          |          |          | Further inspections completed for Moulamein truck parking areas and report in progress.                                        |   |
|                             |                | priority.                                    |        |          |          |          |          |                                                                                                                                |   |
| Theme 6 - Goal 4 - Enable   | commercial t   | ransport and connection opportunities.       |        |          |          |          |          |                                                                                                                                |   |
| 6.10 - Major Road Upgrade   | es             |                                              |        |          |          |          |          |                                                                                                                                |   |
| Road Asset Management       | Deliver,       | (DP 6.10.1) Road Asset Management Plan       | B: MW  | <b>~</b> | <b>~</b> | <b>~</b> | <b>~</b> | Ongoing.                                                                                                                       |   |
| Plan to deliver a           | Partner,       | under continual renewal with a program of    | P: MSA |          |          |          |          | Current survey and design package will include projects to be included in future program of works.                             |   |
| financially sustainable     | Advocate       | deliverable projects developed for roads     | O: PE  |          |          |          |          | Current Asset Management Policy under review.                                                                                  |   |
| road network across the     |                | across the region.                           |        |          |          |          |          |                                                                                                                                |   |
| LGA.                        | Deliver,       | (DP 6.10.2) Advocate to Transport NSW for    | B: MW  | <b>~</b> | <b>~</b> | <b>~</b> | <b>~</b> | Ongoing.                                                                                                                       | - |
| (S DI)                      | Partner,       | upgrades to state and regional roads.        | P: PE  |          |          |          |          | Funding secured for Kyalite Road widening, pending success of further funding for Federal government.                          |   |
|                             | Advocate       |                                              | O: CW  |          |          |          |          | 2x submissions made for Repair Program 23/24.                                                                                  | 1 |

### PART C: Financial Outcomes









# murray river Monthly Operational Report – October 2023 council

Works

#### PART D: **Project Status**

| Location | Fund                                                                                                                             | Project Title                                                      | Project Phase              | % Works<br>Complete | Status         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------|---------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mathoura | Roads to Recovery (R2R)                                                                                                          | Bunnaloo Road Widening &<br>Reconstruction (Ch 7.09km –<br>8.92km) | Construction               | 40%                 | In progress.   | Sealing first stage scheduled for early November. Second stage to commence after sealing completion.                                                                                                                                                                                                                                                                                                                                                  |
| Mathoura | Roads to Recovery (R2R)                                                                                                          | Bunnaloo Road Widening &<br>Reconstruction (Ch 2.25km –<br>4.0km)  | Planning                   | 10%                 | In progress.   | Preliminary designs and geotechnical investigations completed.  Construction scheduled for January / February 2024.                                                                                                                                                                                                                                                                                                                                   |
| Speewa   | Roads to Recovery (R2R)                                                                                                          | Speewa Road Widening & Reconstruction                              | Pre-construction           | 25%                 | In progress.   | Planning finalised, construction to commence early November.                                                                                                                                                                                                                                                                                                                                                                                          |
| Barham   | Roads to Recovery (R2R)                                                                                                          | Wakool Street & Chester Street<br>Intersection Traffic Calming     | Planning                   | 15%                 | In progress.   | Design in progress, preliminary design complete.                                                                                                                                                                                                                                                                                                                                                                                                      |
| Various  | Disaster Recovery Funding Arrangements (DRFA)                                                                                    | AGRN 1034 – NSW Flooding from<br>14 September 2022                 | Planning /<br>Construction | 45%                 | In progress.   | Works completed on Perricoota Forest Road and Aratula Road.  Works to commence on Moulamein Road in November.  Tender for heavy patching works closed end of October, recommendation to be presented at the November Council meeting with scheduled commencement in December.                                                                                                                                                                         |
| Various  | Fixing Local Roads (FLR)                                                                                                         | Pothole Repair Round 2023-2024                                     | Construction               | 80%                 | In progress.   | Works in progress, completion by 31 December 2023.  1,923 potholes completed during October for a total area of 4,450m <sup>2</sup> .  The total number of potholes completed is 6,809 covering 26,300m <sup>2</sup> .                                                                                                                                                                                                                                |
| Various  | Regional & Local Roads Repair<br>Program (RLRRP) to be<br>superseded with the Regional<br>Emergency Roads Repair Fund<br>(RERRF) | Regional Emergency Roads Repair<br>Program 2023-2027               | Planning /<br>Construction | 10%                 | In progress.   | Works progressing based on original approval of RLRRP works.  TfNSW have extended completion date from 29 February 2024 to 31 October 2027, complying with the new funding guidelines of RERRF.  Amended Deed executed late October.  Council to commence further planning works for life of fund, to be submitted to TfNSW by April 2024.  Note: Percentage of works complete has reduced from 35% to reflect new program and revised funded amount. |
| Bunnaloo | Fixing Local Roads Round 4<br>(FLR4)                                                                                             | Perricoota Road, Bunnaloo                                          | Construction               | 20%                 | In progress.   | Site calibration and landowner / resident updates completed in October.  Works to commence in early November.                                                                                                                                                                                                                                                                                                                                         |
| Kyalite  | Co-funded Fixing Country Roads Round 6 Council Heavy Vehicle Safety & Productivity Programme (pending)                           | Kyalite Road Widening                                              | N/A                        | 0%                  | Not commenced. | Pending outcome from the Heavy Vehicle Safety & Productivity Programme.                                                                                                                                                                                                                                                                                                                                                                               |
| Various  | Block Grant                                                                                                                      | Regional Roads Linemarking                                         | Construction               | 50%                 | In progress.   | Various centrelines completed. Audit to be completed on edge line / fog lines locations.                                                                                                                                                                                                                                                                                                                                                              |
| Kyalite  | Block Grant                                                                                                                      | Kyalite Road Shoulders                                             | Construction               | 90%                 | In progress.   | Shoulder reinstatement works nearing completion.                                                                                                                                                                                                                                                                                                                                                                                                      |
| Various  | Council                                                                                                                          | Urban Street Reseals                                               | Planning                   | 2%                  | In progress.   | Finalising program for reseals and reviewing any final seals that need to be completed.                                                                                                                                                                                                                                                                                                                                                               |
| Various  | Block Grant                                                                                                                      | Deni Barham Road Rehabilitation & Widening                         | Planning                   | 5%                  | In progress.   | Planning documentation in progress.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Various  | Block Grant                                                                                                                      | Barmah Road Rehabilitation & Widening                              | Planning                   | 5%                  | In progress.   | Survey in progress.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Thyra    | Council                                                                                                                          | Thyra Road Railway Crossing<br>Removal                             | Pre-construction           | 10%                 | In progress.   | Documentation completed and works scheduled for November – December 2023.                                                                                                                                                                                                                                                                                                                                                                             |

#### PART E: **Business as Usual**

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

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

For the current month, 26 new applications have been processed for ROPs and driveway / crossover applications, for a total of 93 for the financial year.

# murray river Monthly Operational Report – October 2023

Works

| Application                       | Received<br>YTD | Completed<br>YTD | Received Current<br>Month | Completed<br>Current Month | Pending / To be<br>Completed | Application Returned for<br>Further Information |
|-----------------------------------|-----------------|------------------|---------------------------|----------------------------|------------------------------|-------------------------------------------------|
| Road Opening Permits              | 64              | 63               | 15                        | 14                         | 1                            | 0                                               |
| Driveway / Crossover Applications | 29              | 29               | 11                        | 11                         | 0                            | 0                                               |

Pre-pour inspections for driveways / crossovers: 15

Culvert installation inspections: 0

Pre-application consults: 7

Council have completed the first two phases of the recovery works, emergent works and immediate restoration works.

A total of 162 damages have been submitted final phase, restoration of essential public assets.

There are 41,900m<sup>2</sup> of seal pavement damages, 17,300m<sup>2</sup> and 24,600m<sup>2</sup> for Regional and Local roads respectively.

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

Works have been completed on Perricoota Forest Road and Aratula Road.

A tender for heavy patching works will go to the November Council meeting, with the expectation to commence in December.

Council will be starting on the Moulamein Road restoration works in November.

#### 5 Year Crash Statistics

79% of the crashes were single vehicle crashes.

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

| Year | # Crashes | # Casualties | Degree of cra<br>detailed | sh - # Crashe  | es  | % of Total    | Degree of casua<br>detailed | lty - | # Casualties    | % of Total  |
|------|-----------|--------------|---------------------------|----------------|-----|---------------|-----------------------------|-------|-----------------|-------------|
| 2018 | 28        | 43           |                           |                |     |               |                             |       |                 |             |
| 2019 | 21        | 25           | Fatal                     |                | 6   | 7.0%          | Killed                      |       | 6               | 5.1%        |
| 2020 | 12        | 18           | Serious Injury            |                | 6   | 7.0%          | Seriously Injured           |       | 8               | 6.8%        |
| 2021 | 16        | 18           | Moderate Injury           |                | 25  | 29.1%         | Moderately Injure           | d     | 31              | 26.3%       |
| 2022 | 9         | 14           | Minor/Other Injur         | y 4            | 46  | 53.5%         | Minor/Other Injure          | ed    | 66              | 55.9%       |
| 2022 | 3         | 14           | Uncategorised In          | jury           | 3   | 3.5%          | Uncategorised Inj           | ured  | 7               | 5.9%        |
|      |           |              |                           |                |     |               |                             |       |                 |             |
|      |           |              | Crashes with al           | cohol involved | Cra | ashes with sp | peeding involved            | Cra   | shes with fatig | ue involved |
|      |           |              | 10                        | 11.6%          |     | 30            | 34.9%                       |       | 14              | 16.3%       |

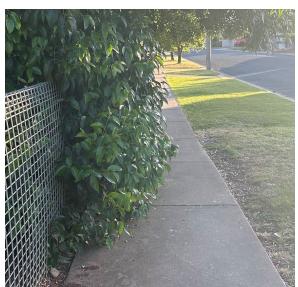
Footpath inspection have been underway, with outcomes include:

# murray river Monthly Operational Report – October 2023

Works







Footpath grinding.

Footpath grinding and replacement.

Vegetation trimming.

#### PART F: **Service Metrics**

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken | • • • |
|------|--------------------|-------------------|-------|
|      |                    |                   |       |

#### Risk Management

| Date Updated | Risk Details | Existing Controls/Challenges | Required Actions |  |
|--------------|--------------|------------------------------|------------------|--|
|              |              |                              |                  |  |

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

The Moulamein depot received compliments from the community regarding the repairing and maintenance of flood affected roads, well done all.

The pothole program had its best month in October and is on schedule to expend the funding allocation by the deadline of 31 December 2023.

Footpath asset inspections have been a recent focus, identifying rectification works and potential areas for future renewal works. As a result, there have been many footpath grinding has been occurring to remove any trip hazards.

The Mathoura depot assisted the Eco Dev team with the installation of a new sign at the MVBC (see below image).

Pricing for urban reseals nearing completion, with works expected to occur from November 2023.

Speewa Road reconstruction has progressed to construction, with works expected to commence onsite early November.

Stage 1 of Bunnaloo Road nearing completion, with sealing scheduled for mid-November, and Stage 2 to follow.

### murray river Monthly Operational Report – October 2023

Works

Planning for the Christmas / New Year period has commenced at depots, with organising of plant and availability of staff discussed.

Perricoota Road resheeting planning finalised, with final community updates given before proceeding into construction during November.

Upcoming works include Moulamein Road flood restoration works, urban street reseals, Chester Street and Wakool Steet intersection, Deniliquin-Barham Road, Kyalite Road (pending external funding), Vallance Court, Cobb Highway heavy patching for TfNSW, Thyra Road railway removal and various K&G and footpaths maintenance and renewals.





New sign installation at the MVBC.

Completed flood works at Aratula Road.





Bunnaloo Road construction, pad foot rollers compacting and pavement mixing.

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

October seen our best month with the pothole repair program and we are on schedule to fully expend the funding allocation by the 31 December 2023 deadline. More projects have become construction ready, with further planning underway for future projects.

# murray river Monthly Operational Report – October 2023

# **Water Services**

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

|                                       | ter Services – Phillip Smith                                                                                                                                                                                                                                                                                                                                                                                           |            | Superv   | visor Wa                             | ater & Wastewater (By Location)                                                                                                                                                                                                                                                                                                                                                                                                                      | Assistant Supervisor                                                                                 |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| nis team is no                        | ow solely focused on implementation and the "doing".                                                                                                                                                                                                                                                                                                                                                                   |            | The sup  | pervisors                            | of the Wastewater and Water teams are responsible for the day-to-                                                                                                                                                                                                                                                                                                                                                                                    | The assistant supervisor of the Wastewater and Water teams is responsible for all                    |
| Turray is the I                       | Implementation Agent                                                                                                                                                                                                                                                                                                                                                                                                   |            | day ope  | erations                             | of the field staff.                                                                                                                                                                                                                                                                                                                                                                                                                                  | daily assistance to the supervisors as required.                                                     |
| iuiray is the i                       | implementation Agent                                                                                                                                                                                                                                                                                                                                                                                                   |            | Ensuring | og this m                            | ost commonly unseen business of Council is ran effectively 24/7 365                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      |
| his team will լ<br>Ոanagers           | provide these services based on Service Level agreements with                                                                                                                                                                                                                                                                                                                                                          | n Delivery | 1        | the year                             | ·                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                      |
| Water sou                             | rce access (including alternative supply options)                                                                                                                                                                                                                                                                                                                                                                      |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | d wastewater treatment processes                                                                                                                                                                                                                                                                                                                                                                                       |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | tribution and quality                                                                                                                                                                                                                                                                                                                                                                                                  |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | er collection                                                                                                                                                                                                                                                                                                                                                                                                          |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | ciency and reuse                                                                                                                                                                                                                                                                                                                                                                                                       |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | y Services and After-Hours Response                                                                                                                                                                                                                                                                                                                                                                                    |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
| heir work will                        |                                                                                                                                                                                                                                                                                                                                                                                                                        |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
| HEII WOLK WIII                        | i iliciauc.                                                                                                                                                                                                                                                                                                                                                                                                            |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
| Potable and ra                        | w water supply, safe water and wastewater treatment plant o                                                                                                                                                                                                                                                                                                                                                            | perations, |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | use, leak detection & repair, planned and unplanned pipe main                                                                                                                                                                                                                                                                                                                                                          |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       | ons and repair, customer response.                                                                                                                                                                                                                                                                                                                                                                                     | ,          |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                        |            |          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |
| Accountabilit                         | ties                                                                                                                                                                                                                                                                                                                                                                                                                   |            | Accour   | ntabiliti                            | es                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Accountabilities                                                                                     |
| Number SBPO                           | Accountability                                                                                                                                                                                                                                                                                                                                                                                                         |            | Number   | r SBPO                               | Accountability                                                                                                                                                                                                                                                                                                                                                                                                                                       | Accountabilities cannot be split between people. If there is more than one                           |
| В                                     | Potable Water                                                                                                                                                                                                                                                                                                                                                                                                          |            |          |                                      | 6: 15: 1 (6: 14/.)                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                      |
|                                       | Polable Water                                                                                                                                                                                                                                                                                                                                                                                                          |            |          | 0                                    | Storage and Disposal of Storm Water                                                                                                                                                                                                                                                                                                                                                                                                                  | person performing a role, they will undertake tasks to support the person                            |
| В                                     | Sewer System                                                                                                                                                                                                                                                                                                                                                                                                           |            |          | 0                                    | Sewerage quality improvement and maintenance service –                                                                                                                                                                                                                                                                                                                                                                                               | person performing a role, they will undertake tasks to support the person holding the accountability |
| B<br>B                                | Sewer System SCADA                                                                                                                                                                                                                                                                                                                                                                                                     |            |          | 0                                    | Sewerage quality improvement and maintenance service – above minimum standard                                                                                                                                                                                                                                                                                                                                                                        | person performing a role, they will undertake tasks to support the person holding the accountability |
| В<br>В<br>В                           | Sewer System SCADA Stormwater & Sewerage Reuse                                                                                                                                                                                                                                                                                                                                                                         |            |          | 0                                    | Sewerage quality improvement and maintenance service – above minimum standard Water Meters                                                                                                                                                                                                                                                                                                                                                           |                                                                                                      |
| B<br>B<br>B                           | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network                                                                                                                                                                                                                                                                                                                                        |            |          | 0                                    | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service –                                                                                                                                                                                                                                                                                                 |                                                                                                      |
| B B B B B                             | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure                                                                                                                                                                                                                                                                                                         |            |          | 0 0                                  | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard                                                                                                                                                                                                                                                                          |                                                                                                      |
| B B B B B B                           | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse                                                                                                                                                                                                                                                                                   |            |          | 0 0 0                                | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance                                                                                                                                                                                                                                    |                                                                                                      |
| B B B B B B B B                       | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters                                                                                                                                                                                                                                                                      |            |          | 0 0 0                                | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance                                                                                                                                                                                            |                                                                                                      |
| B B B B B B B B B B B                 | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste                                                                                                                                                                                                                                                   |            |          | 0 0 0 0 0 0                          | Sewerage quality improvement and maintenance service – above minimum standard  Water Meters  Water Quality & Reuse improvement & maintenance service – above minimum standard  Raw Water Improvement and Maintenance  Water Reuse improvement and maintenance  SCADA                                                                                                                                                                                 |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration                                                                                                                                                                                                                              |            |          | 0 0 0 0 0 0 0                        | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance                                                                                                                                            |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water                                                                                                                                                                                                                    |            |          | 0<br>0<br>0<br>0<br>0<br>0           | Sewerage quality improvement and maintenance service – above minimum standard  Water Meters  Water Quality & Reuse improvement & maintenance service – above minimum standard  Raw Water Improvement and Maintenance  Water Reuse improvement and maintenance  SCADA  Potable Water improvement and maintenance  Sewerage Systems                                                                                                                    |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water)                                                                                                                                                                                              |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0      | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance                                                                         |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers                                                                                                                                                            |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0      | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels                                             |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning                                                                                                                                 |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply                                                                                                           |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0      | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels                                             |                                                                                                      |
| B B B B B B B B B B B B B B B B B B B | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply Public Health (Water) Projects                                                                            |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |
| B B B B B B B B P P P P P             | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply Public Health (Water) Projects Water Meters                                                               |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |
| B B B B B B B B P P P P P P O O       | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply Public Health (Water) Projects Water Meters Utilities Failure                                             |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |
| B B B B B B B B P P P P P C O O       | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply Public Health (Water) Projects Water Meters Utilities Failure Setting Water and Wastewater Annual Charges |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |
| B B B B B B B B P P P P P P O O       | Sewer System SCADA Stormwater & Sewerage Reuse Stormwater Pipe and Pump Network Planning for Utilities Failure Water Quality & Reuse Water Meters Liquid Trade Waste Water Administration Raw Water Public Health (Water) Water Meter Application Registers Utilities Failure Planning Internal Water Supply Public Health (Water) Projects Water Meters Utilities Failure                                             |            |          | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | Sewerage quality improvement and maintenance service – above minimum standard Water Meters Water Quality & Reuse improvement & maintenance service – above minimum standard Raw Water Improvement and Maintenance Water Reuse improvement and maintenance SCADA Potable Water improvement and maintenance Sewerage Systems Water Quality & Reuse improvement and maintenance Testing of Pressure Vessels NSW Health Water Quality Sample Collections |                                                                                                      |

Monthly Operational Report – October 2023

# **Water Services**

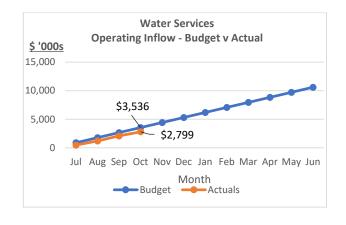
### PART B: 4 Year Delivery Program and 1 Year Operational Plan

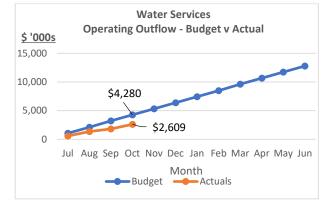


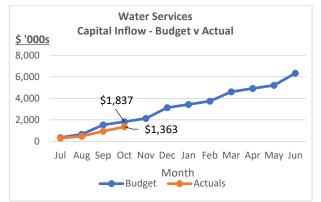
Under the 4-year Delivery Plan, the Water, Wastewater and Sewerage Section relates to: providing a safe drinking water and reliable sewerage network for our urban communities. The Director of Infrastructure directly oversees the delivery of these outcomes

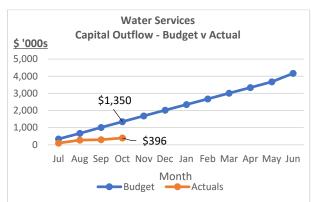
| 4 Year Delivery Program    | Deliver,       | Performance Measure                      | Responsible |          | Υe       | ear      |     | Comments                                                                                                                           |   |
|----------------------------|----------------|------------------------------------------|-------------|----------|----------|----------|-----|------------------------------------------------------------------------------------------------------------------------------------|---|
| 2023-2026                  | Partner,       |                                          | Officer     |          |          |          |     |                                                                                                                                    |   |
|                            | Advocate       |                                          |             | 1        | 2        | 3        | 4   |                                                                                                                                    |   |
| Theme 1 – Goal 2 - Protec  | t, enhance and | d sustain the natural environment        |             |          |          |          |     |                                                                                                                                    |   |
| 1.3 - Integrated Water Cyc | de Managemei   | nt                                       |             |          |          |          |     |                                                                                                                                    |   |
| Review and update the      | Deliver        | (DP 1.3.2) Investigate and address water | B: MWS      | <b>~</b> | <b>~</b> | <b>~</b> | ′ ✓ | Initial investigations of water pressure and infrastructure complete. Barham rectification works are underway and on target to be  |   |
| Drinking Water             |                | pressure issues across the region        | P:          |          |          |          |     | online by 2024.                                                                                                                    |   |
| Management System. (S      |                |                                          | O:          |          |          |          |     |                                                                                                                                    | 1 |
| DI)                        |                |                                          |             |          |          |          |     |                                                                                                                                    |   |
| Review and update the      | Deliver        | (DP 1.3.3) Review and update sewer plant | B: MWS      | <b>~</b> | <b>~</b> | ~        | ′ ✓ | Investigated current sewer plant and network across the Council is complete. Currently in the process of investigating options for |   |
| Sewer Strategy /           |                | and network operations as required.      | P:          |          |          |          |     | future growth and maintenance.                                                                                                     |   |
| Management Plan            |                | Ongoing investigations                   | 0:          |          |          |          |     |                                                                                                                                    | 1 |
| (S DI)                     |                |                                          |             |          |          |          |     |                                                                                                                                    | 1 |

### PART C: Financial Outcomes









### PART D: Project Status

| Location & | Type of | Project Description                              | Status       | % Works  | Comments                                                                                 |
|------------|---------|--------------------------------------------------|--------------|----------|------------------------------------------------------------------------------------------|
| Service    | Work    |                                                  |              | Complete |                                                                                          |
| Barham     | Capital | Booster pump for Barham Filtered water town      | Under        | 50%      | Detailed design complete.                                                                |
| Filtered   |         | supply. The project will result in a significant | Construction |          |                                                                                          |
| water      |         | increase in water pressure for Barham residents. |              |          | 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. |
|            |         |                                                  |              |          | Construction is ongoing.                                                                 |

# murray river Monthly Operational Report – October 2023

# **Water Services**

| Koraleigh | Capital | Design, consultation, and construction of Raw  | Under        | 60% | Design is and consultation complete.                         |
|-----------|---------|------------------------------------------------|--------------|-----|--------------------------------------------------------------|
| Raw Water | Project | Water network in Koraleigh.                    | Construction |     | Project is out to tender for construction.                   |
| network.  |         |                                                |              |     | Tender process completed materials ordered for construction. |
|           |         |                                                |              |     | Construction commenced                                       |
| Barham    | Capital | Design and construction of Barham Town Sewer   | Tender       | 15% | Tender in progress                                           |
| Sewer     | Upgrade | Scheme.                                        |              |     |                                                              |
| Scheme    |         |                                                |              |     |                                                              |
| Moama     | Capital | Design of the Moama Sewer treatment to support | Tender       | 10% | Review of strategic documents required for design tender.    |
| Sewer     | Upgrade | growth and sustainability.                     |              |     |                                                              |
| Scheme    |         | ,                                              |              |     |                                                              |

#### PART E: **Business as Usual**







New filtered flow meter at Mathoura WTP

Machinery shed complete for minor plant at Moama WTP.

#### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Escalatea Cus | tomer Service Reconciliations to CEO level                                  |                                                                                                                                |  |
|---------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--|
| Date          | Customer Compliant                                                          | Action Undertaken                                                                                                              |  |
|               |                                                                             |                                                                                                                                |  |
|               |                                                                             |                                                                                                                                |  |
| 1/08/2023     | Complaint to EPA regarding reported odour near Moama Sewer Treatment Works. | Met EPA onsite 3 <sup>rd</sup> of August to investigate odour complaint. No issues to be resolved following inspection by EPA. |  |

#### 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     | Project - Full independent review to be undertaken of effluent re-use schemes                                            |  |
|              |                                                             | alternative water supply and not a waste | Task - Ensure rigorous agreements with the user groups are implemented                                                   |  |
|              |                                                             | product.                                 | 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   | Fencing around the site.                 | Security Fencing has been installed around reservoir                                                                     |  |
|              | Reserve                                                     |                                          | Task - Cage to be placed around the bottom of the stairs to prevent access                                               |  |
| 1            |                                                             |                                          | Task – Secure gaps between ground and bottom of fence in Northwest corner of reserve                                     |  |

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

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

• Council is seeking funding through the Safe Secure Water Program for essential upgrades to the Moama Sewer Treatment Plant following recommendations from the Integrated Water Cycle Management Plan.

murray river Monthly Operational Report – October 2023

**Water Services** 

• Council is in the final stages of implementing Waste ID for the regulation of Liquid Trade Waste transport and disposal. Council will me installing QR codes at various locations further information will be available by scanning the QR codes.

Monthly Operational Report – October 2023

Strategic Property Specialist

### PART A: Section Accountabilities and Team Roles

### Strategic Property Specialist – Chris Godfrey

To ensure long-term sustainability and service delivery of the Council's land and associated facilities by delivering the Revenue Task Force recommendations (land and building assets).

Build strong partnerships with key stakeholders and work with the community to ensure ongoing provisions of the appropriate and sustainable level of community facilities are available, whilst safeguarding the Council's financial interests.

Liaise with internal managers and external stakeholders to understand the service level requirements that Councils land and associated facilities by:

- Interfacing with stakeholders, (internal and external), with regard to retention of some and rationalisation/retirement/conversion of other property assets throughout the council area.
- -To liaise with relevant managers who will develop strategies in line with the rationalisation of assets.

| Accoun | tah | ili | tiac |
|--------|-----|-----|------|
| Accoun | ІЯП | ш   | 1168 |

| SBPO | Accountability                      |  |  |  |  |
|------|-------------------------------------|--|--|--|--|
| В    | Revenue Task Force - Reconciliation |  |  |  |  |
|      | of Phase II of the Program          |  |  |  |  |
| В    | Planning stakeholder interaction    |  |  |  |  |
| Р    | Project delivery of RTF             |  |  |  |  |
|      | recommendations                     |  |  |  |  |

### Monthly Operational Report – October 2023

# **Strategic Property Specialist**

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

N/A

PART C: Financial Outcomes

### PART D: Project Status

The 6 MRC-owned operational vacant lots identified as "Surplus to MRC requirements" during September have progressed to commissioning a certified valuation. Once obtained, the valuation will be used in a Council Report to seek resolution to dispose of the assets, as per MRC Land Acquisition and Disposal Policy.

14 additional operational land and/or building parcels have been submitted for internal consultation with representatives from all MRC Directorates and departments to determine their status as "Surplus to MRC requirements" in October. The internal consultation period finishes mid-November with all parcels deemed "Surplus" to progress to seeking a certified valuation.

### PART E: Business as Usual

Continuous investigation to identify potential disposal opportunities of surplus land and building assets.

#### PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

| Date | Customer Compliant | Action Undertaken |
|------|--------------------|-------------------|
|      |                    |                   |

#### Risk Management

| Date Updated | Risk Details | Existing Controls/Challenges | Required Actions |  |
|--------------|--------------|------------------------------|------------------|--|
|              |              |                              |                  |  |

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

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

Monthly Operational Report – October 2023

**Local Committees (S355s)** 

### PART A: Section Accountabilities and Team Roles

### Manager Local Committees – Karen Buckley

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.

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.

| Accou | Accountabilities           |  |  |  |  |
|-------|----------------------------|--|--|--|--|
| SBPO  | Accountability             |  |  |  |  |
| В     | Business Continuity Plan – |  |  |  |  |
|       | Community Services         |  |  |  |  |
| В     | Section 355s               |  |  |  |  |
| Р     | Business Continuity Plan – |  |  |  |  |
|       | Community Services         |  |  |  |  |
| Р     | Section 355s               |  |  |  |  |
| 0     | Business Continuity Plan – |  |  |  |  |
|       | Community Services         |  |  |  |  |

### Monthly Operational Report – October 2023

# **Local Committees (S355s)**

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

Under the 4 year Delivery Plan, the Local Committees (\$355s) 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,<br>Partner, | Performance Measure                                       | Responsible<br>Officer |   | Υ | /ear |   | Comments                                                                                              | • |
|-----------------------------------|----------------------|-----------------------------------------------------------|------------------------|---|---|------|---|-------------------------------------------------------------------------------------------------------|---|
|                                   | Advocate             |                                                           |                        | 1 | 2 | 3    | 4 |                                                                                                       |   |
| Theme 4 - A place of inclu        | ision, culture ar    | nd wellbeing                                              |                        |   |   |      |   |                                                                                                       |   |
| Actively promote and reso         | ource education      | al pathways into (working with) Council (retain and attra | ct new people)         |   |   |      |   |                                                                                                       |   |
| Theme 4, Goal 3 -                 |                      | Expand skills already exiting in the community that       | B: MLC                 |   |   |      |   |                                                                                                       |   |
| Developing future                 |                      | are under utilised by existing businesses and exploit     | P: MLC                 |   |   |      |   | Role just commenced                                                                                   |   |
| leaders                           |                      |                                                           | 0:                     |   |   |      |   |                                                                                                       |   |
| Theme 2 - A place of Progr        | ressive Leadersl     | hip                                                       |                        |   |   |      |   |                                                                                                       |   |
| Achieve community driver          | n results throug     | h collaboration and engagement (community and stakeh      | older)                 |   |   |      |   |                                                                                                       |   |
| Theme 2, Goal 4 -                 | Deliver              | Increased interaction with Communities.                   | B: MLC                 |   |   |      |   | Manager of local Connections regularly attends Committee meetings and communicates with committees to |   |
| Community and Council             |                      |                                                           | P: MLC                 |   |   |      |   | assist with any issues, or queries.                                                                   |   |
| collaboration                     |                      |                                                           | O:                     |   |   |      |   |                                                                                                       |   |

### PART C: Financial Outcomes

N/A

### PART D: Project Status

Evaluation of the purpose of all committees is underway in consultation with the committees.

Draft instruments of delegation have been developed awaiting advise from legal team.

The instruments of delegation will provide clarity around responsibilities for committees and council.

Provide knowledge to committees about the functions they are legally able to undertake pursuant to the Local Government Act.

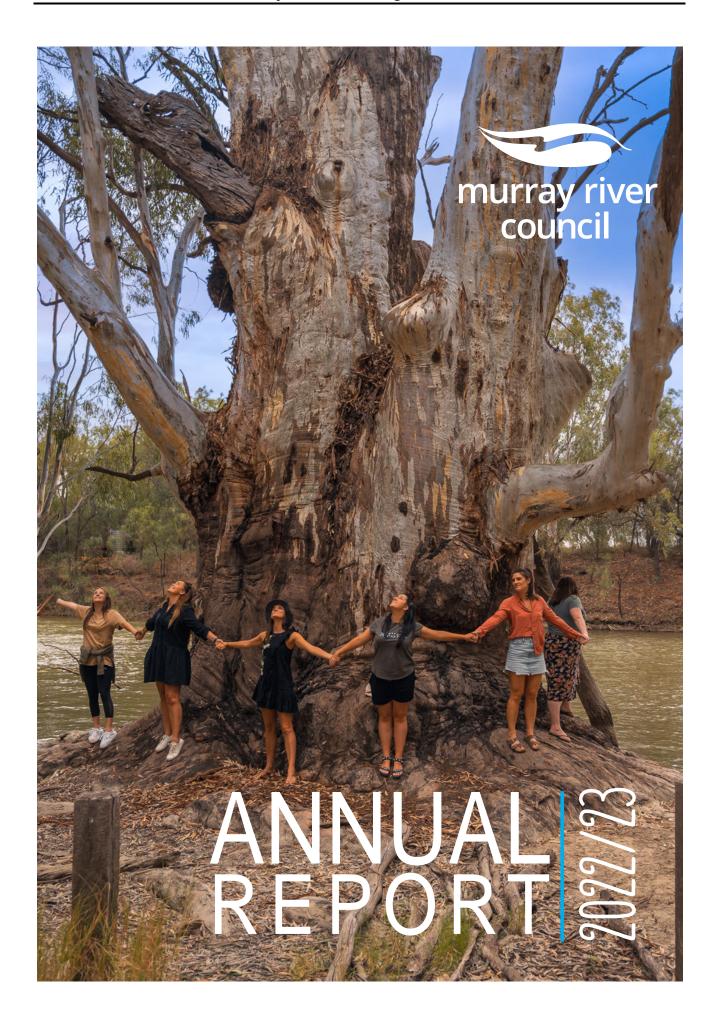
### PART E: Business as Usual

Manager of Local connections continues to meet with all Section 355 Committees.

# Monthly Operational Report – October 2023

# **Local Committees (S355s)**

| Escalated Cus                       | stomer Service Reconciliations to CEO level |                                              |                           |                                            |      |
|-------------------------------------|---------------------------------------------|----------------------------------------------|---------------------------|--------------------------------------------|------|
| Date                                | Customer Compliant                          |                                              | Action Undertaken         |                                            | •••  |
|                                     |                                             |                                              |                           |                                            |      |
| <i>Risk Manager</i><br>Date Updated |                                             | Existing Controls/Challenges                 |                           | Required Actions                           | •••  |
|                                     |                                             |                                              |                           | 1004                                       |      |
|                                     | <u> </u>                                    | <u> </u>                                     |                           |                                            | I    |
| PART G:                             | The Dusiness of Improving the Dusine        | ss (Special events, achievements of note, as | Nobrations Bosognition of | Team Members (Living the values), The X Fa | otor |







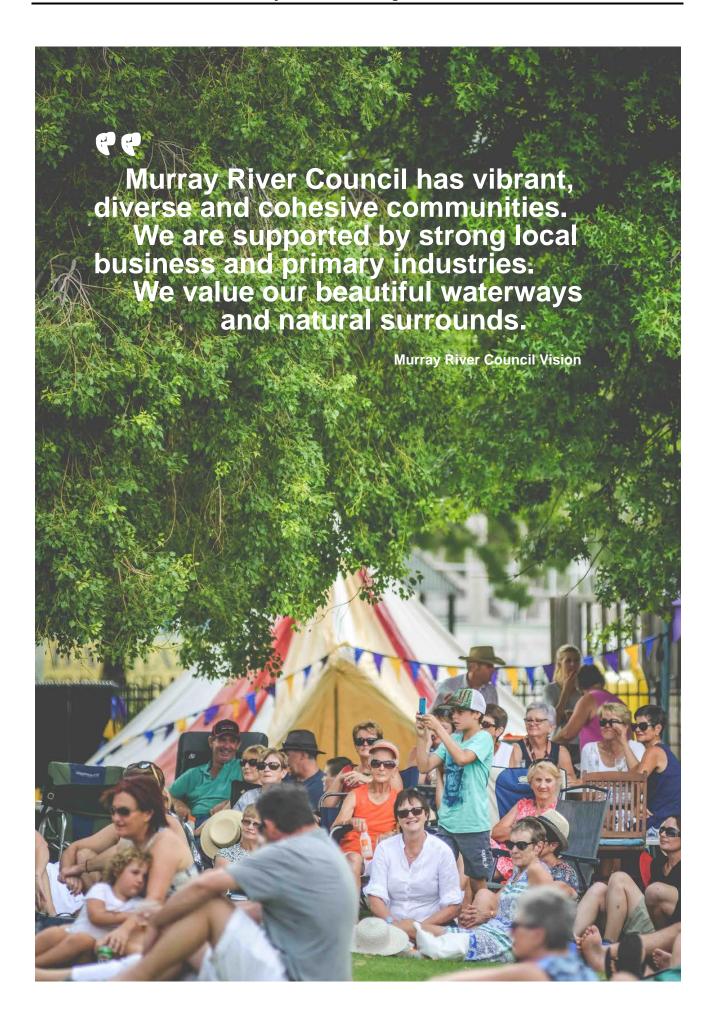
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| Year in Review  Delivery Report  A place of environmental sensitivity  A place of progressive leadership  A place of liveable communities | 2729-3334-4142-5152-60                               |
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Attachment 1: Financial Statements

### **Local Government Act 1993**

Murray River Council's annual reporting requirements are set out in the Local Government Act 1993 (the Act) (section 428) and the Local Government (General) Regulation 2005 (the Regulation) (clause 217). This Report has been prepared in line with these requirements, fulfilling Council's obligations under the Act. This Report, in total,



Mayor's Message with Chris Bilkey



It's safe to say the hot topic of the 22/23 year has been 'floods', which was then inevitably followed by 'roads'. Over 100kms of our road network was damaged due to the October 2022 flood event, and it's been a big focus of our team to push on with the restoration works. It's no mean feat. In fact, it at times seemed daunting with the sheer volume of assessments, repairs, and all the other projects in between. Whilst the work is certainly ongoing, our team made significant progress in the second half of the financial year when the waters finally receded. So I'd like to extend a special thank you to our works crew on behalf of council and the community. It's hard when all eyes are on you with lots of requests from every different direction, but they just got on with it. Thank you. Here's hoping we can continue to be successful in receiving disaster recovery funding to support the ongoing maintenance and renewal program ahead of us.

We also faced the challenge of trying to access funding for our businesses whose livelihoods have been severely impacted by the floods. Despite concerted efforts to seek assistance for local businesses that have fallen through funding eligibility gaps, our area kept coming up short. The central issue lies with the eligibility criteria for postflood support, which disproportionately impacts businesses such as houseboat operators and those whose roads were flooded but not their premises. They were closed or isolated for months, unable to conduct their operations, yet not technically classified as flood-affected. This has certainly been a challenge in the 22/23 year - and ongoing - but our advocacy efforts will continue.

Council's own finances have also been a focus area this year. Councils across the state are facing dramatic operational challenges to 'do more with less' and our Council is particularly affected because of the floods and the costs associated with our rapid growth. This year we continued a review of our operations to see where we could 'skim the fat': such as assessing what additional skills some of our staff have and how we can better utilise them, increasing utilisation of our yellow fleet and looking for efficiencies with our power consumption across our sites, to name a few. This is about keeping operational costs as lean as possible without compromising services. So far, we have been saving around \$100,000 per month through this review. But we need to do more. So we've been looking at further ways to contain expenses, like selling underutilised buildings and land to reduce the financial impact of our large asset base. The groundwork for this was done in the 22/23 year, where we took a 'needs and demands' approach to better understand the usage requirements of every single one of our assets. What we discovered is that there are a number of assets within Council's portfolio that may not be providing value to the community like they once did. In short: we are over-investing in some areas and under investing in others. How we manage this is a conversation for the 23/24 year...but one thing is for sure, we need to streamline what assets we are 'investing' in so that we are financially sustainable into the future.

So as we reflect on the 22/23 year it's interesting to note that whilst it held some lows for our area due to the floods, it also boasted some positive achievements too with local events, projects and awards. You'll see some of these achievements in our highlights section of this report.

Murray River Council 22/23 Annual Report | 5

# CEO Message With Terry Dodds, PSM



The 2022/2023 year will be remembered due to the devastating impact flooding brought to our communities. Murray River Council was second in NSW only to Moree Plains Shire in regards to the amount of damage caused by the October floods. Even those fortunate enough not to be directly affected incurred varying forms of disruption, loss, or anxiety. The physical damage to the road network will take years to recover from. The funds allocated by the Federal and State Government, through the Disaster Recovery Funding Arrangements (DRFA), will not fund all the required remediation works. The application and approval processes are quite cumbersome too, and not particularly timely, adding further frustrations to residents.

Many of our businesses that were not physically inundated by flood waters weren't able to operate due to accessibility, safety, or other issues. The DRFA grant criteria fails to recognise many of these circumstances. Council applied a concerted effort in advocating for change to the criteria used, but at the time of writing this report the rules steadfastly remained.

How Australians help each other during times of crisis is well known and part of our national psyche. This was clearly evident in all our communities, with the Australian spirit shining brightly, with pride and dogged determination prevailing over extreme difficulties. It was so humbling to see the hundreds and hundreds of volunteers filling sandbags to help those at risk protect their houses and businesses. The level of effort by the community, volunteers from the SES and RFS, the police, over twenty support agencies, and council staff, will be remembered for a very long time.

The floods forced council to stop most programmed activities for three months to concentrate on risk mitigation.

Then, when the flood waters receded enough, the work of making public assets safe began. This included completion of temporary road repairs at 388 separate locations, making safe areas that were inundated, re-establishing sewerage transportation lines, enhancing waste management services, and lastly, providing a concierge service between the public and State Government agencies.

Since January there has been a steady return to normal operations, but it is a new normal versus the pre-flood paradigm, as so many public and private plans required major adjustments.

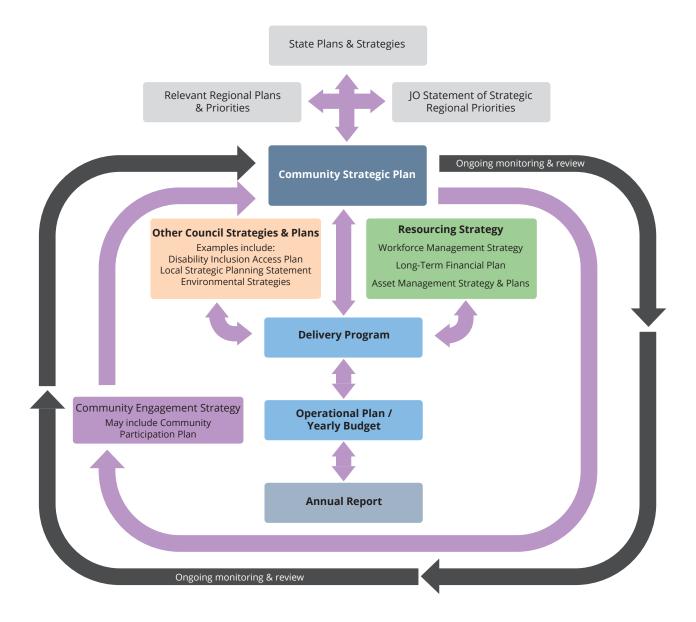
Over the last year Australia has seen inflation and interest rates rise, as have most developed countries. No differently to private businesses, council isn't immune to these outside fiscal influences. But even prior to the period of inflationary pressures, council as a business has been consuming more of our assets than we've been replacing each year. Consequently, council has been developing a long-term servicing plan, which in short, clearly articulates that we're living beyond our means but more importantly showcases what must occur to balance consumption against replenishment of assets.

The process to become financially sustainable won't be easy, it won't be quick either, as there is no silver bullet. But what the sustainability project will do is lower the overall risk to ratepayers, who fund the ongoing viability of the community.

Lastly, I want to thank councillors and staff for the extra effort that everyone applied during the flood emergency. Often, it's not until you witness how people react during adversity that you truly comprehend how valuable their input is, and how, regardless of individual efforts, without exemplary teamwork far less would have been achieved. The teamwork, right across the council, in every depot and office, was simply phenomenal.

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### Our framework

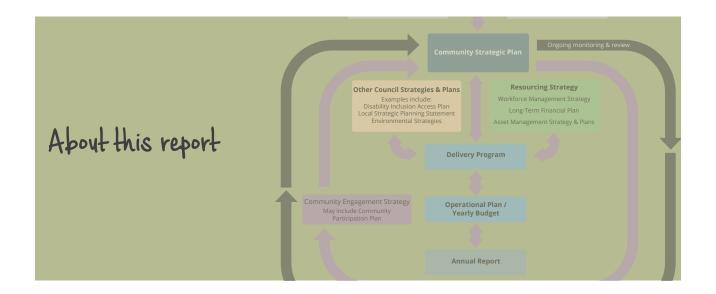


All NSW Councils are required to deliver their operations based on the Integrated Planning and Reporting (IP&R) framework. The framework allows Councils to draw together their various plans, strategies and reports, understand how they interact and get the maximum influence from their efforts by planning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

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



Murray River Council 22/23 Annual Report | 7



# Purpose

The Annual Report is the key method for Council to maintain accountability and transparency with the community and is prepared in accordance with the *Local Government Act 1993*.

This Annual Report provides a comprehensive account of Murray River Council's performance from **1 July 2022 to 30 June 2023**, detailing progress made against the Operational Plan for 2022-23.

The audited financial statements are also required to be included as an attachment to this report.

It should be noted that all financial information, disclosed in this Annual Report are drawn from draft, unaudited results and is subject to review and adjustment as part of the audit process.

# Report structure

This Annual Report includes highlights for the year, information on the region, Councillors and the organisation, as well as specific information required under legislation.

Details on performance against the Operational Plan for 2022-23 is detailed in our Delivery Report and is structured around the Community Strategic Plan (2022-2032) Themes:

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

Murray River Council 22/23 Annual Report | 8

# Our region

Murray River Council covers an area of 11,865 square kilometres, is home to approximately 12,373 residents and is one of the fastest growing regional centres in NSW.

The main population centres include Barham, Mathoura, Moama, Moulamein, Murray Downs, Tooleybuc and Wakool. Other vibrant villages include Bunnaloo, Goodnight, Koraleigh and Womboota.

The area offers a remarkable and diverse natural environment, including irrigated and dryland agriculture, majestic sweeping plains, magnificent stands of Red Gum forests, and is almost totally surrounded by the mighty Murray River and its tributaries.

Murray River's natural assets continue to attract locals and visitors alike, forming the backdrop to many recreational activities. With tourism, industry and an idyllic rural lifestyle, Murray River continues to grow and prosper.



# Our Councillors for the 2022/23 year

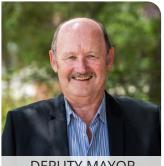
Murray River Council sits in the Federal Electorate of Farrer and the State Electorate of Murray. Three Councillors are elected from each of the three wards that make up the municipality:

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

Mogma Ward

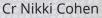


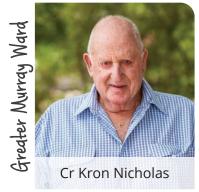
MAYOR Cr Chris Bilkey



**DEPUTY MAYOR** Cr Frank Crawley





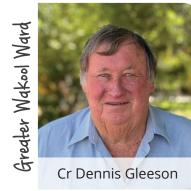


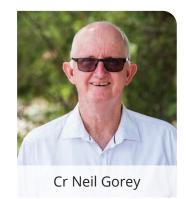


Cr Thomas Weyrich



Cr Geoff Wise







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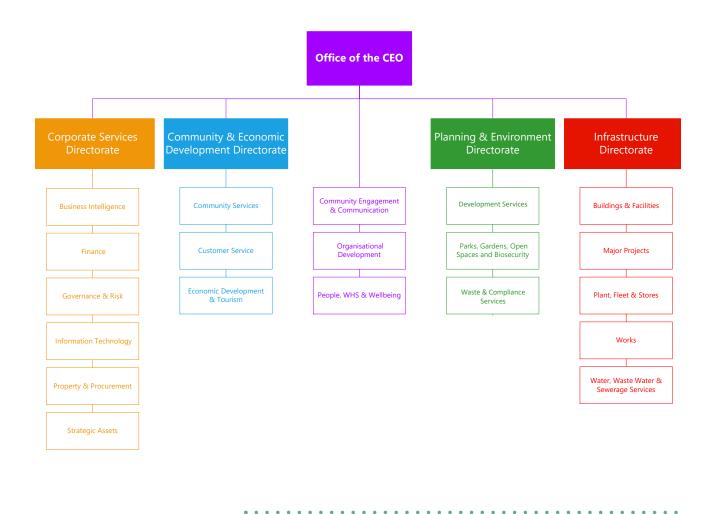
# Our organisation

The image below outlines Murray River Council's organisational structure in the 2022/23 year.

The directorates and business units align with the strategic objectives of our Community Strategic Plan: 2022-2032.

Our progress towards implementation of these strategic objectives, along with our projects and programs of works is noted in our Monthly Operational Reports (published in the Council Meeting Agenda), via the business units outlined below.

This also feeds into our annual reporting, captured in the 'Delivery Report' section of this document.



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# What we do

In the 2022/2023 year, Murray River Council had five key business areas, including the Office of the CEO, Infrastructure Directorate, Planning and Environment Directorate, Corporate Services Directorate and Community and Economic Development Directorate.

We have staff based in offices and depots at various locations including Barham, Moama, Mathoura Moulamein and Tooleybuc.

### We provide



Waste management & recycling



Tourism & economic development



Water & sewer services



We manage

The local road network



Library services



Community services



Playgrounds



Cemeteries



Assessment of residential & commercial development



Community engagement about our plans & services



Footpaths, walkways & bike tracks



Parks, gardens & open spaces



**Events and facilities** 



Youth programs



Waste management facilities



Weeds and local biosecurity



Licensing & regulatory services



Pet registration & animal control



Sporting grounds & pools



The local bridge network

Murray River Council 22/23 Annual Report | 12

# Audit, Risk and Improvement Committee Report

### **Purpose**

The purpose of this report is to inform Council on the activities of the MRC's ARIC in the year 2022-2023.

### **Meetings and Acknowledgements**

There were six (6) ARIC meetings held in the year under review.

| Members          | Meeting dates |            |            |            |            |            |
|------------------|---------------|------------|------------|------------|------------|------------|
| Mellibers        | 22/08/2022    | 26/09/2022 | 28/11/2022 | 13/02/2023 | 24/04/2023 | 28/04/2023 |
| Richard Ham      | ~             | <b>~</b>   | <b>✓</b>   | ~          | <b>✓</b>   | <b>✓</b>   |
| Suzanna Barry    | <b>✓</b>      | <b>✓</b>   | <b>✓</b>   | <b>✓</b>   |            |            |
| Jean Sutherland  | ~             | ~          | ~          | ~          | ~          | ~          |
| Cr Frank Crawley | ~             | ~          | ~          | ~          | ~          | ~          |
| Cr Kron Nicholas | ~             | ~          |            | ~          | ~          | ~          |

The minutes from each ARIC meeting, are included in the subsequent Council meeting agenda.

Councillor members of ARIC (Frank Crawley and Kron Nicholas), along with Council executive, provide further information and explanation at the Council meeting, as required. ARIC is grateful for the role they play.

I would like to thank all committee members for their involvement in ARIC and for their contributions in providing assurance to Council on the many financial and risk management matters that have come before ARIC in 2022-2023. Council's Managers, Governance & Risk and Finance, Sandy Gordon and Kris Kershaw respectively, have continued to provide excellent input and support to ARIC, also Stephen Fernando, Director, Corporate Services who has a most important role of managing, implementing and embedding recommendations from both ARIC and from internal audit investigations, once accepted by Council, into the MRC organisation.

## Audit, Risk and Improvement Committee Report

#### **Matters Addressed**

Matters addressed by MRC's ARIC in 2022-2023 typified the continuous review and provision of independent advice governance mechanism required of ARICs under the Local Government Act (LGA). This, along with established and robust risk management and internal audit functions, ensures that MRC has all the foundations in place for an effective ARIC.

Areas of interest and matters addressed included:

The flooding crisis in the Murray River valley in late 2022 affected the Council area severely. MRC's response and the response of Council staff, to the issues that arose for residents in the community and for Council infrastructure, especially roads and bridges, has been widely recognised. ARIC's meetings in November, 2022 and February, 2023 were concerned with the impact of the widespread flooding in the Council area at the time, particularly in regard to operational contingencies, associated risks and on Council's finances and the timing of State Government flood recovery grants to councils. Council's focus on flood mitigation and on maintaining the road network has seen a largely successful outcome in addressing a very difficult set of emergencies. Council's Infrastructure Department staff deserve a special mention for their efforts in helping people threatened by the floods, avoiding loss of property and keeping roads open wherever possible. The flooding emergency was a timely reminder of the importance of keeping Council's Business Continuity Plans updated.

In 2022-2023, partly enabled by the establishment of the Tech One software, several recommendations from previous internal audit investigations, were finalised, and removed from the outstanding items list.

During the year the committee expressed its concern to management at the delay in implementing recommendations from internal audit investigations and the committee. Management agreed to review outstanding ARIC recommendations at their monthly Executive Leadership Team (ELT) meetings.

Internal Audit investigations (undertaken) by MRC's outsourced internal auditor, Centium) which were completed in 2022-2023 addressed "DA's and Building Certificates" and "Contract Management". Centium made several recommendations for improving Council processes and reducing risks in these areas. These were accepted by ARIC for implementation by Council. ARIC's discussion of the Contracts Audit raised some questions which remain outstanding, for attention by Council management, viz, do we get everything we pay for, is there a pattern of granting variations on contracts, are contracts performed on time and within budget, are post contract reviews of the contractor's performance being undertaken and documented? ARIC has agreed that Centium's next internal audit investigation will address Council's cyber security risks – the scope for this audit is yet to be determined.

The Office of Local Government (OLG) Report on their investigation into Murray River Energy was received and considered by ARIC at its February 2023 meeting – it was agreed that Council adopt all the recommendations in the report in order to avoid future breaches of the Local Government Act and generally accepted governance principles. ARIC recommended also that Council's Economic Development Assistance Policy be reviewed and updated to cover due diligence and probity aspects, as recommended in Centium's May, 2021 report and the OLG report.

# Audit, Risk and Improvement Committee Report

It has been evident since commencement of the Audit Committee in 2018, that Council has had difficulty each year in meeting the timetable/ requirements set at State level for completion of its Annual Accounts. This issue was compounded last year with the delays occasioned by the revaluation of assets requirements. ARIC has been keen to ensure Council's Annual Report and Accounts for 2022-2023 reaches the Audit Office in line with their timetable; recommendations were made accordingly, after ARIC met with the external auditor 'in camera'. I am pleased to report that at the time of writing, there is every expectation that MRC will meet the deadlines, without need to apply for an extension.

MRC's budget for 2023-24 was reviewed and noted by ARIC following adjustments by management. Attention is being given to allow in future for more time for ARIC's consideration of the budget, along with the timing of the Quarterly (and monthly) Business Reports to align better with ARIC's meeting schedules. ARIC also expressed interest in Council having a better understanding of the balance sheets and profit and loss statements for S355 committees since these are consolidated into Council's books.

**Council Policies** are reviewed on a regular basis so that they remain current and fit for purpose in line with changing internal and external conditions and industry standards. Where there is a financial and risk perspective the policies are listed for review by ARIC. In 2022-2023 ARIC reviewed and suggested updates to several Council policies including the Fraud & Corruption Policy, the Economic Development and Assistance policy, the borrowing policy and the budget policy. At its meeting on 7 August, 2023, ARIC agreed unanimously that Council develop a Sponsorship policy outlining conditions and circumstances where Council will accept, or decline, sponsorship from outside entities. Transgrid's sponsorship of Moama Lights was given as an example where a policy setting guidelines, could address potential conflicts of interest.

ARIC reviews Council's Risk Register on a regular basis to ensure its ongoing relevance to current and future circumstances. The importance of the Murray River to MRC and any decline in the river's attraction has been noted as a strategic risk for inclusion on the risk register. Recent river management where there is a flood one minute and then a short time later a lack of water and any flow in the river is not conducive to either river health or to the agriculture and tourism industries that depend on the river for their viability and for the viability of the region as a whole.

### **Future Arrangements**

MRC's ARIC has been informed of upcoming changes to ARIC arrangements across NSW commencing 1 July, 2024. More information is expected to be available shortly, however, the changes have been foreshadowed to involve more autonomy for ARICs, more responsibility and a greater workload for ARIC chairs, and greater adherence to ARIC guidelines set by the State. There will be provision for only one Councillor on each ARIC and the councillor will not have a vote. In other changes, Internal Audit activities will be undertaken under the oversight and direction of ARIC (not management as currently).

#### Recommendation

It is recommended Council resolve "That this report of the Audit, Risk and Improvement Committee for 2022-2023 is noted."



# Quick stats from some of our services in the 22/23 year.



**22,374** total phone calls to our Customer Service Centre



**1,004**planning and development applications lodged



**1,456 tonnes** of food and garden (FOGO) waste collected



**12,994 hours** of social support and respite delivered



11,994 kms of roadside biosecurity inspections



routine food safety inspections completed



**325** council-owned buildings maintained



**308.18 kms** of filtered water mains maintained



**86**parks and playgrounds inspected and maintained



**92,701 metres** of footpath maintained across the council



**22,000 hours** of staff time during the flood event (preparation and/or response works)



10,738 community transport trips made



| Award                                                                      | Project / Category                                                                | Achievement      |  |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------|--|
| Local Government NSW<br>RH Dougherty Awards<br>August 2022                 | Innovation in Special Events<br>(Moama Lights)                                    | Winner           |  |
| Local Government NSW<br>RH Dougherty Awards<br>August 2022                 | Reporting to Your Community (Cemetery digitisation project)                       | Winner           |  |
| Local Government NSW<br>RH Dougherty Awards<br>August 2022                 | Excellence in Communication (Advocacy efforts: 'Turn the border green' campaign.) | Highly Commended |  |
| Statewide Mutual Risk<br>Management Excellence<br>Awards<br>September 2022 | Strategic/Enterprise Risk Initiative<br>Award for regional councils               | Winner           |  |
| NSW Top Tourism Towns<br>Awards<br>May 2023                                | Tiny Town (Mathoura)                                                              | Finalist         |  |
| NSW Top Tourism Towns<br>Awards<br>May 2023                                | Small Town (Barham)                                                               | Finalist         |  |
| NSW Top Tourism Towns<br>Awards<br>May 2023                                | Large Town (Moama)                                                                | Finalist         |  |



#### October Flood event

Extreme rainfall throughout winter and early spring resulted in flooding and other damage for many areas along the river systems in Victoria and NSW. Murray River Council was one of the worst effected, with a staggering damage bill ranking second only to Moree in NSW.

The flood event at the time had a large impact on service delivery, with the majority of our staff deployed to respond to the emergency and recovery activities. Post event, the delivery of capital projects was also delayed, with the need to focus on immediate restoration and ongoing reconstruction works. Delivery of our capital works program continues to be affected. And ongoing, Council is facing the enormous task of returning our road network into a usable state again. This will take years, with our crews working full time on the repairs.

On the business front, agricultural activity was ruined in many areas. If it wasn't loss of crops from extensive inundation, many farmers were finding it near impossible to get onto their wet paddocks to harvest crops and get them to market. All this in what was shaping up to be a bumper year.

Our tourism and hospitality business were also pushed to breaking point whilst still recovering from the effects of COVID and border closures. Many had damaged premises, which now face ongoing recovery. Others, like houseboat and paddle steamer operators, as well as some accommodation and hospitality businesses were severely affected and isolated for months, unable to conduct their operations. The financial support for these businesses has not been forthcoming, and we continue to focus our efforts on advocating for our local businesses that have fallen through funding eligibility gaps.

### **Planning and Building Resourcing**

Not unlike other NSW councils, Murray River Council has struggled to attract qualified town planning and building surveying staff due to the short supply of expertise and the high demand seen within the industry. This has not only put pressure on our ability to manage high-level strategic planning matters but has put large pressure on the processing times of the 550+ development applications submitted to council each year. This continued to be a challenge for the organisation during the 22/23 year.

However, a recent Development Services Directorate restructure has made some improvements in this space for council. The team is now focussing on increased administration functions to better support local approval processes and enquiries. This means lower risk approvals are processed faster and our technical/certified staff can then focus on the more complex applications.

#### **Service Delivery Costs**

Rate revenue increases in NSW are capped by the State Government at a level well below inflation. Likewise, the Federal Financial Assistance Grant (FAGs) increases have been running at well below inflation too. As a result, the cost of delivering essential services such as roadworks, rubbish collection, water supply, sewer removal plus our steadily expanding service list is becoming too expensive for us to continue to wear the costs. We also have a disproportionately high number of assets per population base, all of which are required to be maintained, insured, depreciated, and eventually replaced. We will continue to face the challenge of economic sustainability in the years ahead, and it makes enormous sense to think and plan carefully about how we meet that challenge. This will be addressed in the coming financial year.





#### 'Voice of Customer' launch

Council launched a new customer call-back program to gain further feedback on customer service levels right across the organisation.

As part of the program, Council staff started touching base with a random selection of customers who made an enquiry or request to gather feedback on their interaction with Council.

The new call-back program is helping Council assess the performance of customer service across a range of departments.

We'll continue to use this program to gain feedback on our customer service levels, track our progress on requests and consider opportunities for future improvement.

### Renewed Memorandum of Understanding with Campaspe Shire Council

An updated Memorandum of Understanding (MoU) with Campaspe Shire Council was this year endorsed.

The updated MoU reconfirmed the ongoing working relationship between the Councils, whilst revising key focus areas for cross-border collaboration to reflect current issues including flood recovery, workforce shortages, economic development and tourism.

The renewed agreement highlights the genuine commitment of both councils to continue a relationship that is focused on outcomes. The organisations will continue to work together to reduce costs for ratepayers by avoiding the duplication of services whilst maximising service delivery opportunities that meet a common community need.

#### Road restoration works

Despite also being one of our biggest challenges, one of our more notable achievements this year has been the progress our Infrastructure team has made on post-flood road restoration.

Emergency works, executed promptly in the initial recovery response, contributed to Council's workload as the teams undertook emergency repairs to restore access on critical road routes.

Then, following a period of extensive assessments, our team identified over 200 individual stretches of sealed and unsealed roads requiring repair.

This in turn required a number of submissions to Transport for NSW for review and approval in order to secure funding for the comprehensive repair works.

And while restoration works remained a priority, our team also had to balance other works projects with external funding deadlines that had been delayed because of the floods.

They worked tirelessly to accommodate these delayed works while simultaneously striving to restore community access on the flood-damaged roads. It was definitely a challenge, but we are proud of the consolidated efforts of our dedicated works team.





### Construction of the new Moama Preschool commenced

Moama's new preschool is now coming to life with construction works commencing this year on the \$5.9million project.

The new preschool will further compliment the growing Moama Education Precinct and will be constructed as a purpose-built early education centre servicing Moama and surrounds.

Construction works have been underway at the Boyes Road site, with contactors AV Builders Pty Ltd completing the build.

The scope of works includes construction of the preschool building, carpark and fencing. This will then be coupled with playspace landscaping, sheds, and any associated works.

The relocation and development of a new Moama Preschool building became a priority several years ago to ensure continued, expanded and improved early childhood learning opportunities for the growing population.

The construction of the new preschool and ancillary works will be completed by December 31, 2023.

### **International Women's Day event**

Council hosted a long lunch in Barham to celebrate International Women's Day on March 8.

Hosted in Riverside Park, the event featured remarkable stories from guest speakers Ginny Stevens, Founder of Active Farmers and Kim Falls, Owner of Ethical Outback Wool Company.

A sell-out event, it was a great opportunity for local community members to come together, meet new people, be inspired by stories of leadership and mark the achievements of the remarkable women in their lives.

### **Draft Housing Strategy**

The first draft of the much-anticipated Local Housing Strategy was endorsed in April 2023.

The two-part strategy outlined the key factors effecting housing supply and demand within Murray River Council and offered an implementation plan for land activation and housing delivery on a town-by-town basis over the next 20-years.

The development of the Housing Strategy was identified as a key action in council's Local Strategic Planning Statement (LSPS), which sets the 20-year vision for land-use planning in Murray River Council.

The draft was delivered on the back of an initial round of consultation with the community which sought feedback about the issues effecting local housing supply.

This was then collated with census data and stakeholder input to inform the development of the draft Strategy in consultation with the NSW Department Planning and Environment.

Overall, the Strategy highlighted rapid growth throughout various areas of the Council, particularly Moama. It also identifies various residential land opportunities to cater for growth over the next twenty years in all Murray River Council settlements, and the proposed sequencing of the land to be rezoned. This Strategy will be finalised in the 23/24 year.





# Advocacy for broadband improvements in North-Western areas

Murray River Council, NBN Co and the NSW and Victorian Governments partnered to agree to a multi-million-dollar upgrade to the region's broadband network.

Residents in Tooleybuc, Koraleigh, Murray Downs and surrounds will benefit from three new towers to be constructed in Piangil, Nyah and Swan Hill North.

The new towers will see the current satellite service replaced with a fixed, wireless network for the region.

Council has been working hard behind the scenes to bring the proposal to life, engaging with NBN Co to work towards improved digital connectivity and broadband services for our north-western communities.

Through the discussions we identified that there are significant populations on both sides of the border that could benefit from improved broadband services, so the proposed solution was to augment the NBN Fixed Wireless broadband network to cover a significant area along the Murray including Murray Downs, Tooleybuc, Koraleigh, Piangil, Nyah West and adjacent areas.

Three new Fixed Wireless base stations were identified as a solution to ensure the estimated 2,200 premises in the proposed area were covered. The total project cost amounted to \$3.7 million, with NBN Co committing \$3.2 million.

# Meninya Street Precinct project brought to life through animation

A video animation of the Meninya Street Precinct Project was developed by Council to encourage further feedback from the community.

The Meninya Street Precinct Project is one of Council's largest projects that aims to transform the heart of Moama into a vibrant precinct to drive a multitude of economic investment and support a night-time economy.

Delivered in a staged approach, the multi-year project will enhance not only Meninya Street but compliment the surrounding points of interest including the Horseshoe Lagoon, Moama Beach and the local bush area.

Before commencing the formal civil design of the streetscape, the project team and the advisory committee opted to develop a 3D Video Animation, which included community feedback to date to provide the community with an enhanced experience that replicates what the project could look like once completed.

The video animation gave a new perspective on the proposed road, shared pathway, dedicated bike lane, median strip and landscaping designs, as well as street furniture and potential parking arrangements within the road reserve.

It also included possible building opportunities including multi-storey shop-top examples and other exciting retail or commercial development opportunities ready for investors, such as rooftop bars and eateries.

Residents and businesses were invited to offer feedback on the video. 4300+ users viewed the video on YouTube, 238 comments were provided via Facebook, along with 44 formal submissions.





# Adoption of new Disability Inclusion Action Plan

Council adopted its updated Disability Inclusion Action Plan (DIAP); a guide to improving access and inclusion for people with disabilities.

This updated plan covers the next four years (2022-2026) and was developed through discussions with reference groups and a good cross-section of the local community.

The plan itself explains the steps that Council, in conjunction with our broader community, will take to ensure everyone has access to services, facilities, events and information.

All NSW councils are required to develop a Disability Inclusion Plan, with updates every four years.

### **Campaspe Murray Business Awards**

In partnership with Campaspe Shire Council, Council delivered the Campaspe Murray Business Awards in the second half of 2022.

The awards showcased businesses from the tourism, retail, trades, agriculture and many other sectors.

Over the last few years, our business community has been through an extremely challenging time. These awards exemplified the strength, resilience and resolution of businesses on both sides of the river and offered a platform to showcase their achievements.

There were 47 finalist across the 12 awards categories, with the gala presentation evening being held on 19 October 2022 in Moama.

### **Scores on Doors program**

Council this year commenced participation in the 'Scores on Doors' program.

The State Government initiative is aimed at letting residents and diners see how well local food businesses are complying with food hygiene and safety requirements. The rating system of Excellent (5 stars), Very Good (4 stars) and Good (3 stars), all represent various levels of compliance with the Food Standards Code.

And many of our business owners have been busy putting up their very own five-star rating certificates over the past 12 months!

Our Environmental Health Coordinator inspects businesses and rates their hygiene and food safety standards, taking into account things such as food temperature control, food prepared in advance of service, food handler hygiene, cleaning and pest control.

The introduction of the Scores on Doors program has highlighted the many businesses within the municipality that are doing the right thing by their customers and operating in a clean and hygienic manner and keeping food safe.

### **Electric Vehicles**

This year we added a new electric vehicle to our fleet which is powered by the charging station installed at our Moama office. The electric vehicle is used by Council staff needing to travel between our offices and is just one way we can help reduce emissions in the transport space. We're also continuing to explore opportunities to encourage greater electric vehicle take-up in the local community and are working with industry partners to undertake joint advocacy to help facilitate the installation of more charging stations across the council area.





### **Youth Engagement Program**

Our Youth Engagement Program (YEP) is still ticking along, with our 'Y Hub' in Moulamein well supported by the local community. Registered participants meet every Friday afternoon to socialise and play games at the local community space. The Y Hub participants have also organised a number of events over the past twelve months aimed at new experiences and increased social interaction.

The biggest event of the year was the Youth Week Skate workshops in April where local youth got the chance to tidy up their skateboarding skills at workshops in Barham and Moama. 43 local youth attended the workshops with great feedback from all involved.

#### Launch of Backroads Trail Podcast

Council, in partnership with the Backroads Trail Committee, launched the new Backroads Trail podcast, offering locals and visitors an opportunity to delve deeper into the Backroads Trail journey.

Featuring 22 attractions across the local landscape, the Trail extends from Echuca-Moama, Womboota, Bunnaloo, Barham Koondrook, Caldwell, Deniliquin and Mathoura.

The six-part podcast series offers another layer to the experience, with stories from people along the trail including business owners, farmers, artists and community members.

Listeners were treated to six episodes: What is the Backroads Trail / Life on the Land / Community on the Backroads Trail / Back to Nature and Slow Travel on the Backroads Trail / A Creative Life on the Backroads Trail / The farm grown food of the Backroads Trail and how to access it.

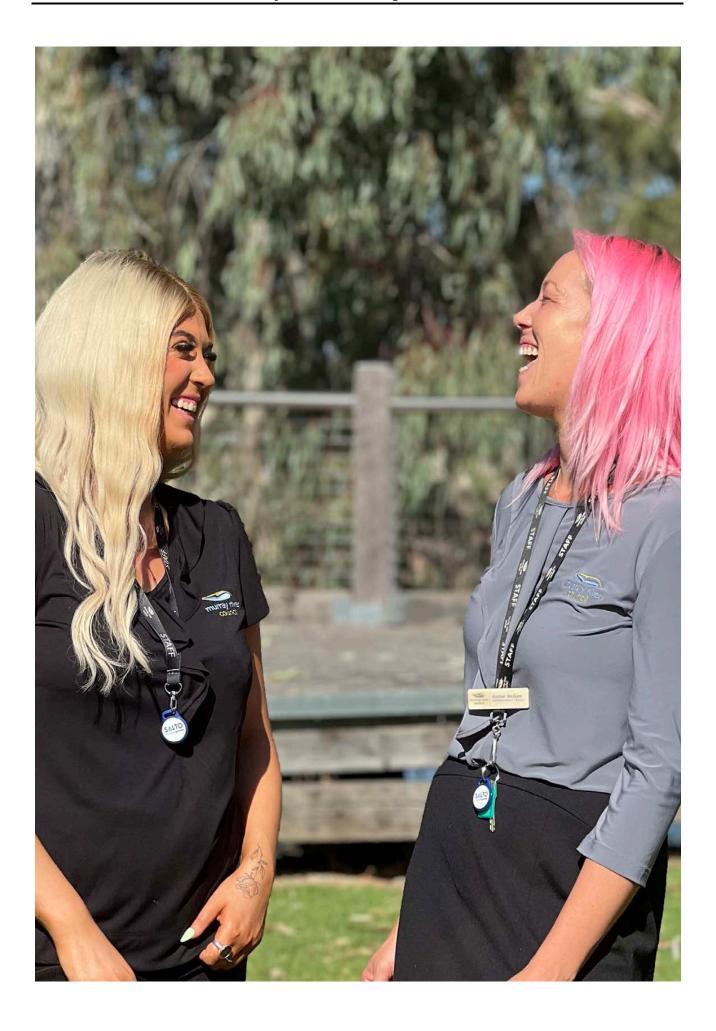
# Joint meeting with Swan Hill Rural City Council

Councillors and management met with their counterparts at Swan Hill Rural City Council to discuss issues of common interest and to further strengthen the working relationship between the organisations.

In what was the first of what will continue to be regular meetings, the Councils discussed a range of topics including the collective concern regarding cross border anomalies and the Swan Hill Bridge development.

The joint meeting highlighted the genuine commitment of both councils to form a relationship that is focused on outcomes.

The meeting further renewed the commitment of both councils to see the Swan Hill Bridge project to fruition, with specific questions arising over the current heritage order on the existing bridge. There are still some ambiguities regarding the heritage overlay on the bridge and what this means for the various options put forward, so Council have agreed to liaise directly with Heritage NSW to address these concerns and commit to ongoing advocacy to keep the project moving.







**Our Delivery Report** details the orgainsation's performance against the Operational Plan for 2022-23. More specifically, it focuses on the projects or program of works detailed in 'year one' of our 4-year Delivery Program (2022-2026).

The report is structured around the Community Strategic Plan (2022-2032) Themes:

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

The following pages also offer a status icon against each project:



# Completed. Work is complete and our target/goal

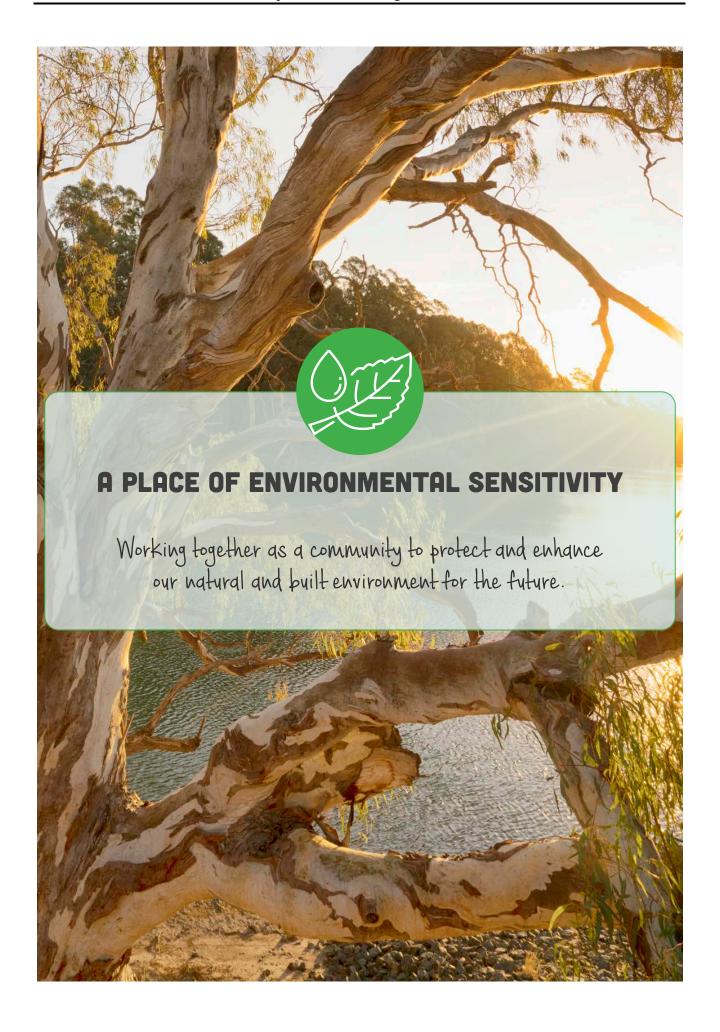
has been achieved.



On Target.
Work is underway and due to be completed to schedule. These projects are often across multiple years.



**Delayed.**Work is behind schedule or on hold.



Q A place of environmental sensitivity

| Goal 1 - Facilitate Circular Economy                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |  |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--|
| 1.1 Designing and promoting products that last and that can be reused, repaired and remanufactured             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |  |
| Action                                                                                                         | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |  |
| An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites. | 1.1.1 Plan for and build an Automated Depot to recycle bottles a Moama Landfill.                                                                                                                                                                                                                                                                                                                                                                                             | and cans at |  |
|                                                                                                                | Full engineering designs have been completed, two packages have been tendered (civil and shed build) and contractors engaged. Project construction is expected to start early 2023/2024.                                                                                                                                                                                                                                                                                     | Ŏ           |  |
| 1.2 Enhance waste and recycling programs to increase resource recycling across LGA                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |  |
| Action                                                                                                         | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |  |
|                                                                                                                | 1.2.1 Encourage Council's Community to participate in the Natio Sale Trail. Council to support the National Garage Sale Ca                                                                                                                                                                                                                                                                                                                                                   |             |  |
|                                                                                                                | Promotion of the Garage Sale Trail was undertaken in the lead up to the event in November.                                                                                                                                                                                                                                                                                                                                                                                   |             |  |
| Investigate, design and construct a resource recovery                                                          | 1.2.2 Reuse of material in other projects reviewed regularly. Re base, crushed concrete, recycled plastic furniture                                                                                                                                                                                                                                                                                                                                                          | use of road |  |
| facility in Moama. With further programs to be considered                                                      | Ongoing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |  |
| across the Council area.                                                                                       | Road base materials are tested for suitable of reuse in all road rehabilitation projects. Insitu materials are spread to form the subbase of a pavement and, if needed, stabilisation agents (ie. cement) can be added to improve performance. 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. | Ō           |  |

| Goal 2 - Protect, enhance and sustain the natural environment |           |                                                         |            |
|---------------------------------------------------------------|-----------|---------------------------------------------------------|------------|
| 1.3 Integrated Water Cycle Management                         |           |                                                         |            |
| Action                                                        | Result    |                                                         |            |
|                                                               | 1.3.1 (a) | Progress the Moama West Drainage Strategy as degrows.   | evelopment |
| Review and update the<br>Residential Drainage / Flood         | Ongoing   |                                                         |            |
| Management Strategies.                                        | 1.3.1 (b) | Construction of the Moulamein Levee                     |            |
|                                                               | Ongoing   |                                                         | Ŏ          |
|                                                               | 1.3.1 (c) | Investigate & progress stormwater infrastructure upgrad | des.       |

Q A place of environmental sensitivity

|                                                                                                                    | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                        |               |  |  |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--|--|
|                                                                                                                    | 1.3.2 Investigate and address water pressure issues across the                                                                                                                                                                                                                                                                                                                                                                                                 | region        |  |  |
| Review and update the Drinking Water Management System.                                                            | <ul> <li>Following Integrated Water Cycle Management (IWCM) Strategy completed by Public Works Advisory (PWA):</li> <li>Hydraulic modelling for Moama is in final draft including future developments.</li> <li>Barham booster pump is under construction to increase pressure for the town.</li> </ul>                                                                                                                                                        | Ō             |  |  |
|                                                                                                                    | 1.3.3 Review and update sewer plant and network operations a Ongoing investigations                                                                                                                                                                                                                                                                                                                                                                            | as required.  |  |  |
| Review and update the Sewer<br>Strategy / Management Plan                                                          | Following Integrated Water Cycle Management (IWCM) Strategy completed by Public Works Advisory (PWA):  Sewer network and treatment detailed designs for Barham and Moama are in progress.  Murray Downs treatment works options being considered.                                                                                                                                                                                                              | Ŏ             |  |  |
| 1.4 Improving areas of natu                                                                                        | ral habitat                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |  |  |
| Action                                                                                                             | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |  |  |
| Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves                 | Development of the Waterfront Strategy     encompass protection of the riverine environment     regeneration and restoration of river frontages include and bank stabilisation works                                                                                                                                                                                                                                                                           | ing erosion   |  |  |
|                                                                                                                    | Delayed dependent on progression of the Housing Strategy.                                                                                                                                                                                                                                                                                                                                                                                                      | ×             |  |  |
| Sensitive urban design, green spaces included in                                                                   | 1.4.2 New subdivisions will incorporate green spaces in their ur for Council to manage in the future.                                                                                                                                                                                                                                                                                                                                                          | ban design    |  |  |
| developments where appropriate                                                                                     | On Target                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |  |  |
| 1.5 Landfill Rehabilitation w                                                                                      | 1.5 Landfill Rehabilitation works                                                                                                                                                                                                                                                                                                                                                                                                                              |               |  |  |
| Action                                                                                                             | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |  |  |
| Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years. | 1.5.1 Upgrades to landfills and transfer stations to be carried or based approach.                                                                                                                                                                                                                                                                                                                                                                             | ut on a risk- |  |  |
|                                                                                                                    | Landfill Risk Assessment project is complete, outputs including bill of quantity costs have been included in the 10 Year Waste Capital Program for landfill rehabilitations. Transfer Station upgrade engineering designs are being completed for all 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. | Ō             |  |  |



| 1.6 Stewardship agreements                                                        |                                                                                                        |  |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--|
| Action                                                                            | Result                                                                                                 |  |
| Work with relevant agencies to identify any projects that Council can support and | 1.6.1 MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented. |  |
| contribute to relating to biodiversity, carbon or other offset agreements.        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                       |  |

| Goal 3 - Plan for the impacts of climate change                           |                                                                                                                                                                                                                                                                                                     |  |  |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1.7 Environmental Sustainability Strategy                                 |                                                                                                                                                                                                                                                                                                     |  |  |
| Action                                                                    | Result                                                                                                                                                                                                                                                                                              |  |  |
| Develop & begin implementation of an Environmental Sustainability         | 1.7.1 Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change                                                                                                                                                                        |  |  |
|                                                                           | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                    |  |  |
|                                                                           | 1.7.2 Adopt an internal policy within MRC to address micro energy production – for MRC site usage.                                                                                                                                                                                                  |  |  |
| Strategy, containing energy efficiency and the impacts of climate change. | System to track current energy usage (Azility) has been put in place.  Tariff Code Adjustments completed.  Working with retailer to upgrade selected meters to Smart Meters to enable detailed data capture required to better understand usage patterns. This will take some time to be completed. |  |  |

| Goal 4 - Increased awareness & education for environmental sustainability                                                                                                 |                                                                                                                                                                                                                                              |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1.8 Develop an education program focusing on Council Services                                                                                                             |                                                                                                                                                                                                                                              |  |  |
| Action                                                                                                                                                                    | Result                                                                                                                                                                                                                                       |  |  |
|                                                                                                                                                                           | Develop an education program focusing on Council service     Sustainability     Rare and Endangered species                                                                                                                                  |  |  |
| Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities. | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                             |  |  |
|                                                                                                                                                                           | Develop an education program focusing on Council service     Water efficiency                                                                                                                                                                |  |  |
|                                                                                                                                                                           | <ul> <li>Active engagement and advice – MiWater Portal on available</li> <li>What is Water Main flushing? Online education campaign</li> <li>Signed up to Water Conservancy – Water efficiency tools and education opportunities.</li> </ul> |  |  |

A place of environmental sensitivity

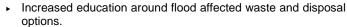
1.8.3 Develop an education program focusing on Council service

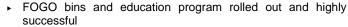
- Sewer systems

Scheduled to start in Year 4 of the Delivery Program (2025-2026)

1.8.4 Develop an education program focusing on Council service

- FOGO, Waste and Recycling
- Ongoing waste education available online. Initial discussions held with HalveWaste
- What Waste Goes Where? education sessions held at Moama Goodstart, Tooleybuc Preschool, Moama Preschool, Mathoura Preschool, Wakool Preschool, Barham Preschool, Inter-reach Moama.





- 1.8.5 Develop an education program focusing on Council service
  - Illegal activities
- ► Ongoing MRC education dogs under effective control
- ► Facilitate Responsible Pet Ownership program for Preschools



1.8.6 Develop an education program focusing on Council service

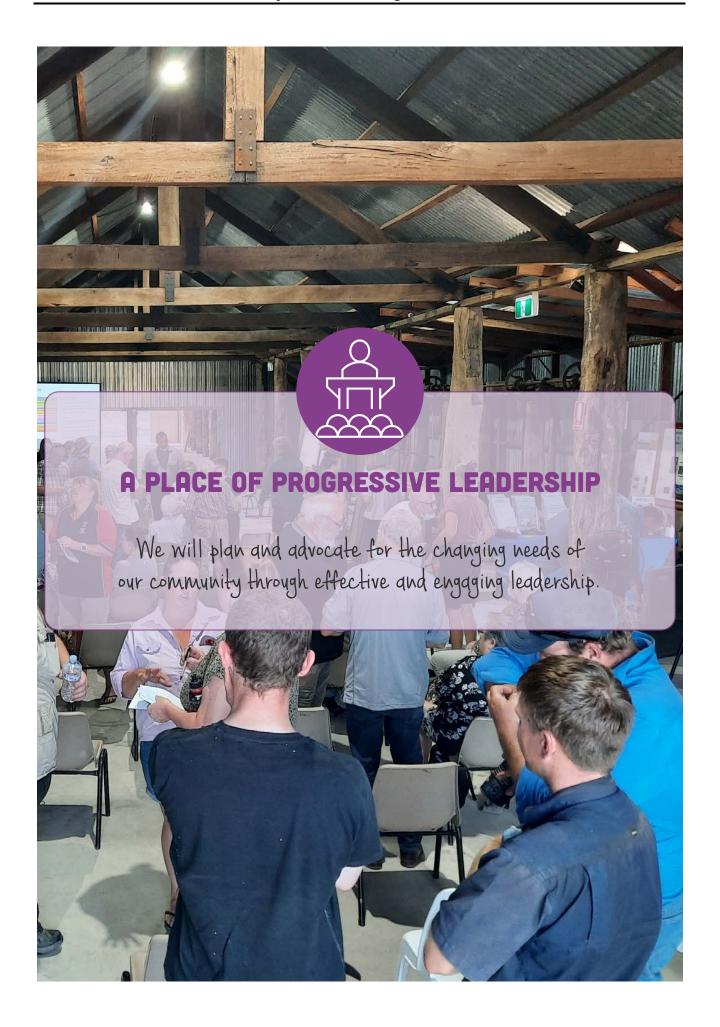
- Weeds and biosecurity
- Murray Regional Weeds Committee placed school education program on hold for the 2022-23 FY
- Silverleaf Nightshade Field Day held



1.8.7 Develop an education program focusing on Council service

Geospatial

Scheduled to start in Year 4 of the Delivery Program (2025-2026)





| Goal 1 - Deliver exceptional & consistent service to our internal & external community               |                                                                                                                                                                                                                                                                                                   |  |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2.1 Visitor and Resident information                                                                 |                                                                                                                                                                                                                                                                                                   |  |
| Action                                                                                               | Result                                                                                                                                                                                                                                                                                            |  |
|                                                                                                      | Ensure Service NSW services are communicated and frequently visit outlying locations                                                                                                                                                                                                              |  |
|                                                                                                      | <ul> <li>Service NSW services are offered in Barham, Moama and Moulamein.</li> <li>The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online</li> </ul>                                       |  |
| Development of a Community Directory and general information relevant to Council and local services. | Government Services.  The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.  All visitations are advertised on social media and via flyers.                                                                                                                             |  |
|                                                                                                      | Investigate subscription-based program for online community directory                                                                                                                                                                                                                             |  |
|                                                                                                      | Due to the administration resources required and out-of-date nature of a community directory, the Economic Development will consider different options to make information about community groups available to the public.                                                                        |  |
| 2.2 Provide a variety of op                                                                          | tions on how people can contact Council                                                                                                                                                                                                                                                           |  |
| Action                                                                                               | Result                                                                                                                                                                                                                                                                                            |  |
|                                                                                                      | 2.2.1 Ensure face to face service centres are retained across the region                                                                                                                                                                                                                          |  |
|                                                                                                      | MRC has 4 face-to-face Customer Service Centres and a Mobile Library Customer Service Centre accessible to residents across the region.                                                                                                                                                           |  |
|                                                                                                      | 2.2.2 In addition to online information capture – continue to use paper-based forms for non-tech savvy community members                                                                                                                                                                          |  |
| Develop a community access/engagement strategy including digital platforms and by phone.             | Paper based forms are available in all Customer Service Centres.                                                                                                                                                                                                                                  |  |
|                                                                                                      | 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                                                                               |  |
|                                                                                                      | <ul> <li>Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms.</li> <li>Voice of Customer surveys commenced in 2022-23 4th quarter to measure satisfaction rates and track customer journey.</li> </ul> |  |



| 2.3 Customer Service Charter                                              |                                                                                                                                                                                                                                                                                                                        |  |  |
|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Action                                                                    | Result                                                                                                                                                                                                                                                                                                                 |  |  |
| Develop and implement a fully integrated Customer Relationship Management | 2.3.1 Customer Service Charter to be aligned and implemented across Council's Business Units                                                                                                                                                                                                                           |  |  |
|                                                                           | Implementation of a Customer Service Charter delayed until we have had established our Customer Experience Strategy which incorporates Community and MRC consultation. This will enable us to create a Charter which will define the standards customers can expect and provide an obtainable Service Level Agreement. |  |  |
| (CRM) process and system.                                                 | 2.3.2 All Council staff to undertake and complete Customer Service training                                                                                                                                                                                                                                            |  |  |
|                                                                           | <ul> <li>In consultation with HR.</li> <li>Customer Service presentation on Dealing with Unacceptable Behaviour to take place at the all staff training day.</li> </ul>                                                                                                                                                |  |  |
| 2.4 Statutory Planning and I                                              | Building                                                                                                                                                                                                                                                                                                               |  |  |
| Action                                                                    | Result                                                                                                                                                                                                                                                                                                                 |  |  |
|                                                                           | 2.4.1 Percentage of approvals completed within statutory timeframes. Update Development Services Charter.                                                                                                                                                                                                              |  |  |
|                                                                           | Continually progressing. New procedures and processes to be put into place including a Development Services Team realignment, new Software (BCS) and advertising for replacement and new positions to progress.                                                                                                        |  |  |
| Encourage improved                                                        | 2.4.2 Development Control Plan (DCP) reviewed and prepare new DCP                                                                                                                                                                                                                                                      |  |  |
| standards of development application.                                     | Actions relocated to 3.11.1 – better alignment within CSP / DP                                                                                                                                                                                                                                                         |  |  |
|                                                                           | 2.4.3 Local Environment Plan (LEP) reviewed and prepare new LEP                                                                                                                                                                                                                                                        |  |  |
|                                                                           | Actions relocated to 3.11.2 – better alignment within CSP / DP                                                                                                                                                                                                                                                         |  |  |
|                                                                           | 2.4.4 Waterfront Strategy developed and implemented                                                                                                                                                                                                                                                                    |  |  |
|                                                                           | Delayed dependent on progression of the Housing Strategy.                                                                                                                                                                                                                                                              |  |  |
| Provide sufficient resources to meet statutory delivery timeframes.       | 2.4.5 Undertake and complete process mapping of planning processes and efficiencies.                                                                                                                                                                                                                                   |  |  |
|                                                                           | In progress                                                                                                                                                                                                                                                                                                            |  |  |
|                                                                           | 2.4.6 Advocate in relation to regionalisation of NSW Planning Portal                                                                                                                                                                                                                                                   |  |  |



|                                                                 | Ongoing                                                                                                                                                                       | Ŏ              |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Provide improved communication measures for planning enquiries. | 2.4.7 Reduced number of general planning enquiries into Cour more focus and timely approvals of DA's.                                                                         | ncil. Allowing |
|                                                                 | Implementation in progress in alignment with corresponding processes and procedures throughout Development Services Team in general for overall improvement and streamlining. |                |
|                                                                 | 2.4.8 Increase education and training for locals on use of NSV Portal and other requirements.                                                                                 | V Planning     |
|                                                                 | Continually in progress.                                                                                                                                                      | <b>I</b>       |

| Goal 2 - Continue to be a trusted and ethical leader that leads by example |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2.5 Leadership that is trusted, capable and collaborative                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| Action                                                                     | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|                                                                            | 2.5.1 Revitalisation of Meninya Street Moama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
|                                                                            | The concept for the Meninya Street Precinct both the concept designs and simulation video was completed and adopted by Council in June 2022.                                                                                                                                                                                                                                                                                                                                                                                      |  |
|                                                                            | Procurement remains underway to identify a successful supplier for the detailed design, survey and service location for the construction of Meninya Street, Moama.                                                                                                                                                                                                                                                                                                                                                                |  |
| Develop and implement a Corporate Strategy.                                | 2.5.2 Partnering with community and businesses to achieve positive community outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|                                                                            | Completed a 'Shared Services' investigation on the successes and failures of the shared services model: Australia, New Zealand. Commenced discussions with neighbouring councils to partner in service delivery commencing with back-of-house financial services.                                                                                                                                                                                                                                                                 |  |
|                                                                            | The fourth Cross-Border Campaspe Shire / Murray River occurred on 25 August 2022. All Managers from both councils were invited and met together for the first time to discuss what they could work on together. Met the new CSC CEO 7 Oct 2022 to discuss alignment of Economic Development Strategy. Subsequently Murray River and Campaspe Shire Council's signed a Memorandum of Understanding in May 2023 which included working together on Economic Development, Tourism, Water, and Human Resources (attraction of staff). |  |
|                                                                            | Representing our flood effected business, the council commenced collaborating with State and Federal Government agencies to manage, and recover from, the Oct 2022 floods. This process has proven to be extremely frustrating as there was a change of State Government precisely at the time the advocacy efforts were occurring.                                                                                                                                                                                               |  |



|                                                              | Council commenced liaising with Hay, Berrigan, and Edward River Councils to facilitate bringing a Country University Centre (CUC) to Murray River. This has since progressed to an application stage at the Federal level.                                                                                                                                                                                                                                                                |              |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                              | 2.5.3 Develop a Child Safe Strategy and implement as per NSW                                                                                                                                                                                                                                                                                                                                                                                                                              | legislation. |
|                                                              | Officers participated in Office of the Children's Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children's Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023. Draft procedure for Reportable conduct to be finalised and adopted. | Ŏ            |
|                                                              | 2.5.4 Define Council's internal and external services as well as w is and is not responsible for.                                                                                                                                                                                                                                                                                                                                                                                         | hat Council  |
|                                                              | As part of the address to the 1652 requests stemming from the public consultation sessions completed in the development of the Community Strategic Plan, council has established a 'Parking Lot' (ideas and requests not currently able to be funded). The 'Parking Lot' has been incorporated into CSP.                                                                                                                                                                                  | 0            |
| Review and enhance our values and behaviours within Council. | 2.5.5 MRC values and behaviours to become an integral part performance appraisal process.                                                                                                                                                                                                                                                                                                                                                                                                 | of the staff |
|                                                              | Behaviours are a crucial measure in performance appraisal processes.                                                                                                                                                                                                                                                                                                                                                                                                                      |              |

# Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers

| our customers                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2.6 Improve externally provided information and communication |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Action                                                        | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Further develop and enhance public communication materials.   | 2.6.1 Update and improve external community information pathways including  - 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  - Using Mobile library as information source for community information Increased use of Snap Send Solve - New landing page on MRC website to connect to YourSay Platform |  |



| • | Update | of MRC | website |
|---|--------|--------|---------|
|---|--------|--------|---------|

- Increased use of Facebook for Bridge Lift and traffic condition changes
- Attending Campaspe Youth Day Echuca (Careers and what we do)
- Development of Recruitment banners
- 2.6.2 Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)

Ongoing development of website, flyers, social media posts to ensure they incorpotate plain english and graphics to assist with readibility.



2.6.3 Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

2.6.4 Investigate and implement NSW Planning Portal links to allow better integration with MRC IT systems

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

- 2.6.5 Upgrades to the MRC website to include
  - Web-based payment options
  - Interactive mapping of foot and cycle paths
  - Community directory
  - Move to more paperless documentation (online signing/ portal)

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

- 2.6.6 Investigate and undertake a business case for creating a Community Directory including
  - housing or 'New to town' concierge service Trades directory

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

2.6.7 Service signage at front of MRC buildings (what services are available at each location)

Council buildings have signage.



#### 2.7 Improve internal services to better support community needs

| Action                                           | Result                                                                                |
|--------------------------------------------------|---------------------------------------------------------------------------------------|
| Develop Customer focused culture within Council. | 2.7.1 Upgrades to internal services to increase accessibility of internal information |



| <ul><li>New CRM to improve customer interface</li><li>Develop intranet</li></ul> |
|----------------------------------------------------------------------------------|
| Scheduled to start in Year 2 of the Delivery Program (2023-2024)                 |

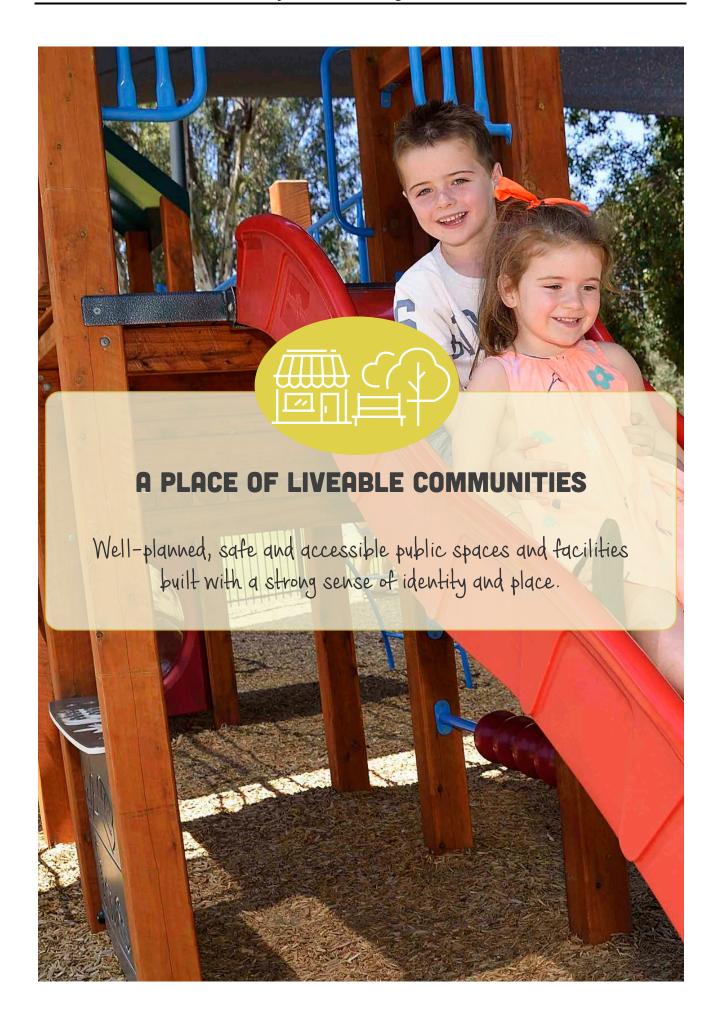
# Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).

#### 2.8 **Community and Council collaboration** Action Result Review and update Councils Community Engagement Framework. 2.8.1 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). ► Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Face to face engagement sessions held for various projects, flood information sessions, flood recovery sessions, flood related grant information session. CSP and DP updates reported monthly via the MOR. Council meetings rotate to Moulmein, Barham and Mathoura in Increased interaction with addition to Moama. Communities. 2.8.2 Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands) Information about grants and other relevant projects and programs is regularly provided to the community through various means (e.g. community newsletters, social media, attendance at committee meetings etc). 2.8.3 Further develop partnerships with local community groups to implement community driven projects Staff regularly meet with and support community groups to work

towards achieving their goals.



| 2.9 Community Engagement Framework                                                  |                                                                                                                                                                                             |           |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Action                                                                              | Result                                                                                                                                                                                      |           |
| Further development and implementation of Council's Community Engagement Framework. | 2.9.1 Review and update the existing Community Engagement ensuring the framework is embedded into Council's operation                                                                       |           |
|                                                                                     | <ul> <li>Community Engagement Plans and Communication Plans are<br/>embedded into Council's Project Management Framework</li> </ul>                                                         | Σ.        |
|                                                                                     | <ul> <li>Community Engagement Strategy and Policy revised and<br/>adopted by Council (April 2023). Ongoing development of<br/>options to increase engagement being investigated.</li> </ul> |           |
| 2.10 Community Engagemen                                                            | nt Toolkit                                                                                                                                                                                  |           |
| Action                                                                              | Result                                                                                                                                                                                      |           |
| Further development and implementation of Council's Community Engagement Toolkit.   | 2.10.1 Develop overarching engagement toolkit and implement e tools into Council processes                                                                                                  | ngagement |
|                                                                                     | Initial discussions have been held internally to look at the<br>requirements of the toolkit and formats of tools to support staff<br>to implement.                                          |           |
|                                                                                     | <ul> <li>Ongoing education with all staff – Communication is key</li> </ul>                                                                                                                 |           |





# 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

| Action                                                                               | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                      | 3.1.1 Develop a Service standards strategy for all Parks, Recreation reserves.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                      | Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Councillor workshops were undertaken to review the data and feedback, based on the future needs assessment Council adopted the Parks & Reserves hierarchies. Next phase of the project is to document the strategy for Parks and Recreation and begin public consultation prior to final adoption by Council. |
|                                                                                      | 3.1.2 Investigate and plan for development of various boat ramps across the region.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Outcomes of the Asset and service delivery review to be planned for and prioritised. | Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Boat ramp assets were assessed for condition and location. Murray Downs Boat Ramp construction project has commenced and is ongoing to deliver access to the Murray River for the local community, this project scheduled for completion in 2024.                                                             |
|                                                                                      | 3.1.3 Ongoing monitoring and management of sports grounds across the region.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                      | Sports grounds across the region were 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.                                                                                                                                                                                                                                                                         |
|                                                                                      | Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                      | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                      | 3.1.5 Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                      | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                      | 3.1.6 Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities                                                                                                                                                                                                                                                                                                                                                                                                                       |



The Moama and Mathoura pools were operational for the entire 2022/23 season. Opening of both pools was delayed due to the 2022 flood event by one month with commencement in December. Both pools were monitored and managed by Belgravia Leisure, the end of season report provided by the contractor indicated an increase in patronage and usage at both locations.



3.1.7 Investigate and plan for development and upgrades of Skate Parks across the region.

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

3.1.8 Ongoing monitoring and management of existing sports and recreation buildings.

All sports & recreation buildings were monitored and managed 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.

Completion of Female Change Facility at Moama Recreation Reserve to service growing needs and demands. Successfully funded by NSW Government under Stronger Country Community Fund Round 5.

Completion of Sportsground Lighting Upgrade funded by the NSW Government under Stronger Country Community Fund Round 5 to replace lighting with new energy efficient LED lighting systems.



Locations include:

Barham - Football Oval and Tennis Courts

Bunnaloo - Tennis Courts

Mathoura - Football Oval, Netball and Tennis Courts

Moulamein – Football Oval and Netball Courts (Major Construction including new light towers)

Tooleybuc – Football Oval and Netball Courts (Major Construction including new light towers)

3.1.9 Undertake Master Planning for new sport and recreation buildings and grounds across the region.

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

3.1.10 Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

#### 3.2 Public Buildings

| · · · · · · · · · · · · · · · · · · ·                                                      |                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action                                                                                     | Result                                                                                                                                                                                                                                    |
| Delivery of a feasible level of service for the community in relation to public buildings. | 3.2.1 Town hall / public facility upgrades will be undertaken inline with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability. |



| Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings. | <ul> <li>Noorong Hall – New vinyl flooring throughout, structural &amp; plumbing upgrades, security lighting and lock upgrades</li> <li>Caldwell Hall – New fans and A/C, electrical upgrades, security lock upgrades.</li> <li>Womboota Hall – security lock &amp; plumbing upgrades.</li> <li>Moulamein Library – fully painted, new blinds and security upgrade.</li> <li>Moulamein Pavilion - Security upgrades</li> <li>Barham Library – New LED lighting throughout</li> <li>Moama Sporting Complex – Security upgrades</li> <li>Tooleybuc Rec Res – Building lighting upgrades</li> <li>Barham Riverside Public Toilets – Internal paint</li> <li>Barham Noorong St Public Toilets &amp; rest Centre – Internal paint</li> <li>Moama Beach Public Toilets - Security upgrades</li> </ul> | Ō          |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 3.3 Disability Action Plan fo                                                                                                | or Open Spaces / Disability Inclusion Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| Action                                                                                                                       | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |
|                                                                                                                              | 3.3.1 Disability Inclusion Plan developed and embedded into Council's day-to- day operations and design programs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| Develop and implement a disability action plan for open spaces including a disability inclusion action plan.                 | MRC staff and community consultation regarding the Disability Inclusion Action Plan is now complete. MRC have developed our 2022-2026 DIAP with the aim of making our community more accessible and inclusive for people with disability. The DIAP is Council's four-year plan that details our approach to enabling people with disability to fully participate in all aspects of the community. The DIAP has been adopted.                                                                                                                                                                                                                                                                                                                                                                    | <b>②</b>   |
| 3.4 Community Safer Space                                                                                                    | es                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |            |
| Action                                                                                                                       | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |
| Develop and implement a Community Safer Spaces                                                                               | 3.4.1 Community Safer Spaces Plan and associated doc developed and embedded into Council's operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | umentation |
| Plan and associated documentation                                                                                            | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |            |
| 3.5 Lighting upgrades & in                                                                                                   | nprovements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
| Action                                                                                                                       | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |
| LED lighting Strategy and program to be rolled out                                                                           | 3.5.1 Progressive LED lighting replacement program to be under the over next 10 years. New subdivisions to use LED lighting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
| across the Council area (Street lighting and Parks and Reserves).                                                            | Ongoing.  Essential Energy (EE) have completed their LED lighting replacement program. Council are working with EE to installed new LED lighting as required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Ŏ          |

new LED lighting as required.

LED lighting is being installed in new subdivisions.



| 3.6 CCTV Strategy                                        |                                                                                                          |            |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------|
| Action                                                   | Result                                                                                                   |            |
| Develop and implement a CCTV strategy for all townships. | 3.6.1 Develop CCTV strategy.                                                                             |            |
|                                                          | Currently under development                                                                              |            |
|                                                          | 3.6.2 Begin installation and management of CCTV devices as in the strategy                               | identified |
|                                                          | Some CCTV installations have already been made and will be reviewed as part of the strategy development. | Ŏ          |

| Goal 2 – Enable development of sustainable liveable communities                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 3.7 Housing Strategy                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |
| Action                                                                                                                                                     | Result                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |
| Development of a<br>Residential Housing<br>Strategy which will guide the<br>rezoning of future residential<br>land over the next 5-10<br>years and beyond. | 3.7.1 Develop a Residential Housing Strategy.                                                                                                                                                                                                                                                                                                                                                                                                 |          |
|                                                                                                                                                            | Nearing completion. Council staff have completed the process of handing this project over to Consultant Town Planner for completion. Due for presentation to Council in April 2023.                                                                                                                                                                                                                                                           | Ŏ        |
|                                                                                                                                                            | 3.7.2 Review and develop the Local Environment Plan.                                                                                                                                                                                                                                                                                                                                                                                          |          |
|                                                                                                                                                            | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                                              |          |
| 3.8 Community / Botanical                                                                                                                                  | Gardens                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |
| Action                                                                                                                                                     | Result                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |
|                                                                                                                                                            | 3.8.1 Continue to support existing community and botanical gard                                                                                                                                                                                                                                                                                                                                                                               | dens     |
| Review and support the finalisation of existing community & Botanical gardens.                                                                             | Stage Five of the Moama Botanical Gardens was delivered and officially opened by Helen Dalton MP. Final landscaping and planting was undertaken by Council's Parks team in conjunction with the Friends of the Botanical Gardens group. Operational maintenance was undertaken by the Parks team to ensure service delivery was met so that the gardens could continually mature. Minor elements of Stage Five to be delivered in 2023/24 FY. | <b>②</b> |



| 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                                                        |                                                                                                                                                                                            |
| Action                                                                                                                     | Result                                                                                                                                                                                     |
| Design and implementation                                                                                                  | 3.9.1 FOGO kerbside collection service rolled out to all townships acros the Local Government Area                                                                                         |
| of the Food Organics and<br>Garden Organics (FOGO)<br>program.                                                             | This project was successfully completed. Delivery of bins and caddies was smooth. A number of community members took the time to provide positive feedback and congratulate Council on the |

roll out. Post implementation kerbside bin contents will be audited to establish the diversion rate and success of the program.

This is an ongoing action that is considered by the Waste Unit

Additional waste and recycling options investigated and actioned as

# Goal 4 - Strategic planning which produces consistent, strategic, transparent outcomes.

per the strategy.

#### 3.10 Streetscaping / Master planning / Placemaking

Develop & begin

implementation of the Waste Management Strategy.

3.9.2

continuously.

| Action                                                                                                                           | Result                                                                                                                                                             |   |  |  |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--|--|
| Investigate and prioritise townships for placemaking, masterplans and streetscaping, to be well-planned, design and implemented. | 3.10.1 Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.  |   |  |  |
|                                                                                                                                  | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                   |   |  |  |
|                                                                                                                                  | 3.10.2 Meninya Street Moama is the priority for MRC                                                                                                                |   |  |  |
|                                                                                                                                  | The concept for the Meninya Street Precinct both the concept designs and simulation video was completed and adopted by Council in June 2022.                       | Ŏ |  |  |
|                                                                                                                                  | Procurement remains underway to identify a successful supplier for the detailed design, survey and service location for the construction of Meninya Street, Moama. |   |  |  |
| 3.11 Town Planning / Land Use Strategies                                                                                         |                                                                                                                                                                    |   |  |  |

| Action                                                                            | Result                                                                                                  |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Prepare new Development<br>Control Plan and New Local<br>Environment Plan for MRC | 3.11.1 Review and develop a new Development Control Plan                                                |
|                                                                                   | Delayed, Development Control Plan to kick off late 2023 and LEP during 2024/25 due to resourcing issues |
|                                                                                   | 3.11.2 Review and develop a new Local Environment Plan                                                  |
|                                                                                   | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                        |



| Goal 5 – Update and review our open spaces to reflect community wants and needs.                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--|--|--|
| 3.12 Cemeteries / commemoration                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |  |  |  |
| Action                                                                                                                                                                                                                                                                  | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |  |  |  |
| Cemeteries have an identifiable level of service and standard across the Council area.                                                                                                                                                                                  | 3.12.1 Investigate level of services and complete an asset review for all of Councils cemeteries.                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |  |  |  |
|                                                                                                                                                                                                                                                                         | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>.</b> |  |  |  |
|                                                                                                                                                                                                                                                                         | In consultation with Parks and Open Spaces.  ➤ Reviewing capacity.  ➤ Review of procedures to be undertaken.                                                                                                                                                                                                                                                                                                                                                                                                                         |          |  |  |  |
| 3.13 Upgrade, enhance & maintain Parks and Open Spaces that connect Communities & are accessible                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |  |  |  |
| Action                                                                                                                                                                                                                                                                  | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |  |  |  |
| 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. | 3.13.1 Investigate level of services and complete an asset review for all Parks and Open Spaces.                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |  |  |  |
|                                                                                                                                                                                                                                                                         | Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Councillor workshops were undertaken to review the data and feedback, based on the future needs assessment Council adopted the Parks & Reserves hierarchies. Next phase of the project is to document the strategy for Parks and Recreation and begin public consultation prior to final adoption by Council. | <b>②</b> |  |  |  |
|                                                                                                                                                                                                                                                                         | 3.13.2 Murray Downs Riverside Park – designed and implementation has begun                                                                                                                                                                                                                                                                                                                                                                                                                                                           |          |  |  |  |
|                                                                                                                                                                                                                                                                         | Murray Downs Riverside Park concept plans have been completed and adopted. Boat Ramp, access and carpark currently under construction and due for completion in 2024. River walk was due to be constructed in 2022/23 FY but has been delayed to next financial year due to flooding event of 2022 impacting site access.                                                                                                                                                                                                            |          |  |  |  |
|                                                                                                                                                                                                                                                                         | 3.13.3 Feasibility and demand investigated for Teenage hangout spaces across the region                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |  |  |  |
|                                                                                                                                                                                                                                                                         | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |  |  |  |
|                                                                                                                                                                                                                                                                         | 3.13.4 Ongoing installation of drinking water fountains across the region                                                                                                                                                                                                                                                                                                                                                                                                                                                            |          |  |  |  |
|                                                                                                                                                                                                                                                                         | New installations of drinking fountains delivered. Upgrade at Moama Skate Park and one new installation at Moama Soundshell as part of the flood recovery of the space.  Future installations identified and scope for projects at Moulamein, Barham and Murray Downs.                                                                                                                                                                                                                                                               |          |  |  |  |



3.13.5 Increase in public access points to rivers - being assessed via the Waterfront Strategy

#### Delayed



3.13.6 Masterplans to include Township Beautification Projects.

Scheduled to start in Year 3 of the Delivery Program (2024-2025)

3.13.7 Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

3.13.8 Ongoing feasibility assessments for new and existing picnic areas.

Scheduled to start in Year 3 of the Delivery Program (2024-2025)

3.13.9 Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities

Smarty benches have been included in concept designs for multiple landscape projects including Meninya Street Master plan. Delivery of the benches will be based on funding opportunities when the projects are delivered.



3.13.10 Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

3.13.11 Park bench program of works to be developed and considered for various locations across the region

New benches and picnic settings installed in Moama, Wakool, Barham and Murray Downs in accordance with allocated budget.



3.13.12 Shade Sails program of works to be developed and considered for various locations across the region

New shade structures installed Barham Recreation Reserve, Moama Skatepark and Moama Off Leash area.



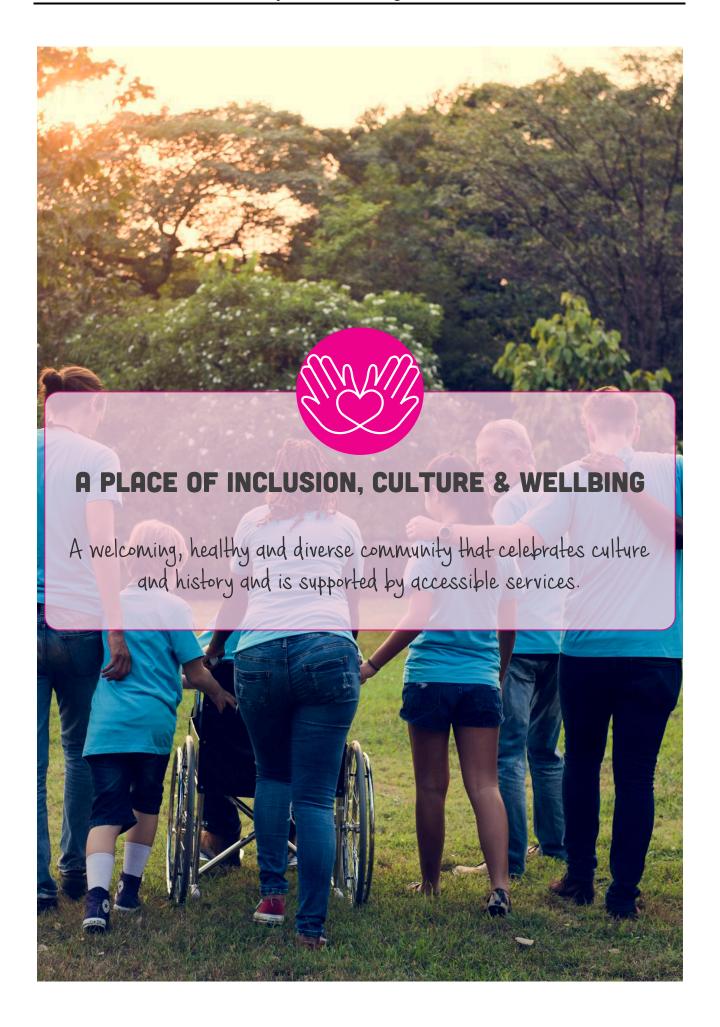
3.13.13 Investigate and develop feasibility studies for Jetties, Pontoon's and floating wharfs around the region.



|                                                                                                          | Feasibility study project not yet commenced due to lack of budget allocation. Flood events of 2022 have impacted on existing Jetties, Pontoons and floating wharfs.                                                                                                                | 3     |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                                                                                                          | 3.13.14 Investigate and develop feasibility studies for retaining walls are the region.                                                                                                                                                                                            | ound  |
|                                                                                                          | Multiple projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding. | 5     |
| 3.14 Public Space Waste and                                                                              | d Recycling                                                                                                                                                                                                                                                                        |       |
| Action                                                                                                   | Result                                                                                                                                                                                                                                                                             |       |
|                                                                                                          | 3.14.1 Ongoing installation of dog poo bag dispensers across the region                                                                                                                                                                                                            | 1.    |
| Investigate and implement a program for waste and                                                        | Multiple dispensers have been installed based on community feedback and needs in accordance with allocated budget.                                                                                                                                                                 |       |
| recycling bins in public spaces.                                                                         | 3.14.2 Ongoing installation of public space waste and recycling servacross the region                                                                                                                                                                                              | vices |
|                                                                                                          | Public space waste and recycling services are considered adequate.                                                                                                                                                                                                                 |       |
| 3.15 Water Play                                                                                          |                                                                                                                                                                                                                                                                                    |       |
| Action                                                                                                   | Result                                                                                                                                                                                                                                                                             |       |
| Investigate commercial and public sector opportunities for splash and water parks throughout the region. | 3.15.1 Advocate for private investment of these facilities at approp locations linked to commercial business arrangements to a sustainable funding model to maintain the asset and renew v required.                                                                               | allow |
|                                                                                                          | A developer has included concept designs of a water splash part that is integrated with a retail component that will ensure the ongoing cost and maintained will be met and self-funded by the private sector.                                                                     |       |



| 3.16 Weed Management                                              |                                                                                                                                                                                                                                                                                                                                                                                                                            |           |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Action                                                            | Result                                                                                                                                                                                                                                                                                                                                                                                                                     |           |
|                                                                   | 3.16.1 Development of an Urban Weed management Plan for add Council.                                                                                                                                                                                                                                                                                                                                                       | option by |
|                                                                   | Project commenced and ongoing. Biosecurity Co-Ordinator currently developing the Plan for adoption by Council.                                                                                                                                                                                                                                                                                                             |           |
|                                                                   | 3.16.2 Weed Management Priorities are communicated annually community.                                                                                                                                                                                                                                                                                                                                                     | with the  |
| Review and further<br>development the Weed<br>Management Strategy | Biosecurity team have engaged with communities across Council and have met WAP targets for 2022/23. They have engaged all stakeholders from NSW DPI, Local Land Services, NSW Parks & Wildlife, Parks Victoria, Forests NSW and neighbouring Councils. Staff attended scheduled regional weeds committee meetings to represents Council and provide input into State and local weeds management strategies and priorities. |           |
|                                                                   | 3.16.3 A reduction of priority weeds reducing over time.                                                                                                                                                                                                                                                                                                                                                                   |           |
|                                                                   | Priority weed inspections and control actions have been recorded and GPS mapped in accordance with WAP targets. All recorded infestations and control actions have been reported monthly through BIS reports to NSW DPI in accordance with funding and biosecurity obligations.                                                                                                                                            |           |





| Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. |                                                                                                                                                                                                                                                                                                                                                                                               |            |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 4.1 Signage across Council                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                               |            |
| Action                                                                                                               | Result                                                                                                                                                                                                                                                                                                                                                                                        |            |
| Develop a program to identify, upgrade and renew signs across Council.                                               | 4.1.1 Review all signage, develop a plan and begin renewal or repl of all old Council signage including entranceways sign communities & towns, old Wakool signage and old Murr signage                                                                                                                                                                                                        | ns to all  |
|                                                                                                                      | Council has commenced the review of all signs within the Murray River Council area. All old signage referring to the pre-merge identities will be systematic replaced/upgraded to Murray River Council signage in line with Council's adopted templates. Budget votes has been allocated for the 2023-2024 financial year and will continue yearly until all signs are in the correct format. | Ō          |
| 4.2 Formation of Networks                                                                                            | - training and networking to fulfil social function and spark migration                                                                                                                                                                                                                                                                                                                       | n of ideas |
| Action                                                                                                               | Result                                                                                                                                                                                                                                                                                                                                                                                        |            |
|                                                                                                                      | 4.2.1 Development of a Youth Forum                                                                                                                                                                                                                                                                                                                                                            |            |
|                                                                                                                      | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                              |            |
| Engage with Community<br>Groups and develop social<br>programs.                                                      | 4.2.2 Continue to form community networks for training and ne placed based gathering to fulfill social function and to spark of ideas.                                                                                                                                                                                                                                                        |            |
|                                                                                                                      | Staff regularly meet with and support community groups to work towards achieving their goals. Council has sought grant funding to support various community events run throughout 2022-23.                                                                                                                                                                                                    | Ō          |
|                                                                                                                      | 4.2.3 Increase social interaction / library programs                                                                                                                                                                                                                                                                                                                                          |            |
|                                                                                                                      | 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.                                                                                                                                                                                         |            |

# A place of inclusion, culture and wellbeing

| 4.3 Health and Wellbeing program options for all residents                        |                                                                                                                                                                                                                                                            |              |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Action                                                                            | Result                                                                                                                                                                                                                                                     |              |
| Engage with Murrumbidgee<br>Local Health Network and cross<br>border equivalents. | 4.3.1 Advocate for health and wellbeing programs for all residents and demographics)                                                                                                                                                                       | s (all ages  |
|                                                                                   | Staff regularly attend network meetings                                                                                                                                                                                                                    |              |
| 4.4 Provide programs for ta                                                       | rgeted community demographics                                                                                                                                                                                                                              |              |
| Action                                                                            | Result                                                                                                                                                                                                                                                     |              |
|                                                                                   | 4.4.1 Advocate for youth activities / youth group / youth centres locations across Council                                                                                                                                                                 | s in various |
|                                                                                   | Scheduled to start in Year 2 of the Delivery Program (2023-2024) YHub in Moulamein currently operating – investigating & advocating for similar in other locations                                                                                         | Ŏ            |
|                                                                                   | 4.4.2 Investigate the requirement for targeted community provarious demographics. Deliver programs as identified                                                                                                                                           | ograms for   |
| Develop after school programs, Youth engagement                                   | Scheduled to start in Year 2 of the Delivery Program (2023-2024) 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.        |              |
| programs, computers for seniors etc                                               | The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.                                                                                                                                                                            |              |
|                                                                                   | <b>Barham</b> - Social Book Chat Club meets every Tuesday morning, Move & Groove every Thursday morning, School holiday activities, Digital help through partnership with Be Connected and the Digital Mentoring Program, Cryptic Crosswords every Friday. |              |
|                                                                                   | <b>Moulamein</b> – Friday games day. New app, borrow box. Youth Hub every Friday afternoon.                                                                                                                                                                |              |
|                                                                                   | Mathoura – Art Group and games day.                                                                                                                                                                                                                        |              |
|                                                                                   | 4.4.3 Advocate for the implementation of an after-school care Mathoura                                                                                                                                                                                     | program for  |
|                                                                                   | Needs analysis assessment to be undertaken                                                                                                                                                                                                                 | ×            |



| Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community). |                                                                                                                                                                                                                                                                                                                                                                |  |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.5 Indigenous Recognition                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                |  |
| Action                                                                                                                                    | Result                                                                                                                                                                                                                                                                                                                                                         |  |
|                                                                                                                                           | 4.5.1 Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.                                                                                                                                                                                                                          |  |
|                                                                                                                                           | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                               |  |
|                                                                                                                                           | 4.5.2 Ongoing support and advocacy for local indigenous sites and development of programs.                                                                                                                                                                                                                                                                     |  |
|                                                                                                                                           | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                               |  |
| Collaborative agreements with local indigenous nations                                                                                    | 4.5.3 Develop and implement a Council Reconciliation Plan that increases indigenous recognition though Council practices                                                                                                                                                                                                                                       |  |
| developed                                                                                                                                 | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                                                                                                               |  |
|                                                                                                                                           | As an initial step council met with Shepperton's CEO to discuss their recognition plans, the timing, resources allocated etc. At this early stage it is intended to initially focus on indigenous employment opportunities. Council is now using CVGT (Central Victorian Group Training) Group Training Apprenticeships program and their Indigenous programs. |  |
|                                                                                                                                           | 4.5.4 Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA                                                                                                                                                                                                                 |  |
|                                                                                                                                           | Council has worked with aboriginal creatives on various projects throughout 2022-23, including Moama Lights.                                                                                                                                                                                                                                                   |  |
| 4.6 Regional History                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                |  |
|                                                                                                                                           | Result                                                                                                                                                                                                                                                                                                                                                         |  |
| Celebrate significant local<br>history milestones and<br>develop an ongoing calendar<br>of milestones                                     | 4.6.1 Facilitate investment and construction to showcase history, art and culture of the MRC area                                                                                                                                                                                                                                                              |  |
|                                                                                                                                           | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                                                                                                               |  |
|                                                                                                                                           | 4.6.2 Continue to celebrate our regional history                                                                                                                                                                                                                                                                                                               |  |
|                                                                                                                                           | Council has engaged a museum advisor to work ongoing with the numerous museums across the council area, who conserve and share our culture and history.                                                                                                                                                                                                        |  |



| Council (retain and attract new people).                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.7 To attract quality staff to                                                                                       | o service community demands                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Action                                                                                                                | Result                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|                                                                                                                       | 4.7.1 Investigate RDA Riverina's 'Country Change' program to attract new residents                                                                                                                                                                                                                                                                                                                                                                |  |
|                                                                                                                       | Council's Economic Development & Tourism Strategy (EDTS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years. Directly linked to 5.9.1                                                                                                                                                                                                            |  |
| To attract quality staff to service community demands.                                                                | 4.7.2 Actively recruit for specific roles within Council to service community demands and requirements.                                                                                                                                                                                                                                                                                                                                           |  |
| service community demands.                                                                                            | We have reviewed our advertising mediums and have sought advice/feedback from external advertisers which resulted in MRC changing its advertising style. We have been most successful in our recruiting efforts evidenced by the substantial improvements in the number of applicants we are receiving for advertised positions. We have been successful in filling the majority of roles within the Planning and Development services portfolio. |  |
| 4.8 Developing future leade                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| Action                                                                                                                | Result                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|                                                                                                                       | 4.8.1 Redevelopment and ongoing review of MRC recruitment and advertising program                                                                                                                                                                                                                                                                                                                                                                 |  |
| Develop a learning and<br>development strategy<br>including leadership<br>opportunities – Emerging<br>Leaders Program | Whilst we have developed the necessary strategies for Learning and Development the overall project was delayed due to a number of changes within MRC. However, some required training is still being completed.                                                                                                                                                                                                                                   |  |
|                                                                                                                       | 4.8.2 Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)                                                                                                                                                                                                                                                                                |  |
|                                                                                                                       | We have plans in place to implement the Emerging Leaders program in February 2024. We are also continuing with trainee programs especially in Customer Service.                                                                                                                                                                                                                                                                                   |  |
|                                                                                                                       | 4.8.3 Ongoing development and use of skilled locals within S355 committees                                                                                                                                                                                                                                                                                                                                                                        |  |
|                                                                                                                       | Council works to support its s.355 committees to work towards them being resourced and skilled to deliver on their responsibilities.                                                                                                                                                                                                                                                                                                              |  |



| Goal 4 – Support existing and new art projects and diverse community events. |                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.9 – Art Projects                                                           |                                                                                                                                                                                                                                                                    |
| Action                                                                       | Result                                                                                                                                                                                                                                                             |
|                                                                              | 4.9.1 Public Arts Strategy developed and implemented.                                                                                                                                                                                                              |
|                                                                              | Council has engaged a consultant to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project.                                                                    |
|                                                                              | 4.9.2 Arts and Crafts Festival – various locations across Council                                                                                                                                                                                                  |
|                                                                              | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                   |
|                                                                              | 4.9.3 Actively advocate for Murals to be completed at various locations across Council                                                                                                                                                                             |
|                                                                              | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                   |
|                                                                              | 4.9.4 Actively advocate for Silo Art projects to be completed at various locations across Council                                                                                                                                                                  |
| Develop a Public Art Strategy                                                | Council was successful in obtaining a grant of \$1,747,431 under the Regional Tourism Activation Fund Round 2, to deliver the River Country Art Trail which will benefit the communities of Barham, Bunnaloo, Caldwell, Mathoura, Moulamein, Tooleybuc and Wakool. |
|                                                                              | This project is underway.                                                                                                                                                                                                                                          |
|                                                                              | 4.9.5 Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.                                                                                                                                                |
|                                                                              | Regional NSW to design and construct two art galleries, along with two significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.                                                               |
|                                                                              | 4.9.6 Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition                                                                                                                                                       |
|                                                                              | 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.                                  |
| 4.10 Regional Events                                                         |                                                                                                                                                                                                                                                                    |
| Action                                                                       | Result                                                                                                                                                                                                                                                             |
| Develop a Regional Events                                                    | 4.10.1 Regional Events Strategy developed and implemented.                                                                                                                                                                                                         |
| Strategy                                                                     | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                   |

# A place of inclusion, culture and wellbeing

4.10.2 Partner with various groups and Government Departments to bring events to regional locations across Council

Council worked with Sports Marketing Australia to secure a Champions League Basketball event in Moama in April 2023.

Council worked with Rich River Golf Club to bring the NSW Open golf event to Moama (in March 2023).

During March and April, Council worked with cluBarham to enter agreements with sporting organisations to host two significant events in Barham (Tennis Seniors Victoria ITF & Tri-State Series Tournament and Bowls Victoria Over 60's State Championships and the Women's Country Carnival), over multiple years.



4.10.3 Create ongoing opportunities for schools, community groups and businesses to develop events within the local community

Council provides support in various ways to community groups and organisations to deliver events in the MRC LGA. Council proactivity seeks to bring new events to the MRC LGA.

Staff secured a \$301,708 grant to support local community events across the LGA.

The events to supported through this program included:

- ► End of Year Lighting Celebration all townships
- Australian Darts Open 2022 Moama
- ▶ Teddy Bears Picnic Moama
- International Women's Day Barham
- Pop-Up Cinemas Mathoura, Bunnaloo, Barham and Murray Downs
- End of year celebration Wakool
- Riverdaze additional youth activities Barham
- Festival of Moulamein Community Event
- Tooleybuc Harvest Festival Tooleybuc
- Pop-up Cinemas in Barham, Mathoura, Murray Downs and Bunnaloo
- Small Halls Festival Caldwell, Bunnaloo, Womboota

Economic Development staff engaged all local schools in Echuca Moama to contribute artwork to the 2023 Moama Lights event.



Staff work closely with market organisers to assist in their delivery and expansion within the MRC LGA.

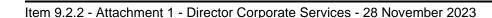
Council staff assisted the Moama Market to continue to operate at the Moama Recreation Reserve, due to the Soundshell being damaged by the flood. And then helped the market return to the Soundshell, once it was safe to do so.



During May, expressions of interest were invited to operate the Moama Market. A successful applicant was appointed in June and began operating the market from 30 July.

4.10.5 Community led 'indigenous language' classes for interested local community members

Scheduled to start in Year 2 of the Delivery Program (2023-2024)

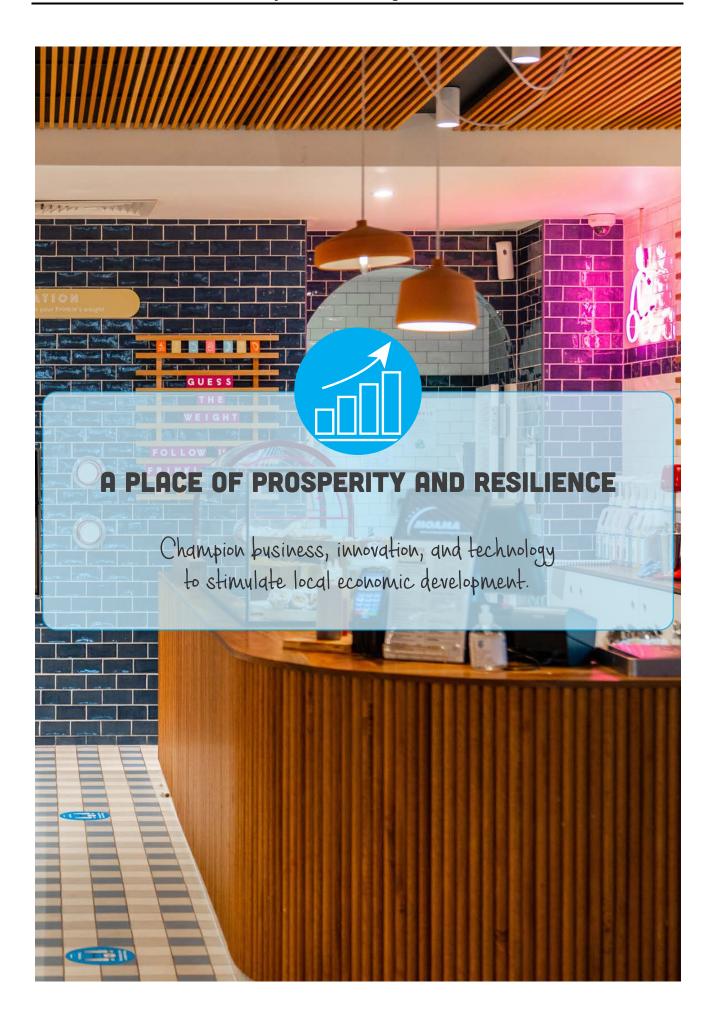




| Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                        | Wellbeing Services including; Mental Health Services Health Services Aged ility housing / assisted living)                                                                                                                                                                                                                                                                                                                |
| Action                                                                                                                                                 | Result                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Develop a Health and                                                                                                                                   | 4.11.1 Strategy developed and implemented                                                                                                                                                                                                                                                                                                                                                                                 |
| Wellbeing Strategy.                                                                                                                                    | Social Health and Wellbeing Strategy 2017 under review, draft update in progress                                                                                                                                                                                                                                                                                                                                          |
| Continue to deliver the<br>Commonwealth Social Support<br>Program, Community Transport<br>Program and Home<br>Modification Programs across<br>Council. | 4.11.2 Programs delivered in line with funding                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                        | Delivery of the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs is ongoing across Council. Funding agreements have been extended to 30 June 2024.                                                                                                                                                                                                                         |
|                                                                                                                                                        | 4.11.3 Advocate for better promotion of mental health services at various locations across Council                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                        | 4.11.4 Advocate for Garden of Hope Mental Health Project                                                                                                                                                                                                                                                                                                                                                                  |
| Health Services                                                                                                                                        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                        | 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                                                                                                                                                                                                                |
|                                                                                                                                                        | Council officers met with Echuca Regional Health (ERH) Project Manager tasked with the relocation and wellbeing program. Council supported the ERH Community Connection Forum and connected with key regional stakeholders to better understand challenges pertaining to attracting and retaining talent. MRC supported ERH application for Commonwealth Supported Placements for the Rural Medical School Campus at ERH. |
| Aged Care Services                                                                                                                                     | 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                                                                                                                                                                                                                                   |
|                                                                                                                                                        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                          |
| Community Health                                                                                                                                       | 4.11.7 Develop a program to recognise and address loneliness across the Council region.                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                          |



| 4.12 Continue to provide and support services in remote communities with a focus on communicating the service availability and locations |                                                                                                                                                                                                                                   |  |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Action                                                                                                                                   | Result                                                                                                                                                                                                                            |  |
|                                                                                                                                          | 4.12.1 Advocate for community based mental health first aid courses to be run across various locations within the LGA                                                                                                             |  |
|                                                                                                                                          | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                  |  |
| Service Provision                                                                                                                        | 4.12.2 Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia                                                                                          |  |
|                                                                                                                                          | Scheduled to start in Year 2 of the Delivery Program (2023-2024)  Proposal to include services in our Mobile Library Customer Service Centre advocating for provision of Service NSW services submitted. Still awaiting response. |  |
|                                                                                                                                          | 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.                                              |  |
|                                                                                                                                          | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                  |  |
|                                                                                                                                          | 4.12.4 Increase advocacy across the region in relation to Community Health Services                                                                                                                                               |  |
|                                                                                                                                          | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                  |  |





| Goal 1 – Encourage and support economic development across the region. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.1 Development of Busi                                                | ness Parks / industrial expansion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Action                                                                 | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Industrial Expansion                                                   | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|                                                                        | Consultant appointed June 2023. Initiation meeting took place during August. Workshops with key stakeholders to commence in September 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 5.2 Commercial Investm                                                 | nent Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Action                                                                 | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|                                                                        | 5.2.1 Develop and begin implementation of a Commercial Investment Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|                                                                        | 5.2.2 Advocate for funding for aged care homes across the region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|                                                                        | 5.2.3 Advocate for increased transport links for local producers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| Develop a prospectus of                                                | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| commercial investment opportunities                                    | 5.2.4 Advocate for and encourage new and diverse industries to the region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|                                                                        | Officers working with the Department of Regional NSW and Austrade, in discussions with internally renowned premium spice farmer looking to set up an Australian farming arm for export to global market. In discussions with international seed business looking to relocated to MRC. Officers met with local grain business looking to expand operations. Officers met with tourism business looking to diversify to accessible accommodation and caravan park tenants to discuss master plans and growth strategy. Director attended Investment Attraction Workshop with Department Regional NSW. Further workshop to identify specific industries to target for MRC to be undertaken. Facilitated meetings with DRNSW and businesses in Tooleybuc, Koraleigh, Barham and Murray Downs.  Prospect - new business opportunity for Moama and Koraleigh late 2023/early 2024. |  |



| Action                                       | Result                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action                                       |                                                                                                                                                                                                                                                                                                                                                                 |
|                                              | 5.3.1 Prepare and implement an Economic Development and Tourism Strategy                                                                                                                                                                                                                                                                                        |
|                                              | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                |
|                                              | 5.3.2 Encourage and support diverse community events through sponsorship                                                                                                                                                                                                                                                                                        |
|                                              | Actions relocated to 5.10.1 – better alignment within CSP / DP                                                                                                                                                                                                                                                                                                  |
|                                              | 5.3.3 Explore using the MRC River Country local produce trading platform                                                                                                                                                                                                                                                                                        |
|                                              | Actions relocated to 5.10.1 – better alignment within CSP / DP                                                                                                                                                                                                                                                                                                  |
| Prepare an Economic                          | 5.3.4 Continue growth of the Live here, Work here, Play here project                                                                                                                                                                                                                                                                                            |
| Development and Tourism<br>Strategy          | Actions relocated to 5.10.1 – better alignment within CSP / DP                                                                                                                                                                                                                                                                                                  |
|                                              | 5.3.5 Continue to attract and encourage events across the region                                                                                                                                                                                                                                                                                                |
|                                              | Actions relocated to 5.10.1 – better alignment within CSP / DP                                                                                                                                                                                                                                                                                                  |
|                                              | 5.3.6 Continue to support and assist with Murray Connect project                                                                                                                                                                                                                                                                                                |
|                                              | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                |
|                                              | 5.3.7 Continue to support and develop business opportunities across the region                                                                                                                                                                                                                                                                                  |
|                                              | Staff support local business where possible. The actions identified within the MRC Economic Development Strategy will identify which projects are undertaken over the coming years                                                                                                                                                                              |
| 5.4 Investigate alternative                  | and renewable energy                                                                                                                                                                                                                                                                                                                                            |
| Action                                       | Result                                                                                                                                                                                                                                                                                                                                                          |
| Investigate alternative and renewable energy | 5.4.1 Advocate for various renewable energy projects underway and installed across the region                                                                                                                                                                                                                                                                   |
|                                              | Officers currently engaged with numerous state significant projects taking place across the LGA – Energy Connect, Windlab, Kilara Energy & Wilan Energy Park. MRC submission to VNI West with feedback regarding route development/project study area. Participated in VNI regional reference workshop to discuss up to 6 alternative river crossing locations. |



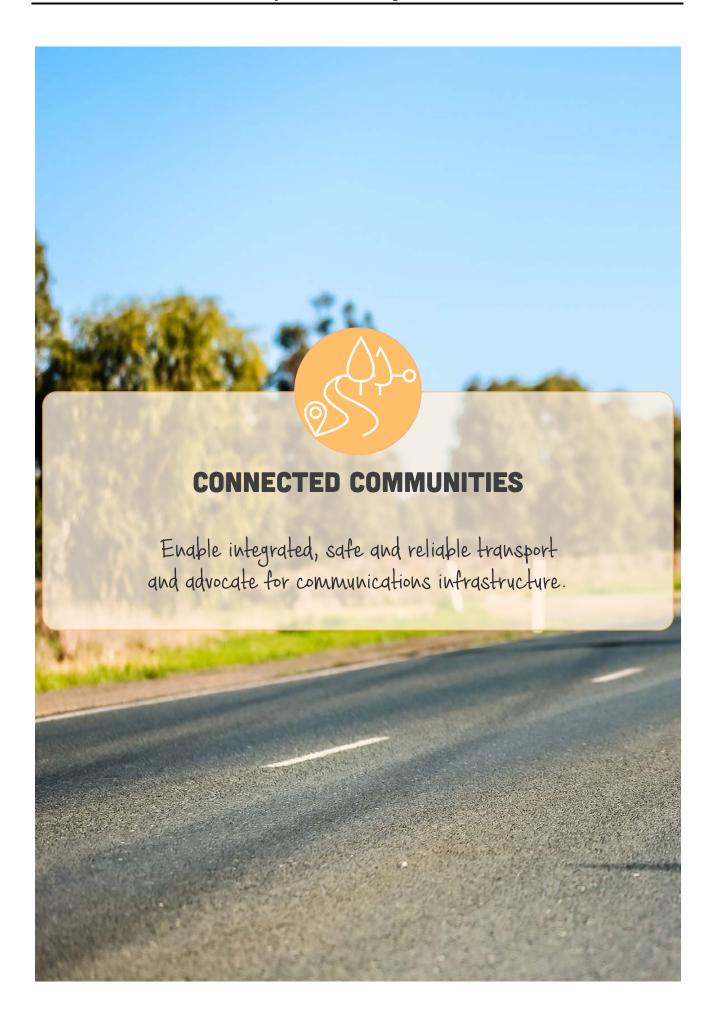
| 5.5 Chamber of Commerce                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Action                                                                                                    | Result                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Chamber of Commerce                                                                                       | 5.5.1 Assist with marketing of local Chambers of Commerce / Progress Associations.                                                                                                                                                                                                                                                                                                                             |  |
|                                                                                                           | Economic development staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities.                                                                                                                                                                                                                                                         |  |
|                                                                                                           | In partnership with Campaspe Shire, staff organised the 2022 Campaspe Murray Business Awards, with the awards dinner being held on 12 October 2022, with approximately 270 people in attendance. Over 12 different categories, judges undertook 48 assessments of finalist businesses. The Awards were well received and the winning businesses were thrilled to be recognised for their hard work and talent. |  |
|                                                                                                           | Economic Development staff have met with Barham businesses to discuss opportunities and strategies to better target town promotional activities to attract new and repeat visitors and new events.                                                                                                                                                                                                             |  |
|                                                                                                           | Businesses were invited to attend a workshop in Barham during May, to discuss agri-tourism opportunities in our region. It was a good opportunity for businesses to connect and discuss various tourism opportunities in the region.                                                                                                                                                                           |  |
|                                                                                                           | Council's Tourism Officer joined Echuca Moama Tourism in meetings with businesses in Mathoura and Barham during May to discuss tourism opportunities.                                                                                                                                                                                                                                                          |  |
| 5.6 Increased Educational of                                                                              | ppportunities                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Action                                                                                                    | Result                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Review the education services available and                                                               | 5.6.1 Prepare a report and submit to Council on educational services available and required and advocate for the findings                                                                                                                                                                                                                                                                                      |  |
| required by our community including early childhood and adult community education.                        | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                                                                                                                                                               |  |
| 5.7 Development of a resilient economy                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Action                                                                                                    | Result                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC. | 5.7.1 Development and implementation of community actions plans                                                                                                                                                                                                                                                                                                                                                |  |
|                                                                                                           | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                               |  |



| Goal 3 - Promote and a                                                                | grow tourism across the region.                                                                                                                                                                    |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.8 Promotion of local attra                                                          | actions                                                                                                                                                                                            |
| Action                                                                                | Result                                                                                                                                                                                             |
| Yearly Events Strategy and<br>Marketing and Promotions<br>Plan developed.             | 5.8.1 Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.                                                                       |
|                                                                                       | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                   |
| 5.9 Promote advantages to                                                             | visit, live, work and invest                                                                                                                                                                       |
| Action                                                                                | Result                                                                                                                                                                                             |
| Live, Work and Play in River<br>Country Project further<br>developed and implemented. | 5.9.1 Development and implementation of Live, Work and Play in River Country Project.                                                                                                              |
|                                                                                       | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                   |
| 5.10 Growing Tourism acros                                                            | ss the LGA                                                                                                                                                                                         |
| Action                                                                                | Result                                                                                                                                                                                             |
|                                                                                       | 5.10.1 Economic Development and Tourism Strategy developed and implementation has begun                                                                                                            |
| Develop an Economic<br>Development and Tourism<br>Strategy                            | Council's Economic Development Strategy (EDS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years. |
|                                                                                       | 5.10.2 Increase signage in and around townships relating to tourism                                                                                                                                |
|                                                                                       | This work is ongoing and signage is updated as gaps and needs are identified.                                                                                                                      |
|                                                                                       | 5.10.3 Advocate for steam trains and replica train stations across the region                                                                                                                      |
|                                                                                       | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                   |



| Goal 4 – Partner with i<br>Promote and nurture inv  | ndustry, community, and government organisations to                                                                                                                                                   |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.11 Innovation                                     |                                                                                                                                                                                                       |
| Action                                              | Result                                                                                                                                                                                                |
|                                                     | 5.11.1 Investigate and undertake pilot programs – cropping                                                                                                                                            |
| Be engaged in innovation and                        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                      |
| technology platforms and networks.                  | 5.11.2 Work with neighbouring LGAs on implementing a shared services module                                                                                                                           |
|                                                     | Initial discussions have commenced, however very little progress has been made.                                                                                                                       |
|                                                     | Some traction being made with Swan Hill Rural City Council on the Bridge Replacement, which will be a long term project.                                                                              |
| 5.12 Research & Developmen                          | nt (R&D)                                                                                                                                                                                              |
| Action                                              | Result                                                                                                                                                                                                |
|                                                     |                                                                                                                                                                                                       |
|                                                     | 5.12.1 Investigate and undertake pilot programs (including seeking funding sources) – cropping                                                                                                        |
|                                                     |                                                                                                                                                                                                       |
| Engage with universities and                        | sources) – cropping                                                                                                                                                                                   |
| Engage with universities and research institutions. | sources) – cropping  Scheduled to start in Year 2 of the Delivery Program (2023-2024)  5.12.2 Consideration of opportunities to identify problem waste streams and                                    |
| 0 0                                                 | sources) – cropping  Scheduled to start in Year 2 of the Delivery Program (2023-2024)  5.12.2 Consideration of opportunities to identify problem waste streams and implement circular economy options |





| Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.                                     |                                                                                                                                                                                      |  |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6.1 Cycle, foot and other pa                                                                                                                 | athways                                                                                                                                                                              |  |
| Action                                                                                                                                       | Result                                                                                                                                                                               |  |
| Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity. | 6.1.1 Develop and begin implementation of a Pathways Plan for implementation across the LGA.                                                                                         |  |
|                                                                                                                                              | Ongoing.  Various asset inspections are being completed to identify any missing links and immediate works.                                                                           |  |
| 6.2 Improved and consister                                                                                                                   | nt road signage across the region                                                                                                                                                    |  |
| Action                                                                                                                                       | Result                                                                                                                                                                               |  |
|                                                                                                                                              | 6.2.1 Develop and begin implementation of consistent and accurate signage across Council's roads and pathways                                                                        |  |
| Develop a plan to focus on updating road and pathway signage across the region.                                                              | Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council's roads and pathways for replacement.                              |  |
| 6.3 Improved parking option                                                                                                                  | ns & consideration of larger vehicles (caravan, boat, RV, trailer)                                                                                                                   |  |
| Action                                                                                                                                       | Result                                                                                                                                                                               |  |
| Work with community to plan and deliver a parking options                                                                                    | 6.3.1 Develop and implement a roads and drainage program of works.                                                                                                                   |  |
| report and delivery plan for the whole of Council.                                                                                           | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                     |  |
| 6.4 Local road & drainage of                                                                                                                 | pptions                                                                                                                                                                              |  |
| Action                                                                                                                                       | Result                                                                                                                                                                               |  |
| Develop and implement a roads and drainage program of works.                                                                                 | 6.4.1 Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback                                     |  |
|                                                                                                                                              | Ongoing.  Planning is underway for the capital program to be completed in 23/24.  Current survey and design package will include projects to be included in future program of works. |  |
| Sensitive design of roads to                                                                                                                 |                                                                                                                                                                                      |  |



| amenity. | Ongoing.                                                                                                                                                                                                  |  |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|          | Use of Project Management Framework to document necessary planning and approval requirements.                                                                                                             |  |
|          | Completion of Project Management Plans for new works where environmental and heritage considerations are documented.                                                                                      |  |
|          | Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the that the design is complainant and satisfies project consent requirements. |  |

| Goal 2 – Advocate for and facilitate reliable communications infrastructure. |                                                                                                               |  |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--|
| 6.5 Digital connectivity & communication infrastructure                      |                                                                                                               |  |
| Action                                                                       | Result                                                                                                        |  |
| Develop and implement a<br>Digital Communication and<br>Network Strategy.    | 6.5.1 Develop an Internal Digital Communication and Network strategy                                          |  |
|                                                                              | Completed.  Four-year action plan identified from the review and strategy.                                    |  |
|                                                                              | 6.5.2 Create local partnerships to advocate for improved and up-to-date Digital Communications for the region |  |
|                                                                              | Ongoing                                                                                                       |  |
|                                                                              | 6.5.3 Advocate for implementation of strategic outcomes across the LGA.                                       |  |
|                                                                              | Ongoing                                                                                                       |  |

| Goal 3 – Advocate for improved public transport.                           |                                                                                         |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 6.6 Public Transport that connects towns                                   |                                                                                         |
| Action                                                                     | Result                                                                                  |
| Develop a Public Transport<br>Strategy and advocate for<br>implementation. | 6.6.1 Develop a Public Transport Strategy for our communities to become interconnected. |
|                                                                            | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                        |
|                                                                            | 6.6.2 Advocate for improved public transport for our communities                        |
|                                                                            | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                        |

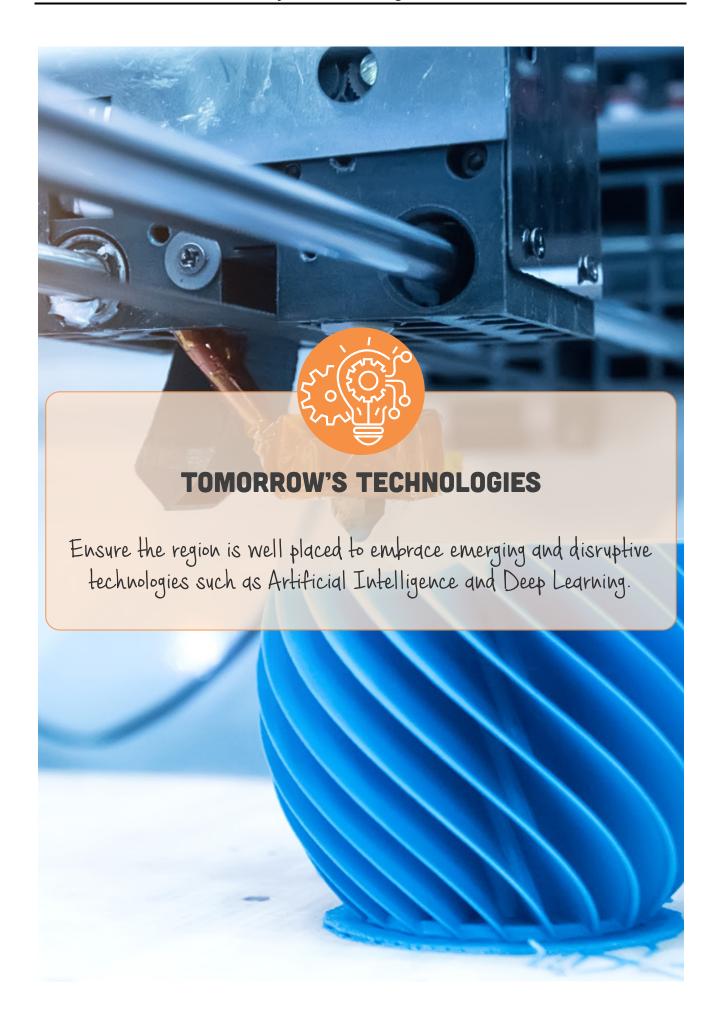


| 6.7 Community Transport that connects our people                                                                      |                                                                                                                                                 |  |  |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Action                                                                                                                | Result                                                                                                                                          |  |  |
|                                                                                                                       | 6.7.1 Continued use of Community Transport Services                                                                                             |  |  |
|                                                                                                                       | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                |  |  |
| Continue to deliver Community                                                                                         | Community Transport is available to all residents of MRC regardless of age.                                                                     |  |  |
| Transport options to a variety of community members.                                                                  | Taxi vouchers are now being utilised in the township of Barham with intent of rolling these out to other communities where taxis are available. |  |  |
|                                                                                                                       | Both of these initiatives are funded through Transport for NSW Community Transport Program and are not dependent on age to meet eligibility.    |  |  |
| 6.8 Public Transport infrast                                                                                          | 6.8 Public Transport infrastructure                                                                                                             |  |  |
| Action                                                                                                                | Result                                                                                                                                          |  |  |
| Work with state governments<br>and local transport companies<br>to improve service and<br>infrastructure requirements | 6.8.1 Upgrade and installation of infrastructure as identified.                                                                                 |  |  |
|                                                                                                                       | Ongoing.                                                                                                                                        |  |  |
|                                                                                                                       | Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters.                                            |  |  |
|                                                                                                                       | Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.                  |  |  |

| Goal 4 – Enable commercial transport and connection opportunities             |                                                                                                                                                   |  |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6.9 Truck Parking                                                             |                                                                                                                                                   |  |
| Action                                                                        | Result                                                                                                                                            |  |
| Consult and apply for grant funding for upgrades and new truck parking sites. | 6.9.1 Work with the community and Transport NSW to identity a<br>new truck parking locations and upgrade existing locations<br>across the region. |  |
|                                                                               | Ongoing.                                                                                                                                          |  |
|                                                                               | Reviewing suitability of truck parking area on Maude Road,<br>Moulamein.                                                                          |  |
|                                                                               | Moulamein truck parking area under review due extents of recent floods into preferred locations.                                                  |  |



| 6.10 Major Road Upgrades                                                                              |                                                                                                                                                                                  |             |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Action                                                                                                | Result                                                                                                                                                                           |             |
| Road Asset Management<br>Plan to deliver a financially<br>sustainable road network<br>across the LGA. | 6.10.1 Road Asset Management Plan under continual renew program of deliverable projects developed for roads region.                                                              |             |
|                                                                                                       | Ongoing.                                                                                                                                                                         |             |
|                                                                                                       | 6.10.2 Advocate to Transport NSW for upgrades to state and regi                                                                                                                  | onal roads. |
|                                                                                                       | Ongoing.  Funding secured for Kyalite Road widening, pending success of further funding for Federal government.  2x submissions made for Repair Program 23/24 on regional roads. | Ŏ           |





| Goal 1 – Embed a geospi<br>interface.                                                              | atial driven system into Council processes, including public                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 7.1 Enable data access through a Geospatial Interface for internal and external users              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Action                                                                                             | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
|                                                                                                    | 7.1.1 Development of databases with links to internal and external GIS systems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Implement a Geospatial<br>Information System (GIS).                                                | Working with Technology One Project implementation team and Council IT staff to develop internal and external mapping views via Intramaps. Through Technology One release 2 (property and rating) property data is linked and updated daily from LPI and available through the mapping systems (update and integration works continuing with Technology One). Internal documentation linkages currently being built 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. |  |
| 7.2 Leverage the GIS to improve the extent, efficiency and effectiveness of data capture           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Action                                                                                             | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Llee outemented dete conture                                                                       | 7.2.1 Investigate and implement automation and digitalisation of process (manual process) across Council's operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Use automated data capture processes to capture additional sources of data and more detailed data. | Process mapping has commenced across several business units to determine requirements and opportunities for improvement/automation.  Resourcing is at capacity and no ability to progress this at this stage.                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| Embed mobile devices to capture field data using existing processes.                               | 7.2.2 Investigate mobile devices to capture field data using existing processes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|                                                                                                    | Scheduled to start in Year 3 of the Delivery Program (2024-2025) Initial investigations have commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Use new technology and software to capture information.                                            | 7.2.3 Implement drones to assist in identification of priority weeds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|                                                                                                    | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|                                                                                                    | 7.2.4 Continue surveillance of new and emerging technologies to be incorporated in a timely manner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|                                                                                                    | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|                                                                                                    | 7.2.5 Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |

7.3

Action

Automate the process of

Enable interoperability between internal and Smart

Better management of Biosecurity risks through the use of AI (data capture)

Telecommunication providers to gather public information for improved tourism promotion and Economic Development

Collaborate with

decision making.

City systems

business decision making.



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. Discussions with other LGAs on gifted asset automation also underway. BYD platform now live with buried asset data. Apply data sources to improve corporate decision making Result 7.3.1 Adopt deep learning and use of algorithms to manage data set and decision making in real time where possible Scheduled to start in Year 3 of the Delivery Program (2024-2025) 7.3.2 Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback Scheduled to start in Year 3 of the Delivery Program (2024-2025) 7.3.3 Use AI on recorded calls to provide feedback on customer satisfaction

> Scheduled to start in Year 3 of the Delivery Program (2024-2025) Consultation commenced with software providers around functionality of Contact Centre Software and the use of Al to

> Scheduled to start in Year 3 of the Delivery Program (2024-2025)

Scheduled to start in Year 4 of the Delivery Program (2025-2026)

Implement drones to assist in the management of priority weeds

Partnership in place and information is being used for effective

improve efficiencies and feedback.

decision making

7.3.4

7.3.5

| Goal 2 - Explore technologies to forecast possible future opportunities.             |                                                                                                                                                                                                                                                |  |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 7.4 Improve Housing Affordability                                                    |                                                                                                                                                                                                                                                |  |
| Action                                                                               | Result                                                                                                                                                                                                                                         |  |
| Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings. | 7.4.1 Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.                                                                                                                                   |  |
|                                                                                      | Advocated Council's position at the National General Assembly (Motion to conference) and with the Office of Cross Border Commissioner NSW. Meeting Mr Jonathan Wheaton Executive Director, Regional Development at Department of Regional NSW. |  |



|                                                                                         | and Mr Giles Butler, Director at Department of Regional NSW, to discuss this and other issues 11 August.  Wrote to Cross Border Commissioner seeking a meeting to suggest avenues to advocate. Advocated through the LGNSW Association Annual Conference. Advocated to Department. No further avenues left to address.                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.5 Enable Smart Agricultur                                                             | re                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Action                                                                                  | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                         | 7.5.1 Advocacy plan is developed and delivered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture. | The initial success (communication tower funding) in the western region of council is yet to be measured as construction hasn't commenced. 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 to advocate to improve Moulamein, Wakool, Moama, and Mathoura digital connectivity. New grant application progressing. |
| 7.6 Promote advanced tech                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Action                                                                                  | Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                         | 7.6.1 Business case to develop a technology hub completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                         | Scheduled to start in Year 4 of the Delivery Program (2025-2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Support local business to access or develop and introduce advanced technologies.        | 7.6.2 Continue to align strategic plans to future scenario planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                         | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                         | 7.6.3 Continue being an active member of advocacy groups to promote research and advancement                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                         | Council's Economic Development Strategy (EDS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years.                                                                                                                                                                                                                                                                                                                                                              |
| Support local business to access or develop and introduce advanced technologies.        | 7.6.4 Promote the region as a node for New Fibre Optic Network.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                         | Access to NBN is available across the Council area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

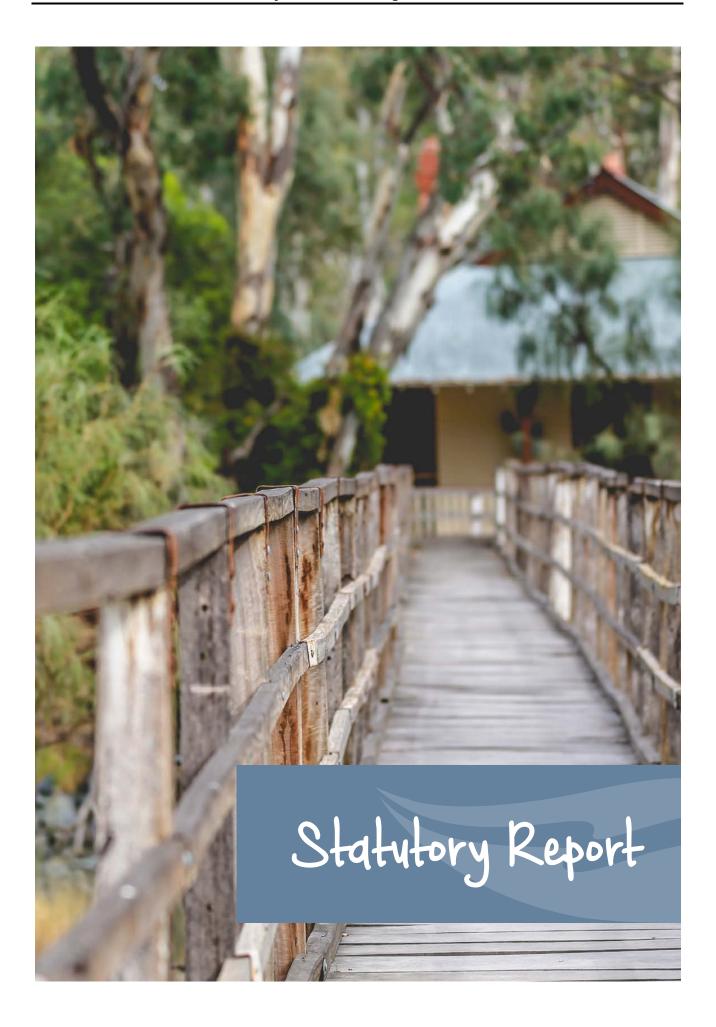


| Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. |                                                                                                                                                                                   |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 7.7 Community based energy generation (Micro-grids)                                                    |                                                                                                                                                                                   |  |  |  |  |  |
| Action                                                                                                 | Result                                                                                                                                                                            |  |  |  |  |  |
| Support community led energy                                                                           | 7.7.1 Develop and implement a marketing plan for Micro-grid developments across the region.                                                                                       |  |  |  |  |  |
| generation enterprises.                                                                                | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                  |  |  |  |  |  |
| 7.8 Waste to Energy                                                                                    | nergy                                                                                                                                                                             |  |  |  |  |  |
| Action                                                                                                 | Result                                                                                                                                                                            |  |  |  |  |  |
|                                                                                                        | 7.8.1 Energy from waste is embedded in the Environmental Sustainability Strategy.                                                                                                 |  |  |  |  |  |
| Maintain currency with EPA's                                                                           | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                  |  |  |  |  |  |
| Energy from Waste Policy.                                                                              | 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. |  |  |  |  |  |
|                                                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                  |  |  |  |  |  |
| 7.9 Electric Vehicle chargin                                                                           | g stations                                                                                                                                                                        |  |  |  |  |  |
| Action                                                                                                 | Result                                                                                                                                                                            |  |  |  |  |  |
|                                                                                                        | 7.9.1 Explore options for external funding of EV charging stations to meet demand.                                                                                                |  |  |  |  |  |
|                                                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                  |  |  |  |  |  |
| Align public infrastructure with customer and community                                                | 7.9.2 Prepare a changing station plan for installation locations for EV charging stations                                                                                         |  |  |  |  |  |
| requirements.                                                                                          | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                  |  |  |  |  |  |
|                                                                                                        | 7.9.3 Develop and begin implementation of an Electric Vehicle Strategy                                                                                                            |  |  |  |  |  |
|                                                                                                        | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                  |  |  |  |  |  |



| 7.10 Gradual retirement of vehicles with Internal Combustion Engines (ICE) |                                                                                                                                                                                   |  |  |  |  |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| Action                                                                     | Result                                                                                                                                                                            |  |  |  |  |
| Ensure Council's vehicle fleet                                             | 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.                           |  |  |  |  |
| is fit-for-purpose.                                                        | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                  |  |  |  |  |
|                                                                            | First EV purchased in October 2022 with associated charging station installed at Perricoota Road Office.                                                                          |  |  |  |  |
| 7.11 Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements |                                                                                                                                                                                   |  |  |  |  |
| Action                                                                     | Result                                                                                                                                                                            |  |  |  |  |
| Be prepared for more stringent biodiversity and                            | 7.11.1 Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions. |  |  |  |  |
| carbon offset requirements.                                                | Scheduled to start in Year 2 of the Delivery Program (2023-2024)                                                                                                                  |  |  |  |  |

| Goal 4 – Monitor and assess emerging global technology trends.                          |                                                                                                                                                                                                                                                                                                                                                    |  |  |  |  |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 7.12 Be prepared to leverage emerging technologies for Economic & Community Development |                                                                                                                                                                                                                                                                                                                                                    |  |  |  |  |
| Action                                                                                  | Result                                                                                                                                                                                                                                                                                                                                             |  |  |  |  |
|                                                                                         | 7.12.1 Monitor the likely development of air taxis as an emerging mode of transportation.                                                                                                                                                                                                                                                          |  |  |  |  |
| Air Taxis                                                                               | During the Cross-Border meeting between Campaspe Shire and Murray River Councils both councils received a presentation from SKYPORT's, Mr Clem Newton-Brown. There is a future opportunity that won't be an onerous commitment to council to plan for the coming additional transportation option. Council report October 2022. No further action. |  |  |  |  |
|                                                                                         | 7.12.2 Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).                                                                                                                                                                                                                             |  |  |  |  |
| Autonomous Vehicles                                                                     | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                   |  |  |  |  |
|                                                                                         | 7.12.3 Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required.                                                                                                                                                                                                                                                 |  |  |  |  |
|                                                                                         | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                   |  |  |  |  |
| Use technology to create interactive / talking tours for our                            | 7.12.4 Investigate options and create a plan to develop interactive tours.                                                                                                                                                                                                                                                                         |  |  |  |  |
| region.                                                                                 | Scheduled to start in Year 3 of the Delivery Program (2024-2025)                                                                                                                                                                                                                                                                                   |  |  |  |  |



This section reports against the mandatory annual reporting requirements as specified by the NSW Office of Local Government and as per the *Local Government Act 1993- Section 428.* 

### **Audited Financial Statements**

Must contain a copy of the council's audited financial reports prepared in accordance with the <u>Local Government</u>

<u>Code of Accounting Practice and Financial Reporting</u> (may be an attachment).

#### Local Government Act 1993 - Section 428 (4) (a)

The Financial Statements for the year ended 30 June 2023 have been prepared to comply with the applicable Australian Accounting Standards, the requirements of the Local Government Act 1993 and Local Government (General) Regulations 2021, the Local Government Code of Accounting Practice and Financial Reporting (Update No. 24).

A copy of Murray River Council's audited Financial Statements are attached as Appendix 1.

## **Integrated Planning and Reporting – Other Requirements**

Must contain other information as the IP&R Guidelines or the regulations may require.

## Local Government Act 1993 - Section 428 (4) (b)

Council has reported on all the requirements of their Annual Report as outlined in the Integrated Planning and Reporting Guidelines, the Local Government Act 1993 and the Local General (General) Regulation 2021.

## **Modern Slavery**

Must contain a statement detailing the action taken by the council in relation to any issue raised by the Antislavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

### Local GovernmentAct 1993 - Section 428 (4) (c)

There have been no issues raised by the Anti-Slavery Commissioner in regard to the operations of Murray River Council during the reporting period.

Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018

#### Local Government Act 1993 - Section 428 (4) (d)

#### Modern Slavery due diligence

Council is committed to taking reasonable steps to ensure that:

- Modern Slavery is not occurring in the operations and supply chains of Murray River Council and any entity that it owns or controls;
- b) it does not use or procure any goods, plant, equipment or other materials and work or services that are the product of Modern Slavery; and
- c) it develops and implements appropriate procedures including appropriate prevention plans and other policies in order to demonstrate that it has exercised due diligence to prevent Modern Slavery in Council's operations and supply chains, and to identify and respond to an actual or suspected case of Modern Slavery.

### Response to Modern Slavery incident

If Council becomes aware of any actual or suspected occurrence of Modern Slavery in its operations or supply chains (or in those of any entity that it owns or controls), Council commits to taking reasonable steps to respond to and address the occurrence in accordance with any internal Modern Slavery strategy and procedures of Council and any relevant code of practice/conduct or other guidance issued by the Anti-slavery Commissioner.

#### Termination on ground of Modern Slavery

In addition to any other right or remedy of Council at law, including rights of termination or rights to damages, Council may, in its sole discretion, terminate contracts, upon written notice, with immediate effect and without any requirement to pay compensation in respect of such termination (other than payment for work performed by the Contractor and unpaid up until the date of termination) if a Contractor fails to comply with the requirements of this Modern Slavery commitment.

#### **Definitions**

Modern Slavery has the same meaning as in the Modern Slavery legislation.

Modern Slavery legislation means, as applicable, the Modern Slavery Act 2018 (NSW) and the Modern Slavery Act 2018 (Cth).

Anti-slavery Commissioner means the Anti-slavery Commissioner appointed under the *Modern Slavery Act* 2018 (NSW).

# **Environmental Upgrade Agreements**

Include particulars of any environmental upgrade agreement entered into by the council.

### Local Government Act 1993 - Section 54P(1)

Murray River Council has not entered into any environmental upgrade agreements during the 2022/2023 reporting period.

## **Special Rate Variation**

Report on activities funded via a special rate variation of general income including:

- reporting requirements set out in the Instrument of Approval
- projects or activities funded from the variation
- outcomes achieved as a result of the project or activities.

#### **Special Rate Variation Guidelines 7.1**

Murray River Council did not apply for or receive funds via a special rate variation during the 2022/2023 financial year.

| Details of written off rates and charges                |            |  |  |
|---------------------------------------------------------|------------|--|--|
| Amount of rates and charges written off during year.    |            |  |  |
| Local Government (General) Regulation 2021 – Clause 132 |            |  |  |
|                                                         | \$ Dollars |  |  |
| General Rates - Abandonments                            | 195,320    |  |  |
| Waste Management – Abandonments                         | 89,590     |  |  |
| Water Supply - Abandonments                             | 93,290     |  |  |
| Waste Water - Abandonments                              | 88,408     |  |  |
| Water Supply – Charges Written Off                      | 14         |  |  |
| Waste Water – Charges Written Off                       | 0          |  |  |
| Other – Charges Written Off                             | 0          |  |  |
| TOTAL                                                   | \$466,622  |  |  |

## Induction and other professional development training undertaken by Councillors

Information about induction training and ongoing professional development:

- the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,
- the names of any mayor or councillors who participated in any ongoing professional development program during the year, the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

| Local Government (General) Regulation 2021 Clause 186                 |              |                   |                  |                  |                    |                  |                     |                    |                 |
|-----------------------------------------------------------------------|--------------|-------------------|------------------|------------------|--------------------|------------------|---------------------|--------------------|-----------------|
| Councillors – July 2022 to June 2023                                  |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Event                                                                 | Mayor Bilkey | Dep Mayor Crawley | Councillor Cohen | Councillor Crowe | Councillor Gleeson | Councillor Gorey | Councillor Nicholas | Councillor Weyrich | Councillor Wise |
| Jul 22 – CT Management Land & Building Evaluation                     |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Aug 22 – NSW Country Mayors Association Forum & Meeting               |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Aug 22 – IT Training                                                  |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Aug 22 – Conflict of Interest Training                                |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Aug 22 – Joint Campaspe Shire/MRC meeting                             |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Sep 22 – Murray Darling Association conference                        |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Oct 22 – Affordable Housing C4EM – Lets talk Housing in our Community |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Nov 22 – LGNSW – IPART review of the Rate Peg methodology             |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Nov 22 - Country Mayors Association                                   |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Dec 22 Country Universities Centre                                    |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Dec 22 – Resilience and Recovery                                      |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Feb 23 – Valuer General NSW                                           |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Jun 23 – ALGA Conference                                              |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Jun 23 – One Basin CMC                                                |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing – Barham-Millewa Forest Engagement                            |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing – Murray Darling Basin Association                            |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing – Echuca Moama Tourism                                        |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing - Murray Socio Economic Activation Taskforce (MSEAT)          |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing - Resilience NSW                                              |              |                   |                  |                  |                    |                  |                     |                    |                 |
| Ongoing - Revenue Taskforce                                           |              |                   |                  |                  |                    |                  |                     |                    |                 |
| On-going – Transgrid Reference Group                                  |              |                   |                  |                  |                    |                  |                     |                    |                 |

## Overseas visits by Councillors and Council staff

Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

#### Local Government (General) Regulation 2021 Clause 217 (1) (a)

During the period, being 1 July 2022 to 30 June 2023, there were no overseas visits on official Murray River Council business by Councillors or Council employees.

# Payment of the expenses of, and the provision of facilities to, Councillors in relation to their Civic duties

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements).

Identify separate details on the total cost of:

- provision of dedicated office equipment allocated to councillors
- telephone calls made by councillors
- attendance of councillors at conferences and seminars
- the provision of induction training and professional development for mayor and other councillors
- training of councillors and provision of skill development
- interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- expenses of any spouse, partner or other person who accompanied a councillor in the performance of his
  or her civic functions, being expenses payable in accordance with the Guidelines for the payment of
  expenses and the provision of facilities for the mayor and councillors
- expenses involved in the provision of care for a child of, or an immediate family member of a councillor.

# Local Government (General) Regulation 2021 Clause 217 (1) (a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

During the period, being 1 July 2022 to 30 June 2023, the following amounts were expended in relation to the Murray River Council Councillors whilst performing their civic duties.

|                                          | \$ Dollars |
|------------------------------------------|------------|
| Councillor's Payments                    | 156,302    |
| Office and Minor Equipment               | 491        |
| Telecommunications                       | 1,440      |
| Training                                 | 1,728      |
| Travelling and Accommodation             | 28,979     |
| Conferences and Delegates Fees           | 5,829      |
| Interstate Travelling and Other Expenses | 2,963      |
| Overseas Travelling and Other Expenses   | 0          |

| Partner Expenses                     | 0         |
|--------------------------------------|-----------|
| Childcare Provisions                 | 0         |
| Insurances                           | 36,844    |
| Advertising, Printing and Stationery | 530       |
| Subscriptions and Memberships        | 1,400     |
| Other Expenses                       | 28,232    |
| TOTAL                                | \$264,738 |

# **Contracts awarded by Council**

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:

- name of contractor
- nature of goods or services supplied
- total amount payable.

| Local Government (General) Regulation 2021 – Clause 217(1)(a2) (i), (ii) |                                                                                 |                               |  |  |  |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------|--|--|--|
| Name of Contractor                                                       | Name of Contract                                                                | Contract Amount<br>(incl GST) |  |  |  |
| Northern Construction Group (Aust) Pty Ltd                               | Construction of Landfill Cell and Leachate Pond                                 | 2,147,340.00                  |  |  |  |
| Run Energy Pty Ltd                                                       | Installation of Leachate Management System                                      | 290,081.68                    |  |  |  |
| BRM Electrical                                                           | Sports Lighting upgrades - Tooleybuc                                            | 267,409.18                    |  |  |  |
| Positive Electrical Services                                             | Sports Lighting upgrades – various locations                                    | 636,401.71                    |  |  |  |
| PBR Constructions Pty Ltd                                                | Sports change facility – Jack Eddy oval                                         | 349,100.00                    |  |  |  |
| AV Builders Pty Ltd                                                      | Construction of Moama Pre School                                                | 4,692,219.70                  |  |  |  |
| RE Civil Pty Ltd                                                         | Tatalia Road/Cobb Highway Intersection Upgrade – stage 1                        | 594,512.19                    |  |  |  |
| Civil & Earth                                                            | Civil Works at Moama Landfill                                                   | 443,956.11                    |  |  |  |
| Central Vic Stabilisers                                                  | Heavy Patching Program 2023-24                                                  | 2,701,072.00                  |  |  |  |
| P3 – Progressive People<br>Practices                                     | Human Resources Consulting                                                      | 185,000                       |  |  |  |
| DataMC                                                                   | Data Migration project                                                          | 188,553                       |  |  |  |
| Leander consulting                                                       | Technology One Property and rating consultancy                                  | 220,000                       |  |  |  |
| Avepoint                                                                 | Software requirements to support internal networks and legislative requirements | 174,275.73                    |  |  |  |
| Northern Construction Group<br>Pty Ltd                                   | Footpath Construction – 24 Lane Moama                                           | 235,925.32                    |  |  |  |

## Legal proceedings taken by or against Council

Summary of the amounts incurred by the council in relation to legal proceedings including:

- amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
- summary of the state of the progress of each legal proceeding and (if finalised) the result.

### Local Government (General) Regulation 2021 - Clause 217(1) (a3)

During the period, being 1 July 2022 to 30 June 2023, Murray River Council incurred a total of \$187,097.84 in relation to the cost of legal proceedings taken by Council. A summary of the progress of legal proceedings is detailed below:

|                        | \$ Dollars |
|------------------------|------------|
| Rates – General        | 52,343     |
| Rates - Water          | 8,570      |
| Planning               | 23,200     |
| Leases and Contracts   | 34,839     |
| Property               | 31,470     |
| Employment Matters     | 933        |
| Legislative Compliance | 5,280      |
| GIPA Applications      | 9,221      |
| General Legal Advice   | 21,242     |
| TOTAL                  | \$187,098  |

# Work carried out on private land

Include resolutions made concerning work carried out on private land, including:

- details or a summary of any resolutions made under section; and
- details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.

#### Local Government Act 1993 - Section 67, 67(2)(b),67(3)

## Local Government (General) Regulation 2021 - Clause 217 (1) (a4)

During the reporting period, Council undertook activities recorded as Private Works for 28 individuals or entitles. The work included bridge lifts and works, use of council equipment, sealing of driveways, installing signage and culverts and service agreements to Aboriginal communities.

The total revenue from private work is \$238k.

No resolutions of Council were made in relation to private works and no works were carried out where the approved fee was not charged.

| Financial assistance and grants  Total amount contributed or otherwise granted to financially assist others. |            |                                                                                                            |
|--------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------|
|                                                                                                              |            | Local Government Act 1993 – Section 356<br>Local Government (General) Regulation 2021 – Clause 217(1) (a5) |
|                                                                                                              | \$ Dollars |                                                                                                            |
| AJ & NA Davidson                                                                                             | 6,052      |                                                                                                            |
| Barham Consolidated                                                                                          | 2,000      |                                                                                                            |
| Barham High School                                                                                           | 100        |                                                                                                            |
| Barham Koondrook Historical Society                                                                          | 2,200      |                                                                                                            |
| Barham Koondrook Show                                                                                        | 1,500      |                                                                                                            |
| Barham Lions Club                                                                                            | 2,500      |                                                                                                            |
| Barham Public School                                                                                         | 100        |                                                                                                            |
| Barham Recreation Reserve                                                                                    | 3,000      |                                                                                                            |
| Border Flywheelers club Inc.                                                                                 | 5,000      |                                                                                                            |
| Brookertino Pty Ltd Local Heritage                                                                           | 2,948      |                                                                                                            |
| Bungunyah-Koraleigh Irrigation Trust                                                                         | 3,000      |                                                                                                            |
| Caldwell Hall                                                                                                | 6,000      |                                                                                                            |
| Community Living and Respite Services                                                                        | 3,000      |                                                                                                            |
| Deniliquin South Public School                                                                               | 100        |                                                                                                            |
| Deniliquin Christian School                                                                                  | 100        |                                                                                                            |
| Echuca Moama Beacon Foundation                                                                               | 1,600      |                                                                                                            |
| Echuca Steam Preservation Society Inc                                                                        | 2,000      |                                                                                                            |
| Echuca-Moama Family History Group Inc.                                                                       | 3,000      |                                                                                                            |
| Edward River Gardens                                                                                         | 2,722      |                                                                                                            |
| Fairley Leadership Program                                                                                   | 750        |                                                                                                            |
| Good Vibrations Motorcycle Museum                                                                            | 2,000      |                                                                                                            |
| Goodnight Christmas Tree                                                                                     | 1,000      |                                                                                                            |
| Goodnight Tennis Club                                                                                        | 1,750      |                                                                                                            |
| Koondrook Pool                                                                                               | 17,000     |                                                                                                            |
| Koori Kids                                                                                                   | 450        |                                                                                                            |

| Koraleigh Australia Day Committee              | 1,000  |
|------------------------------------------------|--------|
| Koraleigh Tennis Club                          | 700    |
| Lions Club of Moama                            | 1,000  |
| Local Health Medical Trust                     | 2,500  |
| Mathoura Combined Bowls                        | 200    |
| Mathoura Events Committee                      | 1,500  |
| Mathoura Football Netball Club                 | 1,500  |
| Mathoura on the Map                            | 5,000  |
| Mathoura Public School                         | 100    |
| Mathoura Public School P&C Association         | 3,000  |
| Mathoura RSL                                   | 200    |
| Mathoura Retirement Village                    | 3,000  |
| Mathoura Speed Shear                           | 5,729  |
| Moama Anglican Grammar School                  | 100    |
| Moama Echuca Border Raiders Soccer Association | 1,000  |
| Moama Historic Vehicle Club                    | 3,000  |
| Moama Water Sports                             | 10,000 |
| Moulamein – Australia Day                      | 1,000  |
| Moulamein Angling club                         | 100    |
| Moulamein Arts & Crafts Council                | 3,215  |
| Moulamein Community Development Inc            | 1,540  |
| Moulamein Men's Shed                           | 3,000  |
| Moulamein Pre-School                           | 228    |
| Moulamein Public School                        | 100    |
| Moulamein South Recreation Reserve             | 3,000  |
| Moulamein Racing Club                          | 1,500  |
| Moulamein Swimming Pool Trust                  | 13,332 |
| Murray Haven Homes Ltd                         | 3,000  |
| Nyah & District Pool Committee Inc.            | 3,500  |
| St Michael's School Deniliquin                 | 100    |

| Rate Subsidy & Contributions              | 13,674    |
|-------------------------------------------|-----------|
| St Vincent De Paul Society                | 3,000     |
| Tooleybuc Central School                  | 100       |
| Tooleybuc & Piangil District              | 2,273     |
| Wakool & District P&A Society             | 1,500     |
| Wakool Community Progress Association     | 2,500     |
| Wakool Memorial Hall                      | 2,500     |
| We Are Vivid                              | 3,000     |
| Western Murray Land Improvement Group Inc | 30,000    |
| Wongi                                     | 3,000     |
| TOTAL                                     | \$204,565 |

# External bodies that exercised functions delegated by Council

Statement of all external bodies that exercised functions delegated by Council.

## Local Government (General) Regulation 2021 - Clause 217(1) (a6)

Murray River Council has the following section 355 Committees and other bodies which exercise management and operational functions delegated by Council

- ▶ Barham School of Arts Committee
- Barham Recreation Reserve Committee
- Bunnaloo Recreation Reserve Management Committee
- Caldwell Hall Management Committee
- Friends of old Moama
- Goodnight Recreation Reserve & Hall Committee
- Koraleigh Hall and Recreation Committee
- Kyalite Progress and Recreation Reserve Committee
- Mallan Recreation Reserve & Hall Committee
- Mathoura Recreation Reserve Management Committee
- Mathoura Retirement Village Management Committee
- ▶ Moama Lions Community Village Committee
- Moama Recreation Reserve Management Committee
- Moulamein Centenary Recreation Reserve Committee
- Moulamein South Recreation Reserve Committee
- Moulamein Lake Committee
- Murray Downs Riverside Park Management Committee
- Murray Shire Hall Committee

- Noorong Community Centre
- ▶ Old Moulamein Courthouse Committee
- ▶ Tooleybuc Recreation Reserve and Hall Committee
- ▶ Tooleybuc/Piangil District Action Group/Tooleybuc Bridgekeepers Cottage Mgt Committee
- Wakool Memorial Hall Committee
- Wakool Recreation Reserve Committee
- Womboota School of Arts/Hall Management Committee
- ▶ Moulamein Hall Committee DISSOLVED Aug. 2023

## Controlling interest in corporations, partnerships, trust, joint ventures or other bodies

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.

#### Local Government (General) Regulation 2021 - Clause 217(1) (a7)

Murray River Council did not hold a controlling interest, either alone or in conjunction with other Councils, in any corporations, partnerships, trust, joint ventures or other bodies during the period.

# Participation in corporations, partnerships, trust joint ventures, syndicates or other bodies

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.

# Local Government (General) Regulation 2021 - Clause 217(1) (a8)

Murray River Council is involved with the following organisations:

- ► Central Murray Regional Library (Library Services) (part of the year)
- Campaspe Regional Library (Library Services) (part of the year)
- Swan Hill Rural City Council Library (Library Services)
- ► Echuca Moama and District Tourism Association Inc. (Tourism Services)
- ▶ Long Paddock Touring Group
- Murray River Tourism Limited
- Riverina and Murray Joint Organisation of Councils
- Strategic Purchasing Scheme
- Western Joint Regional Planning Panels

# Activities undertaken by the council to implement its Equal Employment Opportunity Management Plan

Statement of activities undertaken to implement its EEO management plan.

#### Local Government (General) Regulation 2021 - Clause 217(1) (a9)

Murray River Council employees and volunteers are supported by a number of policies and procedures, to ensure EEO principles are maintained. including:

- Code of Conduct Policy;
- Workplace Discrimination and Harassment Policy;
- Recruitment & Selection Policy;
- ► Staff Performance Management/Disciplinary Policy,
- Grievance Management Procedure.
- Return-to-Work Program and
- Disability Inclusion Plan.

All of these Council policies have been developed and reviewed in consultation with Council employees.

In the filling of staff vacancies, Council advertises all vacant positions utilising various media forums to access the market.

Newspaper recruitment advertisements are placed in the local newspapers, however Council has moved to a greater use of electronic mediums, such as Seek, Linked and Local Government job platforms, being more cost effective and disseminated to a larger demographic.

## Total number of persons who performed paid work

Statement of total number of persons who performed paid work on **Wednesday 23 November 2022**, including, in separate statements, total number of:

- persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract
- persons employed by the council as senior staff members,
- persons engaged by the council, under a contract or other arrangement with the person's employer, wholly
  or principally for the labour of the person
- persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee

## Local Government (General) Regulation - Clause 217 (1) (d), (i), (ii), (iii), (iv)

As at 23 November 2022, Murray River Council the following employees:

| • | Full-time          | 165 |
|---|--------------------|-----|
| • | Part-time          | 20  |
| • | Casual             | 12  |
| • | Contract           | 14  |
| • | Senior Staff       | 6   |
| • | External Contracts | 2   |

# Total remuneration package of the Chief Executive Officer (CEO)

Statement of the total remuneration package of the general manager including:

- total value of the salary component of the package
- > total amount of any bonus, performance or other payments that do not form part of the salary component
- total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor
- total value of any non-cash benefits for which the general manager may elect under the package
- > total amount payable by way of fringe benefits tax for any such non-cash benefits.

#### Local Government (General) Regulation - Clause 217 (1)(b), (i), (ii), (iii), (iv) & (v)

For the period 1 July 2022 to 30 June 2023

|      |                                                                                              | \$ Dollars |
|------|----------------------------------------------------------------------------------------------|------------|
| i.   | Total Value of Salary component                                                              | 296,125    |
| ii.  | Total amount of any bonus or performance payments that do form \$0 part of salary            | 0          |
| iii. | Total amount payable employers contribution or salary sacrifice to any superannuation scheme | 26,456     |
| iv.  | Total value of non-cash benefit — vehicle                                                    | 11,076     |
| V.   | Total amount payable by Council – fringe benefit tax                                         | 10,829     |
| vi.  | Total Resignation/Termination Payments                                                       | 0          |
| то   | TAL                                                                                          | \$344,486  |

# Total of Remuneration packages of all senior staff members

Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:

- total value of salary components of their packages
- total amount of any bonus, performance or other payments that do not form part of salary components of their packages
- total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- total value of any non-cash benefits for which any of them may elect under the package
- total amount payable by way of fringe benefits tax for any such non-cash benefits.

# Local Government (General) Regulation – Clause 217 (1)(c), (i), (ii), (iii), (iv) & (v)

For the period 1 July 2022 to 30 June 2023

|   | . o. the period i daily zozz to do daile zoze                                     |            |
|---|-----------------------------------------------------------------------------------|------------|
|   |                                                                                   | \$ Dollars |
|   | i. Total Value of Salary component                                                | 985,034    |
| ſ | ii. Total amount of any bonus or performance payments that do form part of salary | 0          |

| iii. Total amount payable employers contribution or salary sacr superannuation scheme | ifice to any 107,122 |
|---------------------------------------------------------------------------------------|----------------------|
| iv. Total value of non-cash benefit — vehicle                                         | 29,075               |
| V. Total amount payable by Council – Fringe Benefit Tax                               | 28,426               |
| vi. Total Resignation/Termination Payments                                            | 39,873               |
| TOTAL                                                                                 | \$1,189,530          |

# Stormwater Management Services provided by Council

A statement detailing the stormwater management services provided (if levied).

#### Local Government (General) Regulation 2021 - Clause 217(1) (e)

Stormwater management can be broadly defined as managing the quantity and quality of stormwater runoff from a catchment with the aim of:

- Minimising stormwater impacts in aquatic ecosystems e.g. reducing turbidity, gross pollutants and nutrient inflow:
- Minimising flooding impacts; and
- Utilising stormwater as a water resource.

### **Coastal Protection Services provided by Council**

A statement detailing the coastal protection services provided (if levied).

### Local Government (General) Regulation 2021 - Clause 217(1) (e1)

Not applicable to Murray River Council

# Council's activities in relation to enforcing & ensuring compliance with the provisions of the Companion Animals Act 1998 & Companion Animals Regulation 2008

Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the <u>Companion Animals Act 1988</u> (CA Act) and the <u>Companion Animal Regulation 2018</u>, including:

- lodgement of pound data collection returns with OLG
- lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement
- amount of funding spent on companion animal management and activities
- community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats
- strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals

- off leash areas provided in the council area
- detailed information on how fund money was used for managing and controlling companion animals in their area.

# Local Government (General) Regulation 2021 – Clause 217(1) (f) Guideline on the exercise of functions under the Companion Animals Act

Guidelines on the exercise of functions under the Companion Animals Act

#### Lodgement of pound data collection returns with the Office of Local Government (OLG):

The pound data details have been submitted to the Office of Local Government (OLG), as required.

#### Lodgement of dog attack reports:

It is mandatory for all dog attack data to be lodged with the Office of Local Government in accordance with the Companion Animals Act. This legislation requires a dog attack incident to be report to the OLG within 72 hours of the incident.

There was one (1) incident of dog attack reported during the period.

# Detailed information on how fund money was used for managing and controlling companion animals in their area.

25% of all expenditure on the management of animals was spend on the management and other activities involving companion animals.

# Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Council's Rangers have undertaken various education activities and placed information articles through the local media. This includes concentrated patrols in problem areas, concentrating on education and enforcement.

Council's website is also a major source of information.

# Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals

Council has a working relationship with the Dogs Starting Over Dog Rescue, where Council has an arrangement with the organisation to make every effort to find new owners for unwanted pets.

#### Off leash areas provided in the council area

Council has three (3) designated off leash areas located at the:

- Old Trotting Track at the Moama Recreation Reserve, Perricoota Road;
- Kiely Road walking track; and
- Moama Off Leash Dog Park

#### Companion Animals seizure (2022/2023) survey submitted to OLG) 16.2 (b) Guidelines:

An annual report detailed the number of animals impounded and the way they were released. It was sent to the Office of Local Government and it showed a decrease in the number of animals being impounded.

The figures provided through the reporting program are detailed as follows:

Seized by Council Ranger
Returned to owners
Re-housed
Unsuitable for rehoming/ euthanised
05

### Report on capital works projects

Report on all capital works projects is considered best practice

#### **OLG Capital Expenditure Guidelines**

Murray River Council had no capital works projects where a capital expenditure review was required in accordance with the Office of Local Government Expenditure Guidelines.

# **Carers Recognition Act**

Councils considered to be 'human service agencies' under the <u>Carers Recognition Act 2010</u> (CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.

#### Carers Recognition Act 2010, s 8(2)

Murray River Council advocates for and provides support for:

- Carers, and
- People being cared for by carers.

# Implementation of Council's Disability Inclusion Action Plan

Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services

#### Disability Inclusion Act 2014, s 13(1)

The Disability Inclusion Action Plan (DIAP), was developed by Murray River Council, which defines strategies and provides a planning framework to promote inclusion and equity for people with disability, so they may fully participate in, and contribute to, social, business and community life. The Disability Inclusion Action Plan will enhance and complement the existing service provision within the area.

The DIAP was reviewed in during the 2021-2022 financial year and placed on public display in August 2022.

The goals and strategies of Murray River Council are underpinned by four (4) themes which provide focus and direction for the Integrated Planning and Reporting (IP&R) framework.

The four focus areas for the DIAP may be positioned with those:

| Murray River Community<br>Strategic Plan themes | Focus area for DIAP                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CSP 4                                           | Developing Positive Community Attitudes and Behaviours.  Community Services participated in agency networks to continue to contribute to improve physical, cultural and equitable access to vulnerable persons residing in Murray River Council, inclusive of persons living with a disability. |
|                                                 | <ul> <li>Community Services established a new initiative entitled the Vulnerable<br/>Persons – Service Provider Network aimed at recognising multiple,<br/>individual agencies supporting vulnerable persons in the MRC LGA.</li> </ul>                                                         |

|       | The Network's key objective is to identify individual agencies details in the MRC Emergency Management Plan – thus informing and prompting the Emergency Services Network to liaise with these service providers, in the event that a declared emergency escalates to an Order to Evacuate where persons are needed to be identified as requiring 1:1 assistance for a supported evacuation. |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | Creating Liveable Communities                                                                                                                                                                                                                                                                                                                                                                |
|       | <ul> <li>Community Transport Buses x 3 maintained with operational wheelchair<br/>access hoist equipment and other embark/disembarking rails/steps</li> </ul>                                                                                                                                                                                                                                |
|       | - Sub-regional Community Transport Network enabled to maximum use of adjoining Council vehicles/common routes                                                                                                                                                                                                                                                                                |
| CSP 3 | - New Administration Office built at Moama to enable easy wheelchair access                                                                                                                                                                                                                                                                                                                  |
|       | New Community Services Hub built at Barham to enable easier physical access to Council and other external services                                                                                                                                                                                                                                                                           |
|       | - Other SCCF projects built enabling easier access.                                                                                                                                                                                                                                                                                                                                          |
| CSP 5 | Supporting Access to Meaningful Employment – Focus Area 3                                                                                                                                                                                                                                                                                                                                    |
|       | Supporting Access to Services Through Better Systems and Processes                                                                                                                                                                                                                                                                                                                           |
|       | <ul> <li>MRC Website – Request a Service created to offer alternate service<br/>requests to be received/processed</li> </ul>                                                                                                                                                                                                                                                                 |
| CSP 6 | - Main Community Services Hubs – Moama/Martin St and Barham/Noorong St attracting other external human services to enable easier access                                                                                                                                                                                                                                                      |
|       | <ul> <li>Staff offering 1:1 support to the public to access external services (e.g. assistance to obtain Border Region Permits during COVID)</li> </ul>                                                                                                                                                                                                                                      |

# **Compliance with and effect of Planning Agreements**

Particulars of compliance with and effect of planning agreements in force during the year.

## Environmental Planning & Assessment Act 1979 - Section 7.5(5)

Council at its Ordinary Meeting held on 27 June 2023 entered into a Planning Agreement with relevant Proponent in relation to construction of a new roundabout at Perricoota Road, Lignum Road intersection.

# **Development Contributions and Levies**

Disclosure of how development contributions and development levies have been used or expended under each contributions plan

# **Environment Planning and Assessment Regulation 2021 - Clause 218A(1)**

Development contributions and levies for each project are assigned an unique Project No and held in reserve until works relating to each particular project is completed.

# Projects for which Contributions and Levies have been used

Details for projects for which contributions or levies have been used must contain:

- 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

### Environment Planning and Assessment Regulation 2021 - Clause 218A (2) (a) to (g)

| EXPENDITURE BREAKDOWN - BY PROJECT                         |            |
|------------------------------------------------------------|------------|
| S94 (7.11and 7.12)                                         |            |
| Moama - Waste Cell Development                             | 137,667.55 |
| Moama - Drainage Works                                     | 275.00     |
| Moama - Francis Street Roundabout                          | 4,792.06   |
| Moama - Hickey Drive                                       | 5,133.94   |
| Moama - McCulloch Drive                                    | 9,783.05   |
| Moama - Beer/ Martin Streets                               | 12,546.03  |
| Moama - Nicholas Drive                                     | 34,653.95  |
| Moama - Open Spaces Works (in Estates along Perricoota Rd) | 51,736.95  |
| Total                                                      | 256,588.53 |
| Barham - Cobwell Street                                    | 8,271.32   |
| Barham - Noorong Street                                    | 20,687.59  |
| Barham - Rec Reserve Amenities                             | 1,330.63   |
| Total                                                      | 30,289.54  |
|                                                            |            |
| S64                                                        |            |
| Moama - Sewerage Works Upgrades (Pump Stations)            | 100,401.76 |
| Total                                                      | 100,401.76 |
| Barham - Water Supply Upgrades (Pump Stations)             | 41,823.71  |
| Barham - Sewerage Works Upgrades (Pump Stations)           | 106,980.56 |
| Total                                                      | 148,804.27 |
|                                                            |            |
| Continued over page                                        |            |
|                                                            |            |

| GIFTED ASSETS                |            |
|------------------------------|------------|
| Roads/ Footpaths/ Stormwater | 7,687,504  |
| Water and Sewer              | 4,352,040  |
| Total                        | 12,039,544 |
|                              |            |
| Gifted Water Licences        | 1,584,096  |

# **Contributions and Levies Reconciliation**

Total value of all contributions and levies received and expended during the year.

### Environment Planning and Assessment Regulation 2021 - Clause 218A (3), (a), (b)

#### S94 (7.11 and 7.12) and S64 Summary

| S94<br>(7.11and 7.12)    | Opening<br>Balance | Contributions Interest Earned Expenditure |           | Expenditure            | Closing<br>Balance |
|--------------------------|--------------------|-------------------------------------------|-----------|------------------------|--------------------|
| Former Murray            | 2,369,643.95       | 1,035,419.13                              | 76,958.81 | 76,958.81 (256,588.53) |                    |
| Former Wakool 424,555.59 |                    | 303,894.29 13,589.43                      |           | (30,289.54)            | 711,749.77         |
| Total 2,794,199.54       |                    | 1,339,313.42                              | 90,548.24 | (286,878.07)           | 3,937,183.13       |

| S64                | Opening<br>Balance            | Contributions | Interest Earned        | Expenditure  | Closing<br>Balance |  |
|--------------------|-------------------------------|---------------|------------------------|--------------|--------------------|--|
| Former Murray      | 1,496,431.56                  | 1,199,503.83  | 50,649.01              | (100,401.76) | 2,646,182.64       |  |
| Former Wakool      | er Wakool 499,090.84 7,824.21 |               | 11,511.53 (148,804.27) |              | 369,622.31         |  |
| Total 1,995,522.40 |                               | 1,207,328.04  | 62,160.54              | (249,206.03) | 3,015,804.95       |  |

# **Recovery and threat abatement Plans**

Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

### Fisheries Management Act 1994 - Section 220ZT (2)

Murray River Council has not been identified in any recovery and threat abatement plans.

23

0

27

15

Statutory Report 2022/23

# **Details of inspections of Private Swimming Pools**

Details of inspections of private swimming pools. Include the number of inspections that:

- were of tourist and visitor accommodation.
- were of premises with more than 2 dwellings.
- resulted in issuance a certificate of compliance under s22D of the SP Act
- resulted in issuance a certificate of non-compliance under cl 21 SP Reg.

# Swimming Pools Act 1992 – Section 22F (2) Swimming Pools Regulation 2018 - Clause 23

Murray River Council completed the following inspections during 2022/2023

- Number of inspections of tourist and visitor accommodation
- Number of inspections of premises with more than 2 dwellings
- Number of inspections that resulted in issuance of Certificate of
- ► Compliance under s22D of the Swimming Pool Act 1992
- Number of inspections that resulted in issuance a certificate of
  - non-compliance under c121 of the Swimming Pool Regulations 2018

# Government Information Public Access Activity

Information included on government information public access activity

# Government Information (Public Access) Act 2009 – Section 125(1) Government Information (Public Access) Regulation 2018, Clause 8, Schedule 2

Part 7 Section 125 (1) of the Government Information (Public Access) Act 2009, known as the GIPA Act, states that each agency (of which Murray River Council is one) must, within 4 months after the end of each reporting year, prepare an annual report on the agency's obligations under this Act for submission to the Minister responsible for the agency.

Council fulfilled its responsibilities in regard to reporting for the 2022-2023 year by submitting the annual return through the IPC GIPA Tool portal in October 2023.

In addition, the 2022-2023 GIPA Information Guide was developed and uploaded to the website.

During 2022-2023 financial year Murray River Council received and finalised:

- two (2) formal information access applications; and
- one hundred & five (105) informal information access applications.

TOTALLING - 107 GIPA applications for the 2022-2023 Financial Year

# **Public Interest Disclosure Activity**

Information included on public interest disclosure activity.

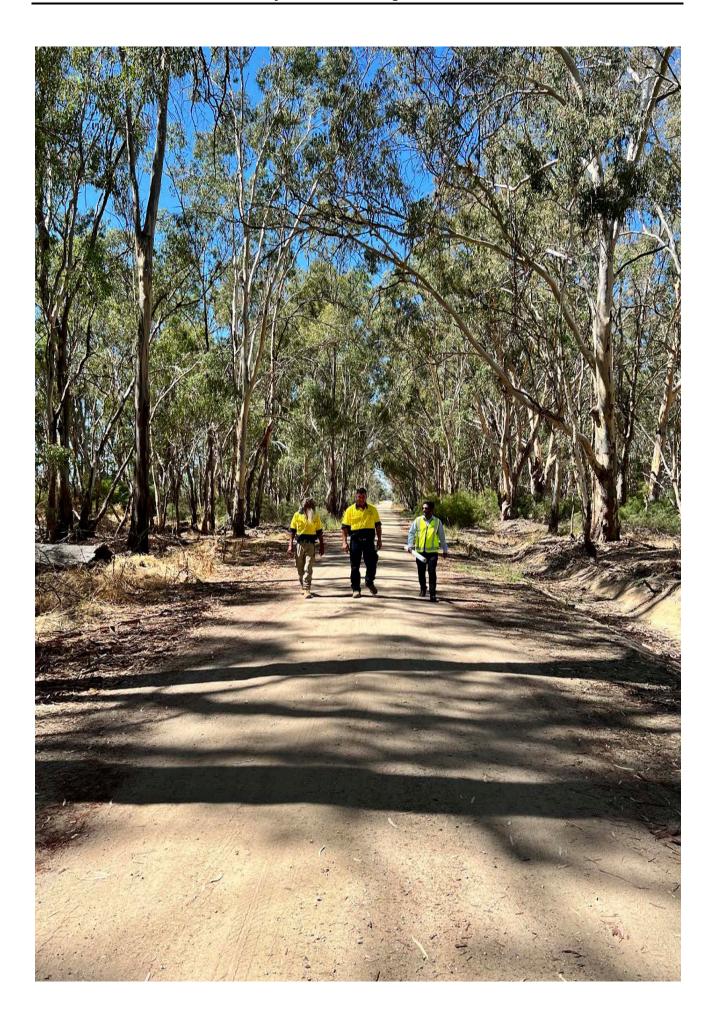
# **Public Interest Disclosures Act 1994 - Section 31** Public Interest Disclosures Regulation 2011 - Clause 4

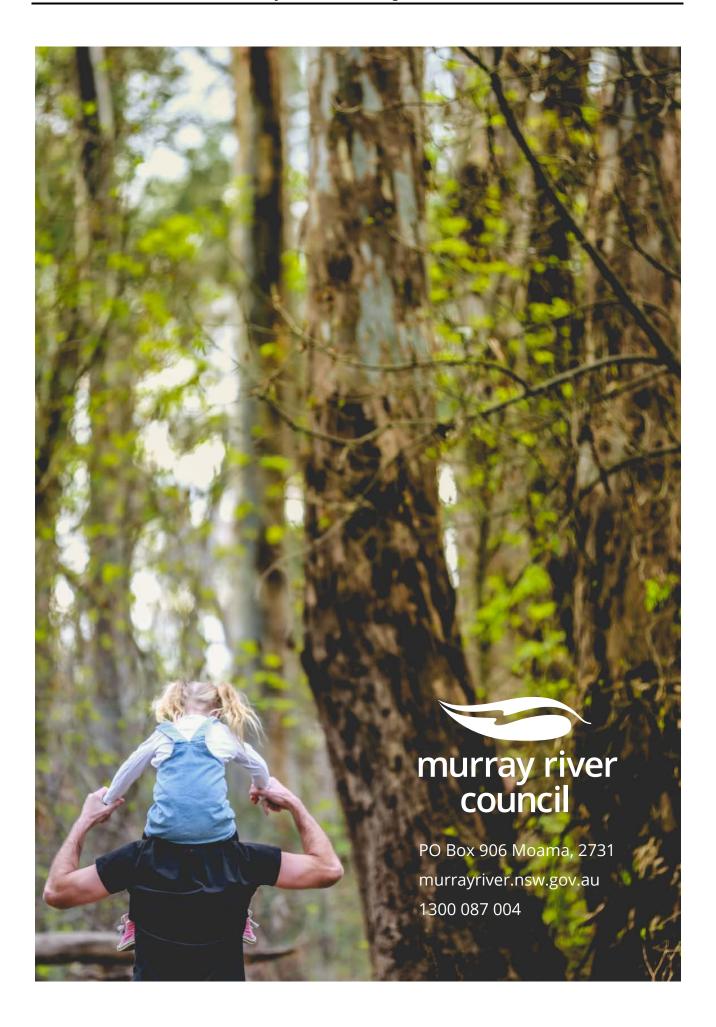
Similar to the reporting requirement under the GIPA Act and Regulations, Councils are required to submission a Public Interest Disclosures Annual Report to the Minister and a copy is also provided to the NSW Ombudsman.

Council fulfilled their annual reporting obligations in regard any Public Interest Disclosures (PIDs) received during the 2022-2023 financial year by including a breakdown of the information in the 2022-2023 Annual Report and then advising the NSW Ombudsman of the location of the report on Council's website.

Council received 0 submissions for the 2022-2023 year.

| Public Interest Disclosures Statistics            | July 2022 - June 2023 |
|---------------------------------------------------|-----------------------|
| Number of public officials who made PIDs          | 0                     |
| Number of PIDs received                           | 0                     |
| Of PIDs received, number primarily about:         |                       |
| Corrupt conduct                                   | 0                     |
| Maladministration                                 | 0                     |
| Serious and substantial waste                     | 0                     |
| Government information contravention              | 0                     |
| Local government pecuniary interest contravention | 0                     |
| Number of PIDs finalised                          | 0                     |





ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2023



GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2023



# General Purpose Financial Statements

for the year ended 30 June 2023

| Contents                                                                                                                                                                                | Page                   |
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| Statement by Councillors and Management                                                                                                                                                 | 5                      |
| Primary General Purpose Financial Statements: Income Statement Statement of Comprehensive Income Statement of Financial Position Statement of Changes in Equity Statement of Cash Flows | 6<br>7<br>8<br>9<br>10 |
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| Independent Auditor's Reports:  On the Financial Statements (Sect 417 [2])  On the Financial Statements (Sect 417 [3])                                                                  | 94<br>98               |

#### Overview

Murray River Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

52 Perricoota Road Moama NSW 2731

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- · principles to be applied when making decisions,
- · principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: <a href="www.murrayriver.nsw.gov.au">www.murrayriver.nsw.gov.au</a>.

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# General Purpose Financial Statements

for the year ended 30 June 2023

# **Understanding Council's Financial Statements**

#### Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

#### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

#### **About the Councillor/Management Statement**

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

#### **About the Primary Financial Statements**

The financial statements incorporate five "primary" financial statements:

#### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

#### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

#### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### **About the Notes to the Financial Statements**

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

#### **About the Auditor's Reports**

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

- 1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
- 2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

#### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

continued on next page Page 3 of 126

# General Purpose Financial Statements

for the year ended 30 June 2023

# Understanding Council's Financial Statements (continued)

# **Key Events of 2022-23 NSW Floods**

New South Wales had a massive flooding event during 2022-23 financial year which affected most parts of the State and Murray River Council was one of the affected Councils. The flood caused much damage to Council roads and infrastructure. As a result there were higher than expected material costs / staff costs incurred by Council during the floods, treated as operational expense initially. Since the initial flood preparation and emergency, Council moved focus to recovery operations and capital restoration works.

Council has completed a major excercise to thoroughly estimate the extent of damage to its infrastructure and assets. The estimated cost of restoration and reconstruction, at the time of preparing the financial statements was \$7,483,985, of which \$6,325,973 remains outstanding as of 30 June 2023. While these activities will be partially completed this financial year and significant work activities to continue during future financial year(s). Council has secured State grants to commence these restoration and reconstruction activities and it is expected that the majority of costs will be covered through State grants. However, during the current financial year, the Council has spent money from its own financial reserves to prioritise the initial works.

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# General Purpose Financial Statements

for the year ended 30 June 2023

# Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the Local Government Act 1993 (NSW) (as amended) and the regulations made there under,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

#### To the best of our knowledge and belief, these statements:

- · present fairly the Council's operating result and financial position for the year
- · accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 October 2023.

Cr Frank Crawley

Mayor

24 October 2023

Mr Terry Dodds

Chief Executive officer

24 October 2023

Cr Neil Gorey

Councillor

24 October 2023

Mr Kristopher Kershaw

Responsible Accounting Officer

24 October 2023

Murray River Council | Income Statement | for the year ended 30 June 2023

# **Murray River Council**

# **Income Statement**

for the year ended 30 June 2023

| Original<br>unaudited<br>budget |                                                                                          |         | Actual   | Restated<br>Actual |
|---------------------------------|------------------------------------------------------------------------------------------|---------|----------|--------------------|
| 2023                            | \$ '000                                                                                  | Notes   | 2023     | 2022               |
|                                 | Income from continuing operations                                                        |         |          |                    |
| 19,203                          | Rates and annual charges                                                                 | B2-1    | 19,096   | 17,835             |
| 6,514                           | User charges and fees                                                                    | B2-2    | 9,097    | 7,61               |
| 2.120                           | Other revenues                                                                           | B2-3    | 1,567    | 1,269              |
| 17,132                          | Grants and contributions provided for operating purposes                                 | B2-4    | 21,270   | 18,622             |
| 11,680                          | Grants and contributions provided for capital purposes                                   | B2-4    | 33,698   | 18,440             |
| 720                             | Interest and investment income                                                           | B2-5    | 1,599    | 463                |
| _                               | Other income                                                                             | B2-6    | 287      | 670                |
| 57,369                          | Total income from continuing operations                                                  |         | 86,614   | 64,910             |
|                                 | Expenses from continuing operations                                                      |         |          |                    |
| 18,193                          | Employee benefits and on-costs                                                           | B3-1    | 19,288   | 18,004             |
| 16,1560                         | Materials and services                                                                   | B3-2    | 22,817   | 18,98              |
| 198                             | Borrowing costs                                                                          | B3-3    | 382      | 24                 |
| 21,339                          | Depreciation, amortisation and impairment of non-financial assets                        | B3-4    | 23,245   | 25,05              |
| 1.305                           | Other expenses                                                                           | B3-5    | 1,061    | 760                |
| 1,505                           | Net loss from the disposal of assets                                                     | B4-1    | 4,800    | 4,07               |
| 57,595                          | Total expenses from continuing operations                                                |         | 71,593   | 67,120             |
| (226)                           | Operating result from continuing operations                                              |         | 15,021   | (2,216             |
| (220)                           |                                                                                          |         | 10,021   |                    |
| (226)                           | Net operating result for the year attributable to Co                                     | uncil   | 15,021   | (2,216             |
|                                 |                                                                                          |         |          |                    |
| (226)                           | Net operating result for the year before grants and contri provided for capital purposes | butions | (18,677) | (20,656            |

The above Income Statement should be read in conjunction with the accompanying notes.

Murray River Council | Statement of Comprehensive Income | for the year ended 30 June 2023

# **Murray River Council**

# Statement of Comprehensive Income

for the year ended 30 June 2023

|                                                                             |       |        | Restated |
|-----------------------------------------------------------------------------|-------|--------|----------|
| \$ '000                                                                     | Notes | 2023   | 2022     |
| Net operating result for the year – from Income Statement                   |       | 15,021 | (2,216)  |
| Other comprehensive income:                                                 |       |        |          |
| Amounts which will not be reclassified subsequently to the operating result |       |        |          |
| Gain (loss) on revaluation of infrastructure, property, plant and equipment | C1-6  | 40,890 | 104,892  |
| Other movements Revaluation Intangible Assets                               | C1-7  | 1,062  | 139      |
| Total items which will not be reclassified subsequently to the operating    | _     |        |          |
| result                                                                      |       | 41,952 | 105,031  |
| Total other comprehensive income for the year                               | _     | 41,952 | 105,031  |
| Total comprehensive income for the year attributable to Council             | _     | 56,973 | 102,815  |

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

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Murray River Council | Statement of Financial Position | for the year ended 30 June 2023

# **Murray River Council**

# Statement of Financial Position

as at 30 June 2023

|                                                      |       |                | Restated       |
|------------------------------------------------------|-------|----------------|----------------|
| \$ '000                                              | Notes | 2023           | 2022           |
| ASSETS                                               |       |                |                |
| Current assets                                       |       |                |                |
| Cash and cash equivalents                            | C1-1  | 7,266          | 2,401          |
| Investments                                          | C1-2  | 49,944         | 45,940         |
| Receivables                                          | C1-4  | 12,549         | 13,951         |
| Inventories                                          | C1-5  | 520            | 763            |
| Other                                                | C1-8  | 254            | 510            |
| Total current assets                                 |       | 70,533         | 63,565         |
| Non-current assets                                   |       |                |                |
| Investments                                          | C1-2  | 2              | 2              |
| Receivables                                          | C1-4  | 483            | 719            |
| Inventories                                          | C1-5  | 315            | 641            |
| Infrastructure, property, plant and equipment (IPPE) | C1-6  | 980,865        | 935,785        |
| Intangible assets                                    | C1-7  | 10,402         | 4,906          |
| Total non-current assets                             |       | 992,067        | 942,053        |
| Total assets                                         |       | 1,062,600      | 1,005,618      |
| LIABILITIES                                          |       |                |                |
| Current liabilities                                  |       |                |                |
| Payables                                             | C3-1  | 7 4 4 0        | 6 107          |
| Contract liabilities                                 | C3-1  | 7,140          | 6,197<br>5,353 |
| Lease liabilities                                    | C2-1  | 5,269<br>184   | 192            |
| Borrowings                                           | C3-3  | 476            | 602            |
| Employee benefit provisions                          | C3-4  | 3,686          | 4,236          |
| Provisions                                           | C3-5  | 102            | 71             |
| Total current liabilities                            |       | 16,857         | 16,651         |
| Non-current liabilities                              |       |                |                |
| Lease liabilities                                    | C2-1  | 354            | 550            |
| Borrowings                                           | C3-3  | 2,173          | 2,650          |
| Employee benefit provisions                          | C3-4  | 512            | 547            |
| Provisions                                           | C3-5  | 6,612          | 6,101          |
| Total non-current liabilities                        |       | 9,651          | 9,848          |
| Total liabilities                                    |       | 26,508         | 26,499         |
| Net assets                                           |       | 1,036,092      | 979,119        |
|                                                      |       |                |                |
| EQUITY                                               |       | <b>=</b> 4==cc | 700 7 1 -      |
| Accumulated surplus                                  | 0     | 745,736        | 730,715        |
| IPPE revaluation reserve                             | C4-1  | 290,356        | 248,404        |
| Council equity interest                              |       | 1,036,092      | 979,119        |
| Total equity                                         |       | 1,036,092      | 979,119        |

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

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Murray River Council | Statement of Changes in Equity | for the year ended 30 June 2023

# Murray River Council

# Statement of Changes in Equity

for the year ended 30 June 2023

|                                                                           |       |             | 2023        |           |             | 2022        |          |
|---------------------------------------------------------------------------|-------|-------------|-------------|-----------|-------------|-------------|----------|
|                                                                           |       |             | IPPE        |           |             | IPPE        |          |
|                                                                           |       | Accumulated | revaluation | Total     | Accumulated | revaluation | Total    |
|                                                                           |       | surplus     | reserve     | equity    | surplus     | reserve     | equity   |
| \$ '000                                                                   | Notes |             |             |           | Restated    | Restated    | Restated |
| Opening balance at 1 July                                                 |       | 730,715     | 248,404     | 979,119   | 732,931     | 143,373     | 876,304  |
| Opening balance                                                           |       | 730,715     | 248,404     | 979,119   | 732,931     | 143,373     | 876,304  |
| Net operating result for the year                                         |       | 15,021      | _           | 15,021    | (3,427)     | _           | (3,427)  |
| Correction of prior period errors                                         | G4-1  | ,           | _           | .0,0      | 1,211       | _           | 1,211    |
| Net operating result for the period                                       |       | 15,021      | _           | 15,021    | (2,216)     | _           | (2,216)  |
| Other comprehensive income                                                |       |             |             |           |             |             |          |
| - Gain/(loss) on revaluation of IPP&E                                     | C1-6  | _           | 40,890      | 40,890    | _           | 97,579      | 97,579   |
| - Gain/(loss) on revaluation of IPP&E - Correction of prior period errors | G4-1  | _           | _           | _         | _           | 7,313       | 7,313    |
| - Other movements (Revaluation Intangible Assets)                         | C1-7  | _           | 1,062       | 1,062     | _           | 139         | 139      |
| Other comprehensive income                                                |       | -           | 41,952      | 41,952    |             | 105,031     | 105,031  |
| Total comprehensive income                                                |       | 15,021      | 41,952      | 56,973    | (2,216)     | 105,031     | 102,815  |
| Closing balance at 30 June                                                |       | 745,736     | 290,356     | 1,036,092 | 730,715     | 248,404     | 979,119  |

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Murray River Council | Statement of Cash Flows | for the year ended 30 June 2023

# **Murray River Council**

# Statement of Cash Flows

for the year ended 30 June 2023

| Original<br>unaudited<br>budget |                                                       |       | Actual         | Actual            |
|---------------------------------|-------------------------------------------------------|-------|----------------|-------------------|
| 2023                            | \$ '000                                               | Notes | 2023           | 2022              |
|                                 | Cash flows from operating activities                  |       |                |                   |
|                                 | Receipts:                                             |       |                |                   |
| 19,050                          | Rates and annual charges                              |       | 19,023         | 17,780            |
| 6,514                           | User charges and fees                                 |       | 9,191          | 7,336             |
| 720                             | Interest received                                     |       | 1,288          | 343               |
| 28,812                          | Grants and contributions                              |       | 41,140         | 30,451            |
| _                               | Bonds, deposits and retentions received               |       | 208            | 577               |
| 2,120                           | Other                                                 |       | 8,193          | 5,143             |
|                                 | Payments:                                             |       |                |                   |
| (18,193)                        | Payments to employees                                 |       | (19,880)       | (17,605)          |
| (16,449)                        | Payments for materials and services                   |       | (25,823)       | (23,036)          |
| (198)                           | Borrowing costs                                       |       | (369)          | (228)             |
| _                               | Bonds, deposits and retentions refunded               |       | -              | (165)             |
| (1,305)                         | Other                                                 |       | 109            | (1,346)           |
| 21,071                          | Net cash flows from operating activities              | G1-1  | 33,080         | 19,250            |
|                                 | O  -  -  -  -  -  -  -  -  -  -  -  -                 |       |                |                   |
|                                 | Cash flows used in investing activities               |       |                |                   |
|                                 | Receipts:                                             |       |                | 0- 4-0            |
| _                               | Sale of investments                                   |       | 54,704         | 35,476            |
| -                               | Sale of real estate assets Proceeds from sale of IPPE |       | 843            | 898               |
| 520                             |                                                       |       | 427<br>339     | 382               |
| _                               | Deferred debtors receipts                             |       | 339            | 1,353             |
| _                               | Payments: Purchase of investments                     |       | (E4 704)       | (20.656)          |
| _                               | Acquisition of term deposits                          |       | (54,704)       | (30,656)          |
|                                 | Payments for IPPE                                     |       | (4,004)        | (22.027)          |
| (28,131)                        | Purchase of real estate assets                        |       | (19,349)<br>14 | (22,027)<br>(254) |
| _                               | Purchase of ireal estate assets                       |       | (5,665)        | (3,155)           |
|                                 | Net cash flows used in investing activities           |       |                | , ,               |
| (27,611)                        | Net cash nows used in investing activities            |       | (27,395)       | (17,983)          |
|                                 | Cash flows used in financing activities               |       |                |                   |
|                                 | Receipts:                                             |       |                |                   |
| 3,163                           | Proceeds from borrowings                              |       | _              | _                 |
| -,                              | Payments:                                             |       |                |                   |
| (718)                           | Repayment of borrowings                               |       | (616)          | (598)             |
| _                               | Principal component of lease payments                 |       | (204)          | (175)             |
| 2,445                           | Net cash flows used in financing activities           |       | (820)          | (773)             |
| 2,110                           | <b>9</b>                                              |       | (020)          | (110)             |
| (4,095)                         | Net change in cash and cash equivalents               |       | 4,865          | 494               |
| 4,707                           | Cash and cash equivalents at beginning of year        |       | 2,401          | 1,907             |
| 612                             | Cash and cash equivalents at end of year              | C1-1  | 7,266          | 2,401             |
|                                 |                                                       |       |                | , -               |
| 44,027                          | plus: Investments on hand at end of year              | C1-2  | 49,946         | 45,942            |
| 44,639                          | Total cash, cash equivalents and investments          |       | 57,212         | 48,343            |
| 1 1,000                         | , <del>-</del>                                        |       |                | 10,040            |

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

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# **Murray River Council**

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# **Murray River Council**

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# A About Council and these financial statements

## A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 24 October 2023. Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act* 1993 (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment refer Note C1-6
- (ii) estimated tip and gravel pit remediation provisions refer Note C3-5
- (iii) employee benefit provisions refer Note C3-4.

#### Significant judgements in applying the Council's accounting policies

(i) Impairment of receivables

Council has made a judgement about the impairment of a number of its receivables - refer Note C1-4.

#### Monies and other assets received by Council

#### The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

This Consolidated Fund has been included in the financial statements of Murray River Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service
- Moama Recreation Reserve S355 Management Committee
- Moama Lions Units S355 Management Committee
- Mathoura Retirement Village S355 Management Committee.

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# A1-1 Basis of preparation (continued)

All other operations of S355 Management Committees of the Council are immaterial and have not been disclosed as part of the consolidated fund.

#### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and other assets properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Payments received from unknown entities
- Land Sale and Acquisition funds required to be paid into Trust

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

#### Volunteer services

Council does not have a material dependence on volunteer services. Volunteers are mainly engaged via Section 355 committees. These services are not recognised as they are considered non-material in value.

continued on next page Page 14 of 126

# A1-1 Basis of preparation (continued)

#### New accounting standards and interpretations issued but not yet effective

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2023 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

#### New accounting standards adopted during the year

The following new standards are effective for the first time at 30 June 2023:

- AASB 2022-3 Amendments to Australian Accounting Standards Illustrative Examples for Not-for-Profit Entities accompanying AASB 15
- AASB 2020-3 Amendments to Australian Accounting Standards Annual Improvements 2018 2020 and Other Amendments

None of the standards above had a significant impact on reported position or performance.

#### **Impact of NSW Floods**

Council was impacted by floods in October through to December 2022. Council is currently actively engaged in restoration and reconstruction of infrastructure and assets damaged during the floods. A thorough review of the assets and infrastructure with potential damage has been conducted and it is estimated that the cost of this restoration and reconstruction activity will aggregate to, at the time of preparing the financial statements was \$7,483,985, of which \$6,325,973 remains outstanding as of 30 June 2023 and the restoration works will continue into the 2023/24 financial year. Council has also determined any impairments and / or adverse impact on the useful life of the assets and following the restoration and reconstruction activity, these assets will be reinstated to their new carrying values.

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# B Financial Performance

# B1 Functions or activities

# B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

|                                        | Incom  | е      | Expens | ses      | Operating | result   | Grants and cor | ntributions | Carrying amou | unt of assets |
|----------------------------------------|--------|--------|--------|----------|-----------|----------|----------------|-------------|---------------|---------------|
|                                        | 2023   | 2022   | 2023   | 2022     | 2023      | 2022     | 2023           | 2022        | 2023          | 2022          |
| \$ '000                                |        |        |        | Restated |           | Restated |                |             |               | Restated      |
| Functions or activities                |        |        |        |          |           |          |                |             |               |               |
| Governance                             | 4      | 3      | 1,458  | 1,449    | (1,454)   | (1,446)  | _              | _           | _             | _             |
| Administration                         | 1,005  | 1,163  | 10,871 | 9,095    | (9,866)   | (7,932)  | 211            | 495         | 67,352        | 63,503        |
| Public order and safety                | 411    | 457    | 4,882  | 1,528    | (4,471)   | (1,071)  | 371            | 425         | 4,534         | 4,515         |
| Health                                 | 39     | 12     | 74     | 60       | (35)      | (48)     | _              | _           | 1,015         | 1,009         |
| Environment                            | 10,866 | 6,209  | 6,442  | 5,385    | 4,424     | 824      | 4,945          | 2,449       | 61,789        | 58,520        |
| Community Services and Education       | 1,606  | 1,094  | 2,337  | 1,770    | (731)     | (676)    | 2,057          | 1,006       | 14,887        | 14,681        |
| Housing and Community amenities        | 540    | 642    | 1,383  | 2,271    | (843)     | (1,629)  | 40             | 54          | 17,351        | 17,073        |
| Water supplies                         | 7,832  | 6,560  | 4,318  | 4,878    | 3,514     | 1,682    | 4,126          | 1,358       | 71,615        | 71,959        |
| Sewerage services                      | 6,252  | 3,840  | 2,328  | 2,733    | 3,924     | 1,107    | 3,079          | 917         | 55,362        | 62,902        |
| Recreation and culture                 | 1,741  | 1,604  | 5,644  | 8,194    | (3,903)   | (6,590)  | 3,367          | 1,470       | 72,678        | 76,758        |
| Mining, manufacturing and construction | 1,033  | 717    | 1,827  | 1,501    | (794)     | (784)    | 304            | _           | 1,905         | 1,900         |
| Transport and communication            | 27,862 | 16,679 | 27,861 | 26,586   | 1         | (9,907)  | 22,109         | 16,431      | 678,294       | 617,211       |
| Economic affairs                       | 1,990  | 2,607  | 2,168  | 1,676    | (178)     | 931      | 1,383          | 682         | 15,818        | 15,587        |
| General purpose income                 | 25,433 | 23,323 | _      |          | 25,433    | 23,323   | 12,976         | 11,775      |               |               |
| Total functions and activities         | 86,614 | 64,910 | 71,593 | 67,126   | 15,021    | (2,216)  | 54,968         | 37,062      | 1,062,600     | 1,005,618     |

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# B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

#### Governance

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policymaking committees, public disclosure (e.g. GIPA), and legislative compliance.

#### Administration

Includes corporate support and other support services, engineering works, business intelligence and any Council policy compliance.

#### Public order and safety

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

#### Health

Includes immunisation, food control, health centres etc.

#### **Environment**

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

#### **Community Services and Education**

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

## **Housing and Community amenities**

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

#### Water supplies

Includes the provision and distribution of water to the towns within the boundary of the Council.

#### Sewerage services

Treatment of wastewater to the towns within the boundaries of the Council.

#### Recreation and culture

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

# Mining, manufacturing and construction

Includes building control, quarries and pits, mineral resources, and abattoirs.

#### **Transport and communication**

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

#### **Economic affairs**

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; real estate development, management of Section 355 Committees and other business undertakings.

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# B1-2 Components of functions or activities (continued)

# General purpose income

Includes rates and annual charges; non capital general purpose grants; interest on investments and interest on overdue rates and charges.

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# B2 Sources of income

# B2-1 Rates and annual charges

| \$ '000                                                  | 2023   | 2022   |
|----------------------------------------------------------|--------|--------|
| Ordinary rates                                           |        |        |
| Residential                                              | 5,355  | 5,088  |
| Farmland                                                 | 5,496  | 5,373  |
| Business                                                 | 892    | 897    |
| Less: pensioner rebates (mandatory)                      | (195)  | (193)  |
| Rates levied to ratepayers                               | 11,548 | 11,165 |
| Pensioner rate subsidies received                        | 106    | 109    |
| Total ordinary rates                                     | 11,654 | 11,274 |
| Annual charges (pursuant to s496, 496A, 496B, 501 & 611) |        |        |
| Domestic waste management services                       | 2,164  | 1,753  |
| Stormwater management services                           | 137    | 127    |
| Water supply services                                    | 2,291  | 2,201  |
| Sewerage services                                        | 2,811  | 2,455  |
| Waste management services (non-domestic)                 | 162    | 139    |
| Less: pensioner rebates (mandatory)                      | (271)  | (259)  |
| Annual charges levied                                    | 7,294  | 6,416  |
| Pensioner annual charges subsidies received:             |        |        |
| - Water                                                  | 51     | 47     |
| - Sewerage                                               | 48     | 50     |
| <ul> <li>Domestic waste management</li> </ul>            | 49     | 48     |
| Total annual charges                                     | 7,442  | 6,561  |
| Total rates and annual charges                           | 19,096 | 17,835 |

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

# **Accounting policy**

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

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# B2-2 User charges and fees

| \$ '000                                                               | Timing | 2023  | 2022  |
|-----------------------------------------------------------------------|--------|-------|-------|
| Specific user charges (per s502 - specific 'actual use' charges)      | )      |       |       |
| Domestic waste management services                                    | 2      | 848   | 641   |
| Water supply services                                                 | 2      | 1,273 | 2,410 |
| Sewerage services                                                     | 2      | 303   | 318   |
| Waste management services (non-domestic)                              | 2      | 2,204 | 974   |
| Total specific user charges                                           |        | 4,628 | 4,343 |
| Other user charges and fees                                           |        |       |       |
| (i) Fees and charges – statutory and regulatory functions (per s608)  |        |       |       |
| Building regulation                                                   | 2      | 409   | 342   |
| Inspection services                                                   | 2      | 11    | 14    |
| Sub-division fees                                                     | 2      | 297   | 333   |
| Private works – section 67                                            | 2      | 223   | 185   |
| Section 10.7 certificates (EP&A Act)                                  | 2      | 50    | 50    |
| Section 603 certificates                                              | 2      | 40    | 59    |
| Tapping fees                                                          | 2      | 73    | 127   |
| Town planning                                                         | 2      | 440   | 392   |
| Other                                                                 | 2      | 9     | 4     |
| Health control                                                        | 2      | 10    | 12    |
| Animal control                                                        | 2      | 39    | 19    |
| Total fees and charges – statutory/regulatory                         |        | 1,601 | 1,537 |
| (ii) Fees and charges - other (incl. general user charges (per s608)) |        |       |       |
| Aged care                                                             | 2      | 195   | 376   |
| Caravan park                                                          | 2      | 55    | 100   |
| Cemeteries                                                            | 2      | 112   | 129   |
| Leaseback fees – Council vehicles                                     | 2      | 133   | 103   |
| Library and art gallery                                               | 2      | 2     | 1     |
| Park rents                                                            | 2      | 48    | 63    |
| Transport for NSW works (state roads not controlled by Council)       | 2      | 2,250 | 901   |
| Public halls                                                          | 2      | 4     | _     |
| Special meter reading                                                 | 2      | 22    | 31    |
| Other                                                                 | 2      | 47    | 27    |
| Total fees and charges – other                                        |        | 2,868 | 1,731 |
| Total other user charges and fees                                     |        | 4,469 | 3,268 |
| Total user charges and fees                                           | _      | 9,097 | 7,611 |
| Timing of revenue recognition for user charges and fees               |        |       |       |
| User charges and fees recognised over time (1)                        |        | _     | _     |
| User charges and fees recognised at a point in time (2)               |        | 9,097 | 7,611 |
| Total user charges and fees                                           |        | 9,097 | 7,611 |
|                                                                       |        |       | 7,011 |

### **Accounting policy**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership. Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

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### B2-3 Other revenues

| \$ '000                                                 | Timing | 2023  | 2022  |
|---------------------------------------------------------|--------|-------|-------|
| Aboriginal communities program                          | 2      | 110   | 96    |
| Commissions and agency fees                             | 2      | 303   | 292   |
| Energy Certificates                                     | 2      | 43    | 73    |
| Fines                                                   | 2      | 17    | 7     |
| Insurance claims / rebates                              | 2      | 197   | 212   |
| Legal fees recovery – other                             | 2      | _     | 24    |
| Legal fees recovery – rates and charges (extra charges) | 2      | 61    | 11    |
| OLG Rebate                                              | 2      | 16    | 35    |
| Recycling income (non-domestic)                         | 2      | _     | 110   |
| Sponsorship Funding                                     | 2      | 49    | 180   |
| Ticket Sales                                            | 2      | 417   | 29    |
| Traineeship Subsidy                                     | 2      | 3     | 36    |
| Other                                                   | 2      | 280   | 98    |
| Water – meter rents / sundry income                     | 2      | 71    | 66    |
| Total other revenue                                     | _      | 1,567 | 1,269 |
| Timing of revenue recognition for other revenue         |        |       |       |
| Other revenue recognised over time (1)                  |        | _     | _     |
| Other revenue recognised at a point in time (2)         |        | 1,567 | 1,269 |
| Total other revenue                                     |        | 1,567 | 1.269 |
|                                                         |        | -,    | -,,   |

### Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

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# B2-4 Grants and contributions

| \$ '000                                                                       | Timing | Operating 2023 | Operating<br>2022 | Capital<br>2023 | Capital<br>2022 |
|-------------------------------------------------------------------------------|--------|----------------|-------------------|-----------------|-----------------|
| General purpose grants and non-developer                                      |        |                |                   |                 |                 |
| contributions (untied)                                                        |        |                |                   |                 |                 |
| General purpose (untied)                                                      |        |                |                   |                 |                 |
| Current year allocation                                                       |        |                |                   |                 |                 |
| Financial assistance – general component                                      | 2      | 1,726          | 2,975             | _               | -               |
| Financial assistance – local roads component                                  | 2      | 856            | 1,665             | -               | _               |
| Payment in advance - future year allocation                                   |        |                |                   |                 |                 |
| Financial assistance – general component                                      | 2      | 6,727          | 4,567             | _               | _               |
| Financial assistance – local roads component                                  | 2      | 3,667          | 2,568             |                 | _               |
| Amount recognised as income during current year                               |        | 12,976         | 11,775            |                 | _               |
| Special purpose grants and non-developer contributions (tied)                 |        |                |                   |                 |                 |
| Cash contributions                                                            |        |                |                   |                 |                 |
| Previously specific grants:                                                   |        |                |                   |                 |                 |
| Pensioners' rates subsidies:                                                  |        |                |                   |                 |                 |
| Aged care                                                                     | 2      | 1,029          | 913               | _               | _               |
| Bushfire and emergency services                                               | 2      | 314            | 425               | _               | _               |
| Economic development                                                          | 2      | 513            | 30                | 1,746           | 652             |
| Heritage and cultural                                                         | 2      | 20             | 8                 | _               | _               |
| Library – per capita                                                          | 2      | 97             | 95                | _               | _               |
| LIRS subsidy                                                                  | 2      | 6              | 16                | _               | _               |
| Noxious weeds                                                                 | 2      | 148            | 190               | _               | _               |
| NSW rural fire services                                                       |        | 57             | _                 | _               | _               |
| Recreation and culture                                                        | 2      | 41             | 37                | 143             | 791             |
| Storm/flood damage                                                            | 2      | _              | _                 | 2,000           | _               |
| Planning                                                                      | 2      | 40             | _                 | _               | _               |
| Energy fuel rebate scheme                                                     | 2      | 163            | 185               | -               | _               |
| Waste management                                                              | 2      | 64             | 101               | -               | _               |
| River access                                                                  | 2      | -              | _                 | 156             | 170             |
| Street lighting                                                               | 2      | 55             | 54                | -               | _               |
| Youth services                                                                | 2      | 35             | 30                | _               | _               |
| Stronger communities fund                                                     | 2      | 60             | 25                | 1,379           | 461             |
| Transport (roads to recovery)                                                 | 2      | 1,218          | 1,426             | _               | -               |
| Transport (other roads and bridges funding)                                   | 2      | 1,254          | 356               | 2,210           | 2,351           |
| Other specific grants                                                         | 2      | 79             | 29                | -               | _               |
| Previously contributions:                                                     |        |                |                   |                 |                 |
| Community services                                                            | 2      | _              | 30                | _               | -               |
| Roads and bridges                                                             | 2      | _              | _                 | 9,202           | 5,862           |
| Transport for NSW contributions (Block grant Regional, Urban and Rural roads) | 2      | 2,916          | 2,715             | 679             |                 |
| Water supplies (excl. section 64 contributions)                               | 2      | 2,910          | 2,715             | 12              | 220             |
| Other contributions                                                           | 2      | 27             | 90                | 12              | 85              |
| Transport (road safety officer)                                               | 2      | 69             | 79                | _               | -               |
| Waste management                                                              | 2      | 89             | -                 | _               | _               |
| Total special purpose grants and                                              | 2      |                |                   |                 |                 |
| non-developer contributions – cash                                            |        | 8,294          | 6,834             | 17,527          | 10,592          |
| Non-cash contributions                                                        |        |                |                   |                 |                 |
| Other                                                                         | 2      |                | 13                |                 | _               |
| Total other contributions – non-cash                                          |        |                | 13                |                 | _               |
| Total special purpose grants and non-developer contributions (tied)           |        | 8,294          | 6,847             | 17,527          | 10,592          |

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# B2-4 Grants and contributions (continued)

| \$ '000                           | Timing | Operating 2023 | Operating 2022 | Capital<br>2023 | Capital<br>2022 |
|-----------------------------------|--------|----------------|----------------|-----------------|-----------------|
| Total grants and non-developer    |        |                |                |                 |                 |
| contributions                     |        | 21,270         | 18,622         | 17,527          | 10,592          |
| Comprising:                       |        |                |                |                 |                 |
| - Commonwealth funding            |        | 15,035         | 12,447         | _               | 1,678           |
| - State funding                   |        | 6,127          | 4,792          | 17,527          | 8,849           |
| <ul> <li>Other funding</li> </ul> |        | 108            | 1,383          | _               | 65              |
|                                   |        | 21,270         | 18,622         | 17,527          | 10,592          |

# **Developer contributions**

|                                                                           |       |        | Operating | Operating | Capital      | Capital    |
|---------------------------------------------------------------------------|-------|--------|-----------|-----------|--------------|------------|
| \$ '000                                                                   | Notes | Timing | 2023      | 2022      | 2023         | 2022       |
| Developer contributions:<br>(s7.4 & s7.11 - EP&A Act, s64 of the<br>LGA): | G5    |        |           |           |              |            |
| Cash contributions                                                        |       |        |           |           |              |            |
| S 7.11 – contributions towards amenities/services                         |       |        |           |           | 4 220        | E77        |
| S 64 – water supply contributions                                         |       | 2      | _         | _         | 1,339<br>788 | 577        |
| S 64 – sewerage service contributions                                     |       | 2      | _         | _         | 700<br>420   | 426<br>290 |
| Total developer contributions – cash                                      |       | 2      |           |           | 2,547        | 1,293      |
| Total developer contributions due:                                        |       |        |           |           | 2,541        | 1,290      |
| Non-cash contributions                                                    |       |        |           |           |              |            |
| Other developer/other contributions                                       |       | 2      |           |           | 13,624       | 6,555      |
| Total developer contributions non-cash                                    |       |        |           |           | 13,624       | 6,555      |
| Total developer contributions                                             |       |        |           |           | 16,171       | 7,848      |
| Total contributions                                                       |       |        |           |           | 16,171       | 7,848      |
| Total grants and contributions                                            |       |        | 21,270    | 18,622    | 33,698       | 18,440     |
| Timing of revenue recognition for grants and contributions                | d     |        |           |           |              |            |
| Grants and contributions recognised over time (                           | (1)   |        | _         | _         | _            | _          |
| Grants and contributions recognised at a point i                          | ` '   |        |           |           |              |            |
| (2)                                                                       |       |        | 21,270    | 18,622    | 33,698       | 18,440     |
| Total grants and contributions                                            |       |        | 21,270    | 18,622    | 33,698       | 18,440     |

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# B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

| \$ '000                                                                                                                                                           | Operating<br>2023 | Operating<br>2022 | Capital<br>2023  | Capital<br>2022  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|------------------|------------------|
| Unspent grants                                                                                                                                                    |                   |                   |                  |                  |
| Unspent funds at 1 July                                                                                                                                           | 714               | 614               | 4,993            | 4,325            |
| Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions                                                        | 7,110             | _                 | 526              | _                |
| <b>Add:</b> Funds received and not recognised as revenue in the current year                                                                                      | _                 | 336               | 2,888            | 3,315            |
| <b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year                                                         | (269)             | _                 | _                | _                |
| Less: Funds received in prior year but revenue recognised and funds spent in current year                                                                         | (58)              | (236)             | (2.942)          | (2.647)          |
| Unspent funds at 30 June                                                                                                                                          | 7,497             | (236)<br>714      | (2,813)<br>5,594 | (2,647)<br>4,993 |
| -                                                                                                                                                                 | 1,491             | 7 14              | 5,594            | 4,993            |
| Unspent contributions                                                                                                                                             |                   |                   |                  |                  |
| Unspent funds at 1 July                                                                                                                                           | _                 | _                 | 4,781            | 3,445            |
| Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions                                                | _                 | _                 | 2,697            | 1.336            |
| Add: contributions received and not recognised as revenue in the current year                                                                                     | _                 | _                 | _                | _                |
| Add: contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate | _                 | _                 | _                | _                |
| Less: contributions recognised as revenue in previous years that have been spent                                                                                  |                   |                   |                  |                  |
| during the reporting year                                                                                                                                         |                   |                   | (526)            |                  |
| Unspent contributions at 30 June                                                                                                                                  |                   |                   | 6,952            | 4,781            |

### **Accounting policy**

# Grants and contributions - enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include milstones within AASB 15 grants. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

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# B2-4 Grants and contributions (continued)

#### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

#### **Developer contributions**

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

#### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

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# B2-5 Interest and investment income

| \$ '000                                                                            | 2023  | 2022 |
|------------------------------------------------------------------------------------|-------|------|
| Interest on financial assets measured at amortised cost                            |       |      |
| <ul> <li>Overdue rates and annual charges (incl. special purpose rates)</li> </ul> | 124   | 119  |
| <ul> <li>Cash and investments</li> </ul>                                           | 1,461 | 279  |
| <ul> <li>Deferred debtors</li> </ul>                                               | 14    | 65   |
| Total interest and investment income (losses)                                      | 1,599 | 463  |
| Interest and investment income is attributable to:                                 |       |      |
| Unrestricted investments/financial assets:                                         |       |      |
| Overdue rates and annual charges (general fund)                                    | 229   | 75   |
| General Council cash and investments                                               | 550   | 283  |
| Restricted investments/funds – external:                                           |       |      |
| Development contributions                                                          |       |      |
| - Section 7.11                                                                     | 91    | 24   |
| - Section 64                                                                       | 11    | 16   |
| Water fund operations                                                              | 274   | 42   |
| Sewerage fund operations                                                           | 444   | 23   |
| Total interest and investment income                                               | 1,599 | 463  |

### **Accounting policy**

Interest income is recognised using the effective interest rate at the date that interest is earned.

# B2-6 Other income

| \$ '000                                                            | Notes | 2023 | 2022 |
|--------------------------------------------------------------------|-------|------|------|
| Rental income                                                      |       |      |      |
| Other lease income                                                 |       |      |      |
| Caravan parks                                                      |       | 59   | 521  |
| Room/Facility Hire                                                 |       | 119  | 81   |
| Other (vacant land, council owned staff housing, retirement units) |       | 109  | 68   |
| Total other lease income                                           |       | 287  | 670  |
| Total rental income                                                | C2-2  | 287  | 670  |
| Total other income                                                 |       | 287  | 670  |

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# B3 Costs of providing services

# B3-1 Employee benefits and on-costs

| \$ '000                                                                        | 2023    | 2022    |
|--------------------------------------------------------------------------------|---------|---------|
| Salaries and wages                                                             | 15,658  | 15,011  |
| Employee termination costs                                                     | 312     | 233     |
| Employee leave entitlements (ELE)                                              | 1,373   | 2,204   |
| Superannuation                                                                 | 1,758   | 1,552   |
| Superannuation – defined benefit plans                                         | 53      | 93      |
| Workers' compensation insurance                                                | 1,061   | 791     |
| Fringe benefit tax (FBT)                                                       | 211     | 151     |
| Payroll tax                                                                    | 83      | 70      |
| Protective clothing                                                            | 71      | 129     |
| Other                                                                          | 28      | 33      |
| Total employee costs                                                           | 20,608  | 20,267  |
| Less: capitalised costs                                                        | (1,320) | (2,263) |
| Total employee costs expensed                                                  | 19,288  | 18,004  |
| Number of 'full-time equivalent' employees (FTE) at year end                   | 189     | 201     |
| Number of 'full-time equivalent' employees (FTE) at year end (incl. vacancies) | 215     | 218     |

#### **Accounting policy**

Employee benefit expenses are recorded when the service has been provided by the employee.

#### Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

### Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

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# B3-2 Materials and services

| \$ '000                                                       | Notes | 2023   | 2022   |
|---------------------------------------------------------------|-------|--------|--------|
| Raw materials and consumables                                 |       | 6,962  | 6,167  |
| Contractor costs                                              |       | 2,349  | 1,618  |
| - Planning Consultants                                        |       | 389    | 324    |
| - Waste, Transfer Station & Recycling Collections Contractors |       | 2,445  | 2,156  |
| - IT Software Licences                                        |       | 438    | 474    |
| - IT Cloud Contract and Managed Services                      |       | 979    | 948    |
| - Road & Bridges Contractors                                  |       | 1,745  | 949    |
| - Water Supply Contractors                                    |       | 88     | 179    |
| - Wastewater Contractors                                      |       | 181    | 156    |
| - Aged & Community Service Contractors                        |       | _      | 20     |
| - Building Service & Maintenance Contractors                  |       | 1,613  | 602    |
| - Plant Fleet Contractors                                     |       | 74     | 21     |
| - Swimming Pool Contractors                                   |       | 182    | 184    |
| - Asset Management Contractors                                |       | 213    | 282    |
| - Organisational Service Consultants                          |       | 228    | 43     |
| Audit Fees                                                    | F2-1  | 205    | 205    |
| Previously other expenses:                                    |       |        |        |
| Councillor and Mayoral fees and associated expenses           | F1-2  | 265    | 234    |
| Advertising                                                   |       | 427    | 336    |
| Bank charges                                                  |       | 81     | 58     |
| Election expenses                                             |       | _      | 157    |
| Electricity and heating                                       |       | 1,003  | 816    |
| Insurance                                                     |       | 1,054  | 922    |
| Postage/freight                                               |       | 88     | 88     |
| Printing and stationery                                       |       | 82     | 150    |
| Street lighting                                               |       | 150    | 157    |
| Subscriptions and publications                                |       | 379    | 486    |
| Telephone and communications                                  |       | 222    | 218    |
| Valuation fees                                                |       | 109    | 67     |
| Travel expenses                                               |       | 83     | 59     |
| Training costs (other than salaries and wages)                |       | 195    | 165    |
| Other expenses                                                |       | 18     | 26     |
| Vehicle registrations                                         |       | 171    | 186    |
| Legal expenses:                                               |       |        |        |
| <ul> <li>Legal expenses: planning and development</li> </ul>  |       | 23     | 65     |
| <ul> <li>Legal expenses: debt recovery</li> </ul>             |       | 61     | 68     |
| <ul> <li>Legal expenses: other</li> </ul>                     |       | 103    | 103    |
| Leases expense:                                               |       |        |        |
| Expenses from short-term leases                               |       | 184    | 274    |
| Other                                                         |       | 28     | 21     |
| Total materials and services                                  |       | 22,817 | 18,984 |
| Total materials and services                                  | _     | 22,817 | 18,984 |
|                                                               |       |        |        |

**Accounting policy**Expenses are recorded on an accruals basis as the Council receives the goods or services.

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# B3-3 Borrowing costs

| \$ '000                                                                | Notes | 2023 | 2022 |
|------------------------------------------------------------------------|-------|------|------|
| (i) Interest bearing liability costs                                   |       |      |      |
| Interest on leases                                                     |       | _    | _    |
| Interest on loans                                                      |       | 72   | 94   |
| Total interest bearing liability costs                                 |       | 72   | 94   |
| Total interest bearing liability costs expensed                        |       | 72   | 94   |
| (ii) Other borrowing costs                                             |       |      |      |
| Fair value adjustments on recognition of advances and deferred debtors |       |      |      |
| - Remediation liabilities                                              | C3-5  | 297  | 134  |
| Interest applicable on interest free (and favourable) loans to Council |       | 13   | 17   |
| Total other borrowing costs                                            |       | 310  | 151  |
| Total borrowing costs expensed                                         |       | 382  | 245  |

### **Accounting policy**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

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# B3-4 Depreciation, amortisation and impairment of non-financial assets

| \$ '000                                                                         | Notes | 2023   | 2022<br>Restated |
|---------------------------------------------------------------------------------|-------|--------|------------------|
| Depreciation and amortisation                                                   |       |        |                  |
| Plant and equipment                                                             |       | 2,522  | 1,276            |
| Office equipment                                                                |       | 461    | 310              |
| Furniture and fittings                                                          |       | 39     | 43               |
| Property, plant and equipment – leased                                          |       | 171    | 179              |
| Land improvements (depreciable)                                                 |       | 6      | 113              |
| Infrastructure:                                                                 | C1-6  |        |                  |
| - Buildings - non-specialised                                                   |       | 396    | 367              |
| - Buildings - specialised                                                       |       | 950    | 1,268            |
| - Other structures                                                              |       | 1,626  | 813              |
| - Roads                                                                         |       | 11,103 | 13,918           |
| - Bridges                                                                       |       | 1,201  | 1,255            |
| - Footpaths                                                                     |       | 198    | 219              |
| - Stormwater drainage                                                           |       | 667    | 646              |
| - Water supply network                                                          |       | 1,396  | 1,189            |
| <ul> <li>Sewerage network</li> </ul>                                            |       | 1,186  | 965              |
| – Swimming pools                                                                |       | 81     | _                |
| Right of use assets                                                             | C2-1  | _      | _                |
| Other assets:                                                                   |       |        |                  |
| - Heritage collections                                                          |       | _      | 14               |
| <ul> <li>Library books</li> </ul>                                               |       | 51     | 1                |
| - Other                                                                         |       | 55     | 65               |
| Reinstatement, rehabilitation and restoration assets:                           |       |        |                  |
| - Tip assets                                                                    | C1-6  | 893    | 237              |
| <ul> <li>Quarry assets</li> </ul>                                               | C1-6  | 74     | 99               |
| Total gross depreciation and amortisation costs                                 | _     | 23,076 | 22,977           |
| Total depreciation and amortisation costs                                       | _     | 23,076 | 22,977           |
| Impairment / revaluation decrement of IPPE                                      |       |        |                  |
| Plant and equipment                                                             |       | _      | 1,836            |
| Office equipment                                                                |       | _      | 193              |
| Intangible assets                                                               | C1-7  | 169    | 49               |
| Total gross IPPE impairment / revaluation decrement costs                       |       | 169    | 2,078            |
| Total IPPE impairment / revaluation decrement costs charged to Income Statement |       | 460    | 2.079            |
|                                                                                 | _     | 169    | 2,078            |
| Total depreciation, amortisation and impairment for                             |       |        |                  |
| non-financial assets                                                            | _     | 23,245 | 25,055           |
|                                                                                 |       |        |                  |

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# B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

### **Accounting policy**

#### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets and Note C1-7 for intangible assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

#### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

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# B3-5 Other expenses

| \$ '000                                                                           | Notes | 2023  | 2022 |
|-----------------------------------------------------------------------------------|-------|-------|------|
| Impairment of receivables                                                         |       |       |      |
| User charges and fees                                                             |       | 2     | 12   |
| Total impairment of receivables                                                   | C1-4  | 2     | 12   |
| Other                                                                             |       |       |      |
| Contributions/levies to other levels of government                                |       |       |      |
| Contributions/levies to other levels of government                                |       | 127   | 56   |
| <ul> <li>Emergency services levy (includes FRNSW, SES, and RFS levies)</li> </ul> |       | 54    | 26   |
| <ul> <li>NSW rural fire service levy</li> </ul>                                   |       | 653   | 501  |
| Donations, contributions and assistance to other organisations (Section 356)      |       | 225   | 165  |
| Total other                                                                       |       | 1,059 | 748  |
| Total other expenses                                                              |       | 1,061 | 760  |

# **Accounting policy**

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

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# B4 Gains or losses

# B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

| \$ '000                                                                                                                      | Notes | 2023     | 2022     |
|------------------------------------------------------------------------------------------------------------------------------|-------|----------|----------|
| Gain (or loss) on disposal of property (excl. investment property) Less: carrying amount of property assets sold/written off |       | _        | (1,229)  |
| Gain (or loss) on disposal                                                                                                   |       | _        | (1,229)  |
| Gain (or loss) on disposal of plant and equipment                                                                            | C1-6  |          |          |
| Proceeds from disposal – plant and equipment                                                                                 |       | 427      | 382      |
| Less: carrying amount of plant and equipment assets sold/written off                                                         | _     | (190)    | (255)    |
| Gain (or loss) on disposal                                                                                                   | _     | 237      | 127      |
| Gain (or loss) on disposal of infrastructure                                                                                 | C1-6  |          |          |
| Less: carrying amount of infrastructure assets sold/written off                                                              |       | (5,517)  | (3,325)  |
| Gain (or loss) on disposal                                                                                                   |       | (5,517)  | (3,325)  |
| Gain (or loss) on disposal of real estate assets held for sale                                                               | C1-5  |          |          |
| Proceeds from disposal – real estate assets                                                                                  |       | 843      | 898      |
| Less: carrying amount of real estate assets sold/written off                                                                 | _     | (363)    | (549)    |
| Gain (or loss) on disposal                                                                                                   | _     | 480      | 349      |
| Gain (or loss) on disposal of investments                                                                                    | C1-2  |          |          |
| Proceeds from disposal/redemptions/maturities – investments                                                                  |       | 54,704   | 35,476   |
| Less: carrying amount of investments sold/redeemed/matured                                                                   | _     | (54,704) | (35,476) |
| Gain (or loss) on disposal                                                                                                   | _     |          |          |
| Gain (or loss) on disposal of term deposits                                                                                  | C1-2  |          |          |
| Proceeds from disposal/redemptions/maturities – term deposits                                                                |       | -        | _        |
| Less: carrying amount of term deposits sold/redeemed/matured                                                                 | _     |          |          |
| Gain (or loss) on disposal                                                                                                   | _     |          |          |
| Net gain (or loss) from disposal of assets                                                                                   | _     | (4,800)  | (4,078)  |

### **Accounting policy**

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

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# B5 Performance against budget

# B5-1 Material budget variations

Council's original budget was adopted by the Council on 27 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: F = Favourable budget variation, U = Unfavourable budget variation.

|                                                  | 2023   | 2023   | 2023   | 2    |   |
|--------------------------------------------------|--------|--------|--------|------|---|
|                                                  |        |        |        |      |   |
| \$ '000                                          | Budget | Actual | Varian | ice  |   |
| Revenues                                         |        |        |        |      |   |
| Rates and annual charges                         | 19,203 | 19,096 | (107)  | (1)% | U |
| User charges and fees                            | 6,514  | 9,097  | 2,583  | 40%  | F |
| Significant uplift in waste charges of \$2.1m do |        |        |        |      |   |

Significant uplift in waste charges of \$2.1m due to large amount of flood waste from both Murray River and Campaspe Shire Councils, partially offset by a reduction of \$700k in water usage charges, due to large amounts of natural rainfall reducing water consumption for outdoor areas.

Other revenues 2,120 1,567 (553) (26)% U

\$418k discrepancy in sponsorships received, with \$570k expected versus \$150k received for Moama Lights. This is due to the impacts of flooding and high water levels resulting in cancellation of the event prematurely. Nil scrap metal was sold through landfill, resulting in a further \$118k dsicrepancy, likely due to the large volumes of flood waste processing, limiting resources to conduct other activities such as the sale of scrap metal.

### Operating grants and contributions 17,132 21,270 4,138 24% I

The government announced 100% of financial assistance grant to be prepaid for FY'24, resulting in an additional 25% of total grant amount being recorded as revenue (\$3m), noting that 75% was prepaid for FY'23. Post the 2022 floods, an additional \$1m was also provided under the fixing local roads grant to repair potholes, which was not included in the original budget.

# Capital grants and contributions 11,680 33,698 22,018 189% F

\$2m was received in flood assistance in FY'23, along with the following material capital grants approved and expended not included in the original budget as they are either new programs or we were not very likely to receive them at the time: Regional & Local Roads Repair Program, Fixing Local Roads, Local Roads & Community Infrastructure, Stronger Country Communities Funds round 4 and 5, and Restart NSW pertaining to the Micro Abbatoir. Council also received \$15m in gifted assets from developers during the financial year.

### Interest and investment revenue 720 1,599 879 122% I

Interest calculations for completion on the budget were based on a weighted average interest rate of circa 1%. Since August 2022, the RBA have lifted rates from 1.35% to 4.10%, with MRC supplier banks passing on a significant portion of the rise, resulting in an increase to the expected interest and invetsment revenue.

#### Other income – 287 287 ∞ F

Trainee funding and minor insurance payments received.

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# B5-1 Material budget variations (continued)

|                                | 2023   | 2023   | 202     | 23    |   |
|--------------------------------|--------|--------|---------|-------|---|
| \$ '000                        | Budget | Actual | Varia   | nce   |   |
| Expenses                       |        |        |         |       |   |
| Employee benefits and on-costs | 18,193 | 19,288 | (1,095) | (6)%  | U |
| Materials and services         | 16,560 | 22,817 | (6,257) | (38)% |   |

\$3.992m Counter Disaster and reactive maintenance relating to the 2022 floods not budgeted for, some of which should be reduced FY'24 on the acceptance of Recovery grant applications. \$214k relating to operating grants not budgeted for, \$570k in increased fuel due to upwards pricing pressure (from \$1.73/L in petrol to \$1.84/L average over the course of the year), partially offset by less than anticipated professional contractors.

Borrowing costs 198 382 (184) (93)% L

Original budget did not include sufficient budget allocation for remediation liabilities borrowing costs.

Depreciation, amortisation and impairment of non-financial assets

21,339
23,245
(1,906)
(9)% U

Other expenses
1,305
1,061
244
19% F

\$190k economic development contributions not made due to events not run as a result of flooding in the region, particularly during peak tourism times, as well as \$57k contribution to projects in sporting facilities delayed for the same reason.

Net losses from disposal of assets − 4,800 (4,800) ∞ U

Council did not budget for loss on disposal of assets.

#### Statement of cash flows

Cash flows from operating activities 21,071 33,080 12,009 57%

Uplift in rates received, supported by corresponding reduction in anticipated debtors at 30 June. Additional revenue from user fees and charges as well as operating and capital grants received as per above.

Cash flows from investing activities (27,611) (27,395) 216 (1)% F

Overall variance the reuslt of \$3.9m additional purchase of term deposit investment and capital and intagible expenditure of \$31.0m, when compared to budget of \$28.1m, account for the remaining difference.

Cash flows from financing activities 2,445 (820) (3,265) U

Estimated \$1.5m loan relating to Moama pre-school included in FY'23 budget, however alternative funding via grants (not yet fully expended) has been obtained. \$1.06m estimated loan relating to Landfill Cell 5 construction along with \$603k relating to automated depot at landfill did not eventuate as were able to self fund from waste reserves.

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# C Financial position

# C1 Assets we manage

# C1-1 Cash and cash equivalents

| \$ '000                                                             | 2023  | 2022  |
|---------------------------------------------------------------------|-------|-------|
| Cash assets                                                         |       |       |
| Cash on hand and at bank                                            | 7,266 | 2,401 |
| Total cash and cash equivalents                                     | 7,266 | 2,401 |
| Reconciliation of cash and cash equivalents                         |       |       |
| Total cash and cash equivalents per Statement of Financial Position | 7,266 | 2,401 |
| Balance as per the Statement of Cash Flows                          | 7,266 | 2,401 |

### **Accounting policy**

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

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#### C1-2 Financial investments

|                                                                                           | 2023    | 2023        | 2022    | 2022        |
|-------------------------------------------------------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                                                                   | Current | Non-current | Current | Non-current |
| Debt securities at amortised cost                                                         |         |             |         |             |
| Long term deposits                                                                        | 49,944  | _           | 45,940  | _           |
| Total                                                                                     | 49,944  | _           | 45,940  | _           |
| Equity securities at fair value through other comp<br>Unlisted equity securities<br>Total |         | 2 2         |         | 2           |
| Total financial investments                                                               | 49,944  | 2           | 45,940  | 2           |
| Total illiancial ilivestifichts                                                           | 45,544  |             | 45,940  |             |
| Total cash assets, cash equivalents and                                                   |         |             |         |             |
| investments                                                                               | 57,210  | 2           | 48,341  | 2           |

#### **Accounting policy**

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

#### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Classification

On initial recognition, Council classifies its financial assets into the following categories - those measured at:

- · amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

# **Amortised cost**

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

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| C1-3 | Restricted and | allocated cash | , cash | equivalents | and investments |
|------|----------------|----------------|--------|-------------|-----------------|
|      |                |                | ,      |             |                 |

| \$ '000                                                                                                                                                                    | 2023           | 2022            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|
| (a) Externally restricted cash, cash equivalents and investments                                                                                                           |                |                 |
| Total cash, cash equivalents and investments                                                                                                                               | 57,212         | 48,343          |
| Less: Externally restricted cash, cash equivalents and investments  Cash, cash equivalents and investments not subject to external                                         | (43,868)       | (33,539)        |
| restrictions                                                                                                                                                               | 13,344         | 14,804          |
| External restrictions External restrictions – included in liabilities External restrictions included in cash, cash equivalents and investments above cor                   | mprise:        |                 |
| Specific purpose unexpended grants – general fund<br>External restrictions – included in liabilities                                                                       | 5,269<br>5,269 | 5,353<br>5,353  |
| External restrictions – other  External restrictions included in cash, cash equivalents and investments above comprise:                                                    |                |                 |
| Developer contributions – general                                                                                                                                          | 3,936          | 2,795           |
| Developer contributions – water fund                                                                                                                                       | 1,241          | 478             |
| Developer contributions – sewer fund                                                                                                                                       | 1,775          | 1,508           |
| Specific purpose unexpended grants (recognised as revenue) – general fund Water fund                                                                                       | 7,822          | 354             |
| Sewer fund                                                                                                                                                                 | 7,278          | 7,849           |
| Special levies – land and water management                                                                                                                                 | 13,789<br>135  | 12,529<br>135   |
| Crown land management                                                                                                                                                      | 133            | 93              |
| Unexpended Loans                                                                                                                                                           | 643            | 639             |
| Domestic waste management                                                                                                                                                  | 1,916          | 1.742           |
| Other                                                                                                                                                                      | 64             | 64              |
| External restrictions – other                                                                                                                                              | 38,599         | 28,186          |
| Total external restrictions                                                                                                                                                | 43,868         | 33,539          |
| Cash, cash equivalents and investments subject to external restrictions are those v by Council due to a restriction placed by legislation or third-party contractual agree |                | or specific use |
| \$ '000                                                                                                                                                                    | 2023           | 2022            |
| (b) Internal allocations  Cash, cash equivalents and investments not subject to external                                                                                   |                |                 |
| restrictions                                                                                                                                                               | 13,344         | 14,804          |
| Less: Internally restricted cash, cash equivalents and investments                                                                                                         | (12,292)       | (12,536)        |
| Unrestricted and unallocated cash, cash equivalents and investments                                                                                                        | s 1,052        | 2,268           |
| Internal allocations At 30 June, Council has internally allocated funds to the following:                                                                                  |                |                 |
| Plant and vehicle replacement                                                                                                                                              | 1,187          | 972             |
| Employees leave entitlement                                                                                                                                                | 1,110          | 1,220           |
| Carry over works                                                                                                                                                           | -              | 1,450           |
| Waste management                                                                                                                                                           | 2,463          | 2,723           |
| Community Services                                                                                                                                                         | 290            | 290             |
| Prepaid financial assistance grant (fag) - untied                                                                                                                          | 2,634          | 1,958           |
| Cemetery improvements                                                                                                                                                      | 81             | 100             |
| continued on next page                                                                                                                                                     |                | Page 38 of 126  |

# C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

| \$ '000                      | 2023   | 2022   |
|------------------------------|--------|--------|
| Sand/gravel pit restorations | 290    | 290    |
| Parks, halls and reserves    | 495    | 363    |
| Office equipment             | 185    | 185    |
| Stormwater drainage          | 101    | 101    |
| Recreation and culture       | 360    | 421    |
| Bush fire services           | 45     | 45     |
| Retirement village           | 1,078  | 1,082  |
| Levee bank                   | 340    | 359    |
| Technology OneCouncil        | 737    | 182    |
| Economic                     | 379    | 153    |
| Caravan park                 | 263    | 331    |
| Buildings                    | 241    | 286    |
| Other                        | 13     | 25     |
| Total internal allocations   | 12,292 | 12,536 |

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

| \$ '000 |                                                               | 2023  | 2022  |
|---------|---------------------------------------------------------------|-------|-------|
| (c)     | Unrestricted and unallocated                                  |       |       |
| Unrest  | ricted and unallocated cash, cash equivalents and investments | 1.052 | 2 268 |

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# C1-4 Receivables

| \$ '000                                                                                                                                                                                                                                                                                                                                                       | 2023<br>Current                          | 2023<br>Non-current                      | 2022<br>Current                                                | 2022<br>Non-current               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------|----------------------------------------------------------------|-----------------------------------|
| <b>4</b> 000                                                                                                                                                                                                                                                                                                                                                  | Julient                                  | Non-current                              | Ourient                                                        | Non-carrent                       |
| Rates and annual charges                                                                                                                                                                                                                                                                                                                                      | 2,181                                    | -                                        | 2,055                                                          | _                                 |
| Interest and extra charges                                                                                                                                                                                                                                                                                                                                    | 407                                      | -                                        | 378                                                            | _                                 |
| User charges and fees                                                                                                                                                                                                                                                                                                                                         | 2,185                                    | -                                        | 1,477                                                          | _                                 |
| Accrued revenues                                                                                                                                                                                                                                                                                                                                              |                                          |                                          |                                                                |                                   |
| - Interest on investments                                                                                                                                                                                                                                                                                                                                     | 430                                      | -                                        | 148                                                            | _                                 |
| Other income accruals                                                                                                                                                                                                                                                                                                                                         | 1,727                                    | -                                        | 1,154                                                          | _                                 |
| Deferred debtors                                                                                                                                                                                                                                                                                                                                              | 136                                      | 461                                      | 261                                                            | 675                               |
| Government grants and subsidies                                                                                                                                                                                                                                                                                                                               | 4,356                                    | -                                        | 4,166                                                          | -                                 |
| Loans to non-profit organisations                                                                                                                                                                                                                                                                                                                             | 22                                       | 22                                       | 22                                                             | 44                                |
| Net GST receivable                                                                                                                                                                                                                                                                                                                                            | 1,092                                    | -                                        | 3,795                                                          | _                                 |
| Other debtors                                                                                                                                                                                                                                                                                                                                                 | 146_                                     | <u> </u>                                 | 626                                                            |                                   |
| Total                                                                                                                                                                                                                                                                                                                                                         | 12,682                                   | 483                                      | 14,082                                                         | 719                               |
| Less: provision for impairment                                                                                                                                                                                                                                                                                                                                |                                          |                                          |                                                                |                                   |
| Rates and annual charges                                                                                                                                                                                                                                                                                                                                      | (86)                                     | _                                        | (86)                                                           | _                                 |
| Other debtors                                                                                                                                                                                                                                                                                                                                                 | (47)                                     | _                                        | (45)                                                           | _                                 |
| Total provision for impairment –                                                                                                                                                                                                                                                                                                                              |                                          |                                          |                                                                |                                   |
| receivables                                                                                                                                                                                                                                                                                                                                                   | (133)                                    |                                          | (131)                                                          | _                                 |
| Total net receivables                                                                                                                                                                                                                                                                                                                                         | 12,549                                   | 483                                      | 13,951                                                         | 719                               |
|                                                                                                                                                                                                                                                                                                                                                               |                                          |                                          |                                                                |                                   |
| Externally restricted receivables Water supply  - Rates and availability charges  - Other                                                                                                                                                                                                                                                                     | 277<br>792                               | <u>-</u>                                 | 297<br>2,089                                                   | -<br>-                            |
| Externally restricted receivables Water supply  - Rates and availability charges  - Other Sewerage services                                                                                                                                                                                                                                                   | 277<br>792                               | Ξ                                        | 297<br>2,089                                                   | <u>-</u>                          |
| Externally restricted receivables Water supply - Rates and availability charges - Other Sewerage services - Rates and availability charges                                                                                                                                                                                                                    | 277<br>792<br>255                        | -<br>-                                   | 297<br>2,089<br>270                                            | -<br>-<br>-                       |
| Externally restricted receivables Water supply  - Rates and availability charges  - Other Sewerage services  - Rates and availability charges  - Other                                                                                                                                                                                                        | 277<br>792<br>255<br>282                 | -<br>-<br>-                              | 297<br>2,089<br>270<br>239                                     | -<br>-<br>-                       |
| Externally restricted receivables Water supply - Rates and availability charges - Other Sewerage services - Rates and availability charges                                                                                                                                                                                                                    | 277<br>792<br>255                        | -<br>-<br>-<br>-                         | 297<br>2,089<br>270                                            | -<br>-<br>-<br>-                  |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management                                                                                                                                                                                 | 277<br>792<br>255<br>282<br>389          | -<br>-<br>-<br>-<br>-<br>-<br>483        | 297<br>2,089<br>270<br>239<br>208                              | -<br>-<br>-<br>-<br>-<br>-<br>719 |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management Total external restrictions                                                                                                                                                     | 277<br>792<br>255<br>282<br>389<br>1,995 |                                          | 297<br>2,089<br>270<br>239<br>208<br>3,103                     |                                   |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management Total external restrictions Unrestricted receivables                                                                                                                            | 277<br>792<br>255<br>282<br>389<br>1,995 | -<br>-<br>-<br>-<br>-<br>-<br>483<br>483 | 297<br>2,089<br>270<br>239<br>208<br>3,103                     |                                   |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management Total external restrictions Unrestricted receivables                                                                                                                            | 277<br>792<br>255<br>282<br>389<br>1,995 |                                          | 297<br>2,089<br>270<br>239<br>208<br>3,103                     | 719                               |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management Total external restrictions Unrestricted receivables Total net receivables                                                                                                      | 277 792 255 282 389 1,995 10,554 12,549  |                                          | 297<br>2,089<br>270<br>239<br>208<br>3,103<br>10,848<br>13,951 | 719                               |
| Externally restricted receivables Water supply  - Rates and availability charges - Other Sewerage services - Rates and availability charges - Other Domestic waste management Total external restrictions Unrestricted receivables Total net receivables  \$ '000 Movement in provision for impairment                                                        | 277 792 255 282 389 1,995 10,554 12,549  | 483                                      | 297<br>2,089<br>270<br>239<br>208<br>3,103<br>10,848<br>13,951 | 719                               |
| Externally restricted receivables Water supply  - Rates and availability charges  - Other Sewerage services  - Rates and availability charges  - Other Domestic waste management Total external restrictions Unrestricted receivables  Total net receivables  \$ '000                                                                                         | 277 792 255 282 389 1,995 10,554 12,549  | 483                                      | 297<br>2,089<br>270<br>239<br>208<br>3,103<br>10,848<br>13,951 | 719<br>2022<br>121                |
| Externally restricted receivables Water supply  - Rates and availability charges  - Other Sewerage services  - Rates and availability charges  - Other Domestic waste management Total external restrictions Unrestricted receivables  Total net receivables  \$ '000  Movement in provision for impairment Balance at the beginning of the year (calculated) | 277 792 255 282 389 1,995 10,554 12,549  | 483                                      | 297<br>2,089<br>270<br>239<br>208<br>3,103<br>10,848<br>13,951 | 719<br>719<br>719<br>2022         |

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# C1-4 Receivables (continued)

### **Accounting policy**

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

#### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

#### **Deferred debtor**

Council has deferred debtors in relation to industrial land development and the Moama Retirement Village and Mathoura Retirement Village (both are Section 355 committees of Council).

With the industrial land development, Council requires a deposit paid up-front, with the remaining amount owed to Council over a term of up to three (3) years. Penalty interest applies if debtor does not adhere to the agreed repayment schedule.

Council took out loans on behalf of the two committees to construct new unit accommodation. The Retirement Villages are required to repay Council a loan over ten (10) years in relation to construction of new unit accommodation.

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### C1-5 Inventories

|                                                                                                                                                                                                                                                                                                                                        |                          | 2023          | 2023                   | 2022                   | 2022                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|------------------------|------------------------|----------------------------------------|
| \$ '000                                                                                                                                                                                                                                                                                                                                |                          | Current       | Non-current            | Current                | Non-current                            |
| (i) Inventories at cost                                                                                                                                                                                                                                                                                                                |                          |               |                        |                        |                                        |
| Real estate for resale                                                                                                                                                                                                                                                                                                                 |                          | _             | 315                    | 254                    | 438                                    |
| Stores and materials                                                                                                                                                                                                                                                                                                                   |                          | 520           | -                      | 509                    | -                                      |
| Loose tools                                                                                                                                                                                                                                                                                                                            |                          | _             | _                      | _                      | 203                                    |
| Total inventories at cost                                                                                                                                                                                                                                                                                                              | _                        | 520           | 315                    | 763                    | 641                                    |
| Total inventories                                                                                                                                                                                                                                                                                                                      | _                        | 520           | 315                    | 763                    | 641                                    |
|                                                                                                                                                                                                                                                                                                                                        |                          |               |                        |                        |                                        |
| <b>*</b> 1000                                                                                                                                                                                                                                                                                                                          |                          | 2023          | 2023                   | 2022                   | 2022                                   |
| \$ '000                                                                                                                                                                                                                                                                                                                                |                          | Current       | Non-current            | Current                | Non-current                            |
| Total unrestricted assets                                                                                                                                                                                                                                                                                                              |                          | 520           | 315                    | 763                    | 641                                    |
| Total inventories                                                                                                                                                                                                                                                                                                                      | _                        | 520           | 315                    | 763                    | 641                                    |
| (ii) Other disclosures                                                                                                                                                                                                                                                                                                                 |                          | 2023          | 2023                   | 2022                   | 2022                                   |
| \$ '000                                                                                                                                                                                                                                                                                                                                | Notes                    | Current       | Non-current            | Current                | Non-current                            |
| ·                                                                                                                                                                                                                                                                                                                                      |                          |               |                        | -                      |                                        |
| (a) Details for real estate development                                                                                                                                                                                                                                                                                                |                          |               |                        |                        |                                        |
| Residential                                                                                                                                                                                                                                                                                                                            | _                        |               | 315                    | 254                    | 438                                    |
| Total real estate for resale                                                                                                                                                                                                                                                                                                           | _                        |               | 315                    | 254                    | 438                                    |
|                                                                                                                                                                                                                                                                                                                                        |                          |               |                        |                        |                                        |
|                                                                                                                                                                                                                                                                                                                                        |                          |               |                        |                        |                                        |
| Represented by: Acquisition costs                                                                                                                                                                                                                                                                                                      | _                        |               | 315                    | 254                    | 438                                    |
| Represented by: Acquisition costs                                                                                                                                                                                                                                                                                                      | -                        |               | 315<br>315             | 254<br>254             |                                        |
| Represented by: Acquisition costs Total costs                                                                                                                                                                                                                                                                                          | -<br>-                   |               |                        |                        | 438                                    |
| Represented by: Acquisition costs Total costs  Total real estate for resale                                                                                                                                                                                                                                                            | -<br>-<br>-              |               | 315                    | 254                    | 438                                    |
| Represented by: Acquisition costs Total costs Total real estate for resale Movements:                                                                                                                                                                                                                                                  | -<br>-<br>-              |               | 315                    | 254                    | 438                                    |
| Represented by: Acquisition costs Total costs  Total real estate for resale  Movements: Real estate assets at beginning of the year                                                                                                                                                                                                    | -<br>-<br>-              |               | 315                    | 254<br>254             | 438                                    |
| Represented by: Acquisition costs Total costs  Total real estate for resale  Movements: Real estate assets at beginning of the year – Purchases and other costs – WDV of sales (expense)                                                                                                                                               | -<br>-<br>-<br>B4-1      |               | 315                    | 254<br>254             | 438<br>438<br>438<br>852<br>-<br>(549) |
| Represented by: Acquisition costs Total costs  Total real estate for resale  Movements: Real estate assets at beginning of the year – Purchases and other costs – WDV of sales (expense) – Transfer between current/non-current                                                                                                        | _<br>_<br>_<br>_<br>B4-1 | (14)          | 315                    | 254<br>254             | 438<br>438<br>852                      |
| (Valued at the lower of cost and net realisable value)  Represented by: Acquisition costs  Total costs  Total real estate for resale  Movements: Real estate assets at beginning of the year  - Purchases and other costs  - WDV of sales (expense)  - Transfer between current/non-current  - Additions  Total real estate for resale | _<br>_<br>_<br>B4-1      | (14)<br>(363) | 315<br>315<br>438<br>- | 254<br>254<br>135<br>- | 438<br>438<br>852<br>-<br>(549)        |

### **Accounting policy**

### Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

### Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

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# C1-6 Infrastructure, property, plant and equipment

| By aggregated asset class                                               |                                      | At 1 July 2022                                            |                                       |                                    |       |                                                        | Asse                        | et movements durin   | g the reporting per | riod                      |                                      |                                              |                                        |                       | At 30 June 2023                         |                           |
|-------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------|---------------------------------------|------------------------------------|-------|--------------------------------------------------------|-----------------------------|----------------------|---------------------|---------------------------|--------------------------------------|----------------------------------------------|----------------------------------------|-----------------------|-----------------------------------------|---------------------------|
| amoi                                                                    | Gross carrying<br>amount<br>Restated | Accumulated<br>depreciation<br>and impairment<br>Restated | Net<br>carrying<br>amount<br>Restated | Additions<br>Renewals <sup>1</sup> |       | e-measuremen<br>t of asset<br>remediation<br>provision | Carrying value of disposals | Depreciation expense | WIP transfers       | Adjustments and transfers | Developer /<br>Other<br>contribution | Revaluation<br>decrements to<br>equity (ARR) | Revaluation increments to equity (ARR) | Gross carrying amount | Accumulated depreciation and impairment | Net<br>carrying<br>amount |
|                                                                         |                                      |                                                           |                                       |                                    |       |                                                        |                             |                      |                     |                           |                                      |                                              |                                        |                       |                                         |                           |
| Capital work in progress                                                | 10,037                               | -                                                         | 10,037                                | 6,177                              | 5,226 | -                                                      | -                           | -                    | (5,796)             | -                         | -                                    | -                                            | -                                      | 15,644                | -                                       | 15,644                    |
| Plant and equipment                                                     | 22,888                               | (12,156)                                                  | 10,732                                | 953                                | 529   | -                                                      | (190)                       | (2,522)              | 5                   | -                         | -                                    | -                                            | 2,596                                  | 24,907                | (12,804)                                | 12,103                    |
| Office equipment                                                        | 2,300                                | (1,090)                                                   | 1,210                                 | -                                  | -     | -                                                      | -                           | (461)                | -                   | -                         | -                                    | -                                            | 20                                     | 2,339                 | (1,570)                                 | 769                       |
| Furniture and fittings                                                  | 736                                  | (70)                                                      | 666                                   | 5                                  | -     | -                                                      | -                           | (39)                 | -                   | -                         | -                                    | -                                            | 27                                     | 771                   | (112)                                   | 659                       |
| Plant and equipment (under finance lease)                               | 895                                  | (179)                                                     | 716                                   | -                                  | -     | -                                                      | _                           | (171)                | -                   | (33)                      | -                                    | -                                            | -                                      | 862                   | (350)                                   | 512                       |
| Land:                                                                   |                                      |                                                           |                                       |                                    |       |                                                        |                             |                      |                     |                           |                                      |                                              |                                        |                       |                                         |                           |
| <ul> <li>Operational land</li> </ul>                                    | 17,603                               | _                                                         | 17,603                                | -                                  | -     | -                                                      | _                           | -                    | -                   | _                         | -                                    | -                                            | 2,676                                  | 20,279                | -                                       | 20,279                    |
| <ul> <li>Community land</li> </ul>                                      | 60,596                               | _                                                         | 60,596                                | -                                  | -     | -                                                      | _                           | -                    | -                   | _                         | -                                    | -                                            | 8,937                                  | 69,533                | -                                       | 69,533                    |
| <ul><li>Land under roads (post 30/6/08)</li></ul>                       | 19                                   | -                                                         | 19                                    | -                                  | -     | -                                                      | _                           | -                    | -                   | (19)                      | -                                    | -                                            | -                                      | _                     | _                                       | -                         |
| Land improvements – depreciable                                         | 9,207                                | (106)                                                     | 9,101                                 | -                                  | -     | -                                                      | -                           | (6)                  | -                   | -                         | -                                    | -                                            | 3,444                                  | 12,795                | (256)                                   | 12,539                    |
| Infrastructure:                                                         |                                      |                                                           |                                       |                                    |       |                                                        |                             |                      |                     |                           |                                      |                                              |                                        |                       |                                         |                           |
| – Buildings – non-specialised                                           | 23,229                               | (5,614)                                                   | 17,615                                | 4                                  | -     | -                                                      | -                           | (396)                | 39                  | 42                        | -                                    | -                                            | 1,736                                  | 25,601                | (6,561)                                 | 19,040                    |
| <ul> <li>Buildings – specialised</li> </ul>                             | 55,795                               | (18,715)                                                  | 37,080                                | 297                                | -     | -                                                      | _                           | (950)                | 527                 | -                         | -                                    | -                                            | 3,225                                  | 61,480                | (21,301)                                | 40,179                    |
| Other structures                                                        | 34,432                               | (10,553)                                                  | 23,879                                | 11                                 | -     | -                                                      | (1)                         | (1,626)              | 54                  | _                         | _                                    | _                                            | 2,941                                  | 38,522                | (13,264)                                | 25,258                    |
| - Roads                                                                 | 474,150                              | (148,771)                                                 | 325,379                               | 4,473                              | 41    | -                                                      | (3,339)                     | (11,103)             | 1,797               | (50)                      | 2,351                                | _                                            | 31,869                                 | 493,492               | (142,074)                               | 351,418                   |
| - Bridges                                                               | 76,910                               | (19,000)                                                  | 57,910                                | 266                                | _     | _                                                      | (302)                       | (1,201)              | 3,368               | -                         | _                                    | _                                            | 29,985                                 | 115,683               | (25,657)                                | 90,026                    |
| <ul><li>Footpaths</li></ul>                                             | 15,517                               | (7,136)                                                   | 8,381                                 | 16                                 | 405   | -                                                      | (57)                        | (198)                | 6                   | _                         | 1,267                                | _                                            | 2,358                                  | 16,631                | (4,453)                                 | 12,178                    |
| <ul> <li>Bulk earthworks (non-depreciable)</li> </ul>                   | 207,812                              | _                                                         | 207,812                               | 1,230                              | _     | _                                                      | (1,658)                     | _                    | _                   | _                         | 194                                  | (64,373)                                     | _                                      | 143,205               | _                                       | 143,205                   |
| Stormwater drainage                                                     | 53,796                               | (14,183)                                                  | 39,613                                | _                                  | _     | _                                                      | _                           | (667)                | _                   | _                         | 3,875                                | _                                            | 4,689                                  | 64,106                | (16,596)                                | 47,510                    |
| - Water supply network                                                  | 77,537                               | (21,473)                                                  | 56,064                                | 462                                | 370   | _                                                      | (106)                       | (1,396)              | _                   | _                         | 1,722                                | _                                            | 4,374                                  | 86,267                | (24,777)                                | 61,490                    |
| - Sewerage network                                                      | 66,860                               | (21,662)                                                  | 45,198                                | 25                                 | 208   | _                                                      | (16)                        | (1,186)              | _                   | _                         | 2,631                                | _                                            | 4,414                                  | 76,222                | (24,948)                                | 51,274                    |
| - Swimming pools                                                        | 550                                  | (550)                                                     |                                       | _                                  | _     | _                                                      | _                           | (81)                 | _                   | _                         | _                                    | _                                            | 1,952                                  | 4,078                 | (2,207)                                 | 1,871                     |
| Other assets:                                                           |                                      |                                                           |                                       |                                    |       |                                                        |                             |                      |                     |                           |                                      |                                              |                                        |                       |                                         |                           |
| - Heritage collections                                                  | _                                    | _                                                         | _                                     | _                                  | _     | _                                                      | _                           | _                    | _                   | _                         | _                                    | _                                            | _                                      | _                     | _                                       | _                         |
| – Library books                                                         | 286                                  | (124)                                                     | 162                                   | _                                  | _     | _                                                      | _                           | (51)                 | _                   | _                         | _                                    | _                                            | 6                                      | 297                   | (180)                                   | 117                       |
| – Other                                                                 | 604                                  | (253)                                                     | 351                                   | _                                  | _     | _                                                      | _                           | (55)                 | _                   | _                         | _                                    | _                                            | 14                                     | 630                   | (320)                                   | 310                       |
| Reinstatement, rehabilitation and restoration assets (refer Note C3-5): |                                      | , ,                                                       |                                       |                                    |       |                                                        |                             | , ,                  |                     |                           |                                      |                                              |                                        |                       | , ,                                     |                           |
| - Tip assets                                                            | 6,125                                | (1,051)                                                   | 5,074                                 | -                                  | _     | 252                                                    | _                           | (893)                | _                   | _                         | _                                    | _                                            | -                                      | 6,377                 | (1,944)                                 | 4,433                     |
| - Quarry assets                                                         | 965                                  | (378)                                                     | 587                                   | 38                                 | _     | 5                                                      | (38)                        | (74)                 | _                   | _                         | _                                    | _                                            | _                                      | 958                   | (440)                                   | 518                       |
| Total infrastructure, property, plant and equipment                     | 1,218,849                            | (283,064)                                                 | 935,785                               | 13,957                             | 6,779 | 257                                                    | (5,707)                     | (23,076)             | _                   | (60)                      | 12,040                               | (64,373)                                     | 105,263                                | 1,280,679             | (299,814)                               | 980,865                   |

<sup>(1)</sup> Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page

# C1-6 Infrastructure, property, plant and equipment (continued)

| By aggregated<br>asset class                                            |                       | At 1 July 2021                                |                           |         |                  |                                                         |                             | Ass                  | et movements duri                                                                       | ng the reporting p | eriod                        |                                       |                                            |                                              |                                                          |                                      | At 30 June 2022                                           |                                       |
|-------------------------------------------------------------------------|-----------------------|-----------------------------------------------|---------------------------|---------|------------------|---------------------------------------------------------|-----------------------------|----------------------|-----------------------------------------------------------------------------------------|--------------------|------------------------------|---------------------------------------|--------------------------------------------|----------------------------------------------|----------------------------------------------------------|--------------------------------------|-----------------------------------------------------------|---------------------------------------|
| § '000                                                                  | Gross carrying amount | Accumulated<br>depreciation<br>and impairment | Net<br>carrying<br>amount | Additio | ns<br>new assets | Re-measureme<br>nt of asset<br>remediation<br>provision | Carrying value of disposals | Depreciation expense | Impairment<br>loss /<br>revaluation<br>decrements<br>(recognised in<br>P/L)<br>Restated | WIP transfers      | Adjustments<br>and transfers | Developer /<br>other<br>contributions | Tfrs from/(to)<br>investment<br>properties | Revaluation<br>decrements to<br>equity (ARR) | Revaluation<br>increments to<br>equity (ARR)<br>Restated | Gross carrying<br>amount<br>Restated | Accumulated<br>depreciation<br>and impairment<br>Restated | Net<br>carrying<br>amount<br>Restated |
|                                                                         |                       |                                               |                           |         |                  |                                                         |                             |                      |                                                                                         |                    |                              |                                       |                                            |                                              |                                                          |                                      |                                                           |                                       |
| Capital work in progress                                                | 11,534                | -                                             | 11,534                    | 5,928   | 1,577            | -                                                       | -                           | -                    | -                                                                                       | (7,708)            | 21                           | -                                     | (1,315)                                    | -                                            | -                                                        | 10,037                               | -                                                         | 10,037                                |
| Plant and equipment                                                     | 22,885                | (10,316)                                      | 12,569                    | 399     | 640              | -                                                       | (212)                       | (1,276)              | (1,836)                                                                                 | 466                | (18)                         | -                                     | -                                          | -                                            | -                                                        | 22,888                               | (12,156)                                                  | 10,732                                |
| Office equipment                                                        | 2,968                 | (1,400)                                       | 1,568                     | -       | 136              | -                                                       | -                           | (310)                | (193)                                                                                   | -                  | 9                            | -                                     | -                                          | -                                            | -                                                        | 2,300                                | (1,090)                                                   | 1,210                                 |
| Furniture and fittings                                                  | 1,073                 | (599)                                         | 474                       | _       | 19               | -                                                       | -                           | (43)                 | -                                                                                       | -                  | -                            | -                                     | -                                          | -                                            | 216                                                      | 736                                  | (70)                                                      | 666                                   |
| Plant and equipment (under finance                                      |                       |                                               |                           |         |                  |                                                         |                             |                      |                                                                                         |                    |                              |                                       |                                            |                                              |                                                          |                                      |                                                           |                                       |
| lease)                                                                  | 895                   | -                                             | 895                       | -       | -                | -                                                       | -                           | (179)                | -                                                                                       | -                  | -                            | -                                     | -                                          | -                                            | -                                                        | 895                                  | (179)                                                     | 716                                   |
| Land:                                                                   |                       |                                               |                           |         |                  |                                                         |                             |                      |                                                                                         |                    |                              |                                       |                                            |                                              |                                                          |                                      |                                                           |                                       |
| <ul> <li>Operational land</li> </ul>                                    | 7,950                 | -                                             | 7,950                     | -       | -                | -                                                       | (506)                       | -                    | -                                                                                       | -                  | -                            | -                                     | -                                          | -                                            | 10,159                                                   | 17,603                               | -                                                         | 17,603                                |
| <ul> <li>Community land</li> </ul>                                      | 13,037                | -                                             | 13,037                    | -       | -                | -                                                       | (723)                       | -                    | -                                                                                       | -                  | 2                            | -                                     | -                                          | -                                            | 48,280                                                   | 60,596                               | -                                                         | 60,596                                |
| <ul> <li>Land under roads (post 30/6/08)</li> </ul>                     | 19                    | _                                             | 19                        | _       | -                | -                                                       | -                           | -                    | -                                                                                       | -                  | -                            | -                                     | -                                          | -                                            | -                                                        | 19                                   | _                                                         | 19                                    |
| Land improvements – depreciable                                         | 8,804                 | (5,116)                                       | 3,688                     | _       | -                | -                                                       | -                           | (113)                | -                                                                                       | -                  | -                            | -                                     | -                                          | -                                            | 5,526                                                    | 9,207                                | (106)                                                     | 9,101                                 |
| Infrastructure:                                                         |                       |                                               |                           |         |                  |                                                         |                             |                      |                                                                                         |                    |                              |                                       |                                            |                                              |                                                          |                                      |                                                           |                                       |
| <ul> <li>Buildings – non-specialised</li> </ul>                         | 15,214                | (6,007)                                       | 9,207                     | _       | 13               | -                                                       | -                           | (367)                | -                                                                                       | 69                 | (2)                          | -                                     | -                                          | -                                            | 8,695                                                    | 23,229                               | (5,614)                                                   | 17,615                                |
| <ul> <li>Buildings – specialised</li> </ul>                             | 56,340                | (26,311)                                      | 30,029                    | 20      | 130              | -                                                       | -                           | (1,268)              | -                                                                                       | -                  | 318                          | -                                     | -                                          | -                                            | 7,851                                                    | 55,795                               | (18,715)                                                  | 37,080                                |
| - Other structures                                                      | 23,713                | (5,089)                                       | 18,624                    | 23      | 899              | _                                                       | (13)                        | (813)                | _                                                                                       | 899                | 11                           | _                                     | _                                          | _                                            | 4,249                                                    | 34,432                               | (10,553)                                                  | 23,879                                |
| - Roads                                                                 | 457,143               | (132,996)                                     | 324,147                   | 5,550   | 778              | _                                                       | (541)                       | (13,918)             | _                                                                                       | 1,663              | _                            | 2,451                                 | _                                          | _                                            | 5,249                                                    | 474,150                              | (148,771)                                                 | 325,379                               |
| - Bridges                                                               | 75,564                | (17,671)                                      | 57,893                    | 1,635   | 50               | _                                                       | (1,792)                     | (1,255)              | _                                                                                       | 780                | _                            | _                                     | _                                          | _                                            | 599                                                      | 76,910                               | (19,000)                                                  | 57,910                                |
| - Footpaths                                                             | 14,545                | (6,825)                                       | 7,720                     | _       | 267              | _                                                       | _                           | (219)                | _                                                                                       | 27                 | _                            | 489                                   | _                                          | _                                            | 97                                                       | 15,517                               | (7,136)                                                   | 8,381                                 |
| - Bulk earthworks (non-depreciable)                                     | 203,230               | _                                             | 203,230                   | 978     | _                | _                                                       | (272)                       | _                    | _                                                                                       | _                  | _                            | 265                                   | _                                          | _                                            | 3,611                                                    | 207,812                              | _                                                         | 207,812                               |
| - Stormwater drainage                                                   | 54,981                | (9,079)                                       | 45,902                    | 51      | 21               | _                                                       | (11)                        | (646)                | _                                                                                       | 34                 | _                            | 2,010                                 | _                                          | (7,748)                                      | _                                                        | 53,796                               | (14,183)                                                  | 39,613                                |
| - Water supply network                                                  | 64,223                | (22,694)                                      | 41,529                    | 506     | 91               | _                                                       | (327)                       | (1,189)              | _                                                                                       | 3,737              | _                            | 713                                   | _                                          | _                                            | 11,004                                                   | 77,537                               | (21,473)                                                  | 56,064                                |
| - Sewerage network                                                      | 61,597                | (22,822)                                      | 38,775                    | _       | _                | _                                                       | (218)                       | (965)                | _                                                                                       | _                  | _                            | 627                                   | _                                          | _                                            | 6,979                                                    | 66,860                               | (21,662)                                                  | 45,198                                |
| - Swimming pools                                                        | 550                   | (550)                                         | -                         | _       | _                | _                                                       | (= /                        | (/                   | _                                                                                       | _                  | _                            |                                       | _                                          | _                                            | -                                                        | 550                                  | (550)                                                     | -                                     |
| Other assets:                                                           |                       | ()                                            |                           |         |                  |                                                         |                             |                      |                                                                                         |                    |                              |                                       |                                            |                                              |                                                          |                                      | ()                                                        |                                       |
| - Heritage collections                                                  | 689                   | (327)                                         | 362                       | _       | _                | _                                                       | _                           | (14)                 | _                                                                                       | _                  | (348)                        | _                                     | _                                          | _                                            | _                                                        | _                                    | _                                                         | _                                     |
| - Library books                                                         | 224                   | (206)                                         | 18                        | _       | _                | _                                                       | _                           | (1)                  | _                                                                                       | _                  | ()                           | _                                     | _                                          | _                                            | 145                                                      | 286                                  | (124)                                                     | 162                                   |
| - Other                                                                 | 730                   | (327)                                         | 403                       | _       | _                | _                                                       | _                           | (65)                 | _                                                                                       | 33                 | _                            | _                                     | _                                          | (20)                                         | -                                                        | 604                                  | (253)                                                     | 351                                   |
| Reinstatement, rehabilitation and restoration assets (refer Note C3-5): | 730                   | (021)                                         | 400                       |         |                  |                                                         |                             | (00)                 |                                                                                         | 33                 |                              |                                       |                                            | (20)                                         |                                                          | 004                                  | (200)                                                     | 551                                   |
| - Tip assets                                                            | 2,490                 | (814)                                         | 1,676                     | _       | _                | 3,635                                                   | _                           | (237)                | _                                                                                       | _                  | _                            | _                                     | _                                          | _                                            | _                                                        | 6,125                                | (1,051)                                                   | 5,074                                 |
| - Quarry assets                                                         | 1,040                 | (176)                                         | 864                       | _       | _                | (178)                                                   | _                           | (99)                 | _                                                                                       | _                  | _                            | _                                     | _                                          | _                                            | _                                                        | 965                                  | (378)                                                     | 587                                   |
| Total infrastructure, property, plant and equipment                     | 1,101,438             | (269,325)                                     | 832.113                   | 15,090  | 4,621            | 3,457                                                   | (4,615)                     | (22,977)             | (2,029)                                                                                 | _                  | (7)                          | 6,555                                 | (1,315)                                    | (7,768)                                      | 112,660                                                  | 1,218,849                            | (283,064)                                                 | 935.785                               |

<sup>(1)</sup> Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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# C1-6 Infrastructure, property, plant and equipment (continued)

#### **Accounting policy**

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

| Plant and equipment               | Years     | Other equipment                      | Years     |
|-----------------------------------|-----------|--------------------------------------|-----------|
| Office equipment                  | 4 to 20   | Playground equipment                 | 5 to 80   |
| Office furniture                  | 10 to 50  | Benches, seats etc.                  | 10 to 20  |
| Computer equipment                | 4 to 5    |                                      |           |
| Vehicles                          | 2 to 12.5 | Buildings                            |           |
| Heavy plant/road making equipment | 5 to 20   | Buildings: masonry                   | 50 to 100 |
| Other plant and equipment         | 5 to 20   | Buildings: other                     | 10 to 50  |
| Water and sewer assets            |           | Stormwater assets                    |           |
| Dams and reservoirs               | 20 to 100 | Drains                               | 80 to 100 |
| Bores                             | 20 to 40  | Culverts                             | 50 to 80  |
| Reticulation pipes: PVC           | 70 to 80  | Flood control structures             | 80 to 120 |
| Reticulation pipes: other         | 25 to 75  |                                      |           |
| Pumps and telemetry               | 5 to 50   |                                      |           |
| Treatment Ponds                   | Infinite  |                                      |           |
| Transportation assets             |           | Other infrastructure assets          |           |
| Sealed roads: surface             | 15 to 30  | Bulk earthworks                      | Infinite  |
| Sealed roads: structure           | 30 to 80  | Swimming pools                       | 50        |
| Unsealed roads                    | 10 to 30  | Other open space/recreational assets | 5 to 50   |
| Bridge: concrete                  | 60 to 100 | Other Infrastructure                 | 5 to 110  |
| Bridge: other                     | 20 to 60  | Land improvements (levee bank)       | 70        |
| Road pavements                    | 10 to 80  |                                      |           |
| Kerb, gutter and footpaths        | 20 to 100 |                                      |           |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

## Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

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# C1-6 Infrastructure, property, plant and equipment (continued)

#### **Crown reserves**

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

#### **Rural Fire Service assets**

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Until such time as discussions on this matter have concluded and the legislation changes, Council will continue to account for these assets as it has been doing in previous years, which is to incorporate the Building assets, their values and depreciation charges within these financial statements. Council will not recognise rural fire service assets including plant and vehicles in these financial statements. The Council reviews its position in relation to RFS equipment and assets on a yearly basis.

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# Externally restricted infrastructure, property, plant and equipment

|                                                  | as at 30/06/23              |                                  |                           |                                         | 2                                |                                       |
|--------------------------------------------------|-----------------------------|----------------------------------|---------------------------|-----------------------------------------|----------------------------------|---------------------------------------|
| \$ '000                                          | Gross<br>carrying<br>amount | Accumulated depn. and impairment | Net<br>carrying<br>amount | Gross<br>carrying<br>amount<br>Restated | Accumulated depn. and impairment | Net<br>carrying<br>amount<br>Restated |
| Water supply                                     |                             |                                  |                           |                                         |                                  |                                       |
| WIP                                              | 721                         | _                                | 721                       | 43                                      | _                                | 43                                    |
| Plant and equipment                              | 61                          | _<br>56                          | 5                         | 61                                      | _<br>56                          | 5                                     |
| Land                                             | 01                          | 30                               | 3                         | 01                                      | 30                               | 3                                     |
| - Operational land                               | 2,087                       | _                                | 2,087                     | 1,817                                   | _                                | 1,817                                 |
| Buildings                                        | 1,510                       | 568                              | 942                       | 1,392                                   | 503                              | 889                                   |
| Infrastructure                                   | 86,267                      | 24,777                           | 61,490                    | 77,537                                  | 21,473                           | 56,064                                |
| Total water supply                               | 90,646                      | 25,401                           | 65,245                    | 80,850                                  | 22,032                           | 58,818                                |
|                                                  | ,                           | ,                                |                           |                                         | ,                                | ,                                     |
| Sewerage services                                |                             |                                  |                           |                                         |                                  |                                       |
| WIP                                              | 490                         | -                                | 490                       | 14                                      | _                                | 14                                    |
| Plant and equipment<br>Land                      | 23                          | 23                               | -                         | 23                                      | 23                               | -                                     |
| - Operational land                               | 3,456                       | _                                | 3,456                     | 3,009                                   | _                                | 3,009                                 |
| Buildings                                        | 262                         | 120                              | 142                       | 242                                     | 107                              | 135                                   |
| Infrastructure                                   | 76,222                      | 24,948                           | 51,274                    | 66,860                                  | 21,662                           | 45,198                                |
| Total sewerage services                          | 80,453                      | 25,091                           | 55,362                    | 70,148                                  | 21,792                           | 48,356                                |
| Domestic waste management                        |                             |                                  |                           |                                         |                                  |                                       |
| WIP                                              | 1,927                       | _                                | 1,927                     | _                                       | _                                | _                                     |
| Plant and equipment                              | 16                          | 15                               | 1                         | 12                                      | 9                                | 3                                     |
| Plant and equipment (under finance               |                             |                                  |                           |                                         |                                  |                                       |
| lease)                                           | 862                         | 350                              | 512                       | 895                                     | 179                              | 716                                   |
| Land                                             |                             |                                  |                           |                                         |                                  |                                       |
| <ul> <li>Operational land</li> </ul>             | 1,024                       | -                                | 1,024                     | 687                                     | _                                | 687                                   |
| <ul> <li>Community land</li> </ul>               | 119                         | -                                | 119                       | 204                                     | _                                | 204                                   |
| Buildings                                        | 965                         | 360                              | 605                       | 749                                     | 321                              | 428                                   |
| Other structures                                 | 899                         | 401                              | 498                       | 749                                     | 306                              | 443                                   |
| Other assets                                     | 630                         | 320                              | 310                       | 604                                     | _                                | 604                                   |
| Reinstatement, rehabilitation and                |                             |                                  |                           |                                         |                                  |                                       |
| restoration assets                               | 6,377                       | 1,944                            | 4,433                     | 6,125                                   | 253                              | 5,872                                 |
| Total domestic waste management                  | 12,819                      | 3,390                            | 9,429                     | 10,025                                  | 1,068                            | 8,957                                 |
| Total restricted infrastructure, property, plant |                             |                                  |                           |                                         |                                  |                                       |
| and equipment                                    | 183,918                     | 53,882                           | 130,036                   | 161,023                                 | 44,892                           | 116,131                               |
| and administra                                   | 100,010                     | 00,002                           | . 50,000                  | 101,020                                 | 77,002                           | 110,101                               |

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# C1-7 Intangible assets

| Intangible assets are as follows:                          |        |       |
|------------------------------------------------------------|--------|-------|
| \$ '000                                                    | 2023   | 2022  |
| Water Licences                                             |        |       |
| Opening values at 1 July                                   |        |       |
| Gross book value                                           | 2,428  | 1,800 |
| Net book value – opening balance                           | 2,428  | 1,800 |
| Movements for the year                                     |        |       |
| Purchases                                                  | 2,880  | 489   |
| Revaluation                                                | 1,062  | 139   |
| Closing values at 30 June                                  |        |       |
| Gross book value                                           | 6,370  | 2,428 |
| Total water licences – net book value                      | 6,370  | 2,428 |
| Software                                                   |        |       |
| Software - Tech 1 and Other                                |        |       |
| Opening values at 1 July                                   |        |       |
| Gross book value                                           | 2,527  | _     |
| Accumulated amortisation  Net book value – opening balance | (49)   |       |
| Net book value - opening balance                           | 2,478  | _     |
| Movements for the year                                     |        |       |
| Purchases                                                  | -      | 62    |
| Development costs                                          | 1,723  | 2,465 |
| Amortisation charges                                       | (169)  | (49)  |
| Closing values at 30 June                                  |        |       |
| Gross book value                                           | 4,250  | 2,527 |
| Accumulated amortisation                                   | (218)  | (49)  |
| Total Software - Tech 1 and Other – net book value         | 4,032  | 2,478 |
| Total intangible assets – net book value                   | 10,402 | 4,906 |
|                                                            |        |       |

#### **Accounting policy**

Council holds a number of high and general security water licences, which it recognises as an intangible asset.

The water licences are individually tradeable on the open water licence sales market.

Water licences are individually separated from the land and can be sold on a permanent or temporary transfer basis. At present, Council only trades the water entitlement associated with the water licences on a temporary basis, with income received from the sales of water entitlements disclosed as other revenue.

No amortisation costs are applicable as high and general security water licences have an indefinite life.

Water licences purchased are initially recorded at cost and are valued yearly at 30 June and the revaluation is based on market evidence. Water licences are tested for impairment annually based on market sales evidence. If the recoverable amount is less than carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as impairment loss.

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# C1-7 Intangible assets (continued)

#### Software - Tech 1 and Other

Council has purchased a new system, Technology One Council, and customised its setup, which it recognises as an intangible asset. Amortisation costs are applicable from 1 July 2021.

### C1-8 Other

#### Other assets

|                    | 2023    | 2023        | 2022    | 2022        |
|--------------------|---------|-------------|---------|-------------|
| \$ '000            | Current | Non-current | Current | Non-current |
| Prepayments        | 254     | _           | 510     | _           |
| Total other assets | 254     | _           | 510     | _           |

### Current other assets not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

|                                    | 2023    | 2023        | 2022    | 2022        |
|------------------------------------|---------|-------------|---------|-------------|
| \$ '000                            | Current | Non-current | Current | Non-current |
| Total externally restricted assets | _       | _           | _       | _           |
| Total internally restricted assets | _       | _           | _       | _           |
| Total unrestricted assets          | 254     | _           | 510     | _           |
| Total other assets                 | 254     |             | 510     |             |

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# C2 Leasing activities

### C2-1 Council as a lessee

Council has one lease over a building and also has leases for photocopiers, which are considered as short term leases.

#### **Buildings**

Council has one building which is leased for a doctors surgery. Lease is month by month and no formal lease agreement is currently in place.

Council also has staff housing rental agreements in place and these are all under 12 months duration.

#### Vahicles

Council leases vehicles and equipment with lease terms varying to 5 years; the lease payments are fixed during the lease term and there is generally no renewal option. There are couple of plant items for Waste Management under lease contracts and reported in the financial statements for their current and non current liability.

### (a) Lease liabilities

|                         | 2023    | 2023        | 2022    | 2022        |
|-------------------------|---------|-------------|---------|-------------|
| \$ '000                 | Current | Non-current | Current | Non-current |
| Lease liabilities       | 184     | 354         | 192     | 550         |
| Total lease liabilities | 184     | 354         | 192     | 550         |

# (b) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

| \$ '000            | < 1 year | 1 – 5 years | > 5 years | Total | Total per<br>Statement of<br>Financial<br>Position |
|--------------------|----------|-------------|-----------|-------|----------------------------------------------------|
| 2023<br>Cash flows | 184      | 354         | -         | 538   | 538                                                |
| 2022<br>Cash flows | 192      | 550         | -         | 742   | 742                                                |

### (ii) Lease liabilities relating to restricted assets

|                                                         | 2023    | 2023        | 2022    | 2022        |
|---------------------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                                 | Current | Non-current | Current | Non-current |
| Total lease liabilities relating to unrestricted assets | 184     | 354         | 192     | 550         |
| Total lease liabilities                                 | 184     | 354         | 192     | 550         |

# (c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

| \$ '000                                | 2023 | 2022 |
|----------------------------------------|------|------|
| Expenses relating to short-term leases | 184  | 537  |
|                                        | 184  | 537  |

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# C2-1 Council as a lessee (continued)

| \$ '000 |                         | 2023 | 2022 |
|---------|-------------------------|------|------|
| (d)     | Statement of Cash Flows |      |      |
| Total c | eash outflow for leases | 184  | 274  |
|         |                         | 184  | 274  |

# (e) Leases at significantly below market value – concessionary / peppercorn leases

Council, as leasee, doesn't have any concessionary/ peppercorn leases.

#### **Accounting policy**

#### Council as a lessee

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI). Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

#### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

### Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

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### C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

| \$ '000 | 2023 | 2022 |
|---------|------|------|
| Ψ 000   | 2023 | 2022 |

#### (i) Assets held as investment property

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

#### (ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of caravan parks, staff housing, retirement units, vacant land and room/ facility hire. The table below relates to operating leases on assets that are a part of the overall asset fair value balances disclosed in Note C1-6.

| Lease income (excluding variable lease payments not dependent on an index or rate) | 287 | 670 |
|------------------------------------------------------------------------------------|-----|-----|
| Total income relating to operating leases for Council assets                       | 287 | 670 |

# (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

| < 1 year                                         | 623    | 392   |
|--------------------------------------------------|--------|-------|
| 1–2 years                                        | 614    | 362   |
| 2–3 years                                        | 626    | 364   |
| 3–4 years                                        | 636    | 368   |
| 4–5 years                                        | 674    | 344   |
| > 5 years                                        | 10,745 | 4,127 |
| Total undiscounted lease payments to be received | 13,918 | 5,957 |

# **Accounting policy**

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 Revenue from Contracts with Customers. The lease income is recognised on a straight-line basis over the lease term.

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# C3 Liabilities of Council

# C3-1 Payables

|                                            | 2023    | 2023        | 2022    | 2022        |
|--------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                    | Current | Non-current | Current | Non-current |
| Prepaid rates                              | 487     | _           | 434     | _           |
| Goods and services – operating expenditure | 3,625   | _           | 3,636   | _           |
| Accrued expenses:                          | ·       |             |         |             |
| - Borrowings                               | 1       | _           | 1       | _           |
| <ul> <li>Salaries and wages</li> </ul>     | 719     | _           | 620     | _           |
| - Other expenditure accruals               | 526     | _           | 150     | _           |
| Advances                                   | 244     | _           | 20      | _           |
| Security bonds, deposits and retentions    | 1,503   | _           | 1,295   | _           |
| Other                                      | 35      | _           | 41      | _           |
| Total payables                             | 7,140   | _           | 6,197   | _           |

# Payables relating to restricted assets

|                                                   | 2023    | 2023        | 2022    | 2022        |
|---------------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                           | Current | Non-current | Current | Non-current |
| Externally restricted assets                      |         |             |         |             |
| Water                                             | 276     | _           | 250     | _           |
| Sewer                                             | 53      | _           | 36      | _           |
| Payables relating to externally restricted assets | 329     | -           | 286     | _           |
| Total payables relating to restricted assets      | 329     |             | 286     | _           |
| Total payables relating to unrestricted assets    | 6,811   | <u> </u>    | 5,911   | _           |
| Total payables                                    | 7,140   | _           | 6,197   | _           |

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# C3-1 Payables (continued)

#### **Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

### **Payables**

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

# C3-2 Contract Liabilities

|                                                                    |       | 2023    | 2023        | 2022    | 2022        |
|--------------------------------------------------------------------|-------|---------|-------------|---------|-------------|
| \$ '000                                                            | Notes | Current | Non-current | Current | Non-current |
| Grants and contributions received in advance:                      |       |         |             |         |             |
| Unexpended capital grants (to construct Council controlled assets) | (i)   | 5,269   | _           | 4,902   | _           |
| Unexpended operating grants (received prior to performance         |       |         |             |         |             |
| obligation being satisfied)                                        | (ii)  | -       | -           | 451     | _           |
| Total grants received in                                           |       |         |             |         |             |
| advance                                                            |       | 5,269   |             | 5,353   | _           |
| Total contract liabilities                                         |       | 5,269   | _           | 5,353   | _           |

#### Notes

(i) Council has received funding to construct assets including community recreation, mobile library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

### Contract liabilities relating to restricted assets

| 2023    | 2023           | 2022                                                                                                      | 2022                                                                                                                                                                |
|---------|----------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current | Non-current    | Current                                                                                                   | Non-current                                                                                                                                                         |
|         |                |                                                                                                           |                                                                                                                                                                     |
|         |                |                                                                                                           |                                                                                                                                                                     |
| 5,269   |                | 5,353                                                                                                     |                                                                                                                                                                     |
|         |                |                                                                                                           |                                                                                                                                                                     |
| 5,269   | _              | 5,353                                                                                                     | _                                                                                                                                                                   |
|         |                |                                                                                                           |                                                                                                                                                                     |
| 5,269   | -              | 5,353                                                                                                     | -                                                                                                                                                                   |
| 5 269   |                | 5 353                                                                                                     |                                                                                                                                                                     |
|         | 5,269<br>5,269 | Current         Non-current           5,269         -           5,269         -           5,269         - | Current         Non-current         Current           5,269         -         5,353           5,269         -         5,353           5,269         -         5,353 |

**Accounting policy** 

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

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# C3-3 Borrowings

| \$ '000                                       | 2023    | 2023        | 2022    | 2022        |
|-----------------------------------------------|---------|-------------|---------|-------------|
|                                               | Current | Non-current | Current | Non-current |
| Loans – secured <sup>1</sup> Total borrowings | 476     | 2,173       | 602     | 2,650       |
|                                               | 476     | 2,173       | 602     | 2,650       |

<sup>(1)</sup> Loans are secured over the general rating income of Council. Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 20.

# Borrowings relating to restricted assets

| \$ '000                                          | 2023<br>Current | 2023<br>Non-current | 2022<br>Current | 2022<br>Non-current |
|--------------------------------------------------|-----------------|---------------------|-----------------|---------------------|
| Total borrowings relating to unrestricted assets | 476             | 2,173               | 602             | 2,650               |
| Total borrowings                                 | 476             | 2,173               | 602             | 2,650               |

### (a) Changes in liabilities arising from financing activities

|                                                                                          | 2022               |            |             | Non-cash r            | novements                                               |                         | 2023                 |
|------------------------------------------------------------------------------------------|--------------------|------------|-------------|-----------------------|---------------------------------------------------------|-------------------------|----------------------|
| \$ '000                                                                                  | Opening<br>Balance | Cash flows | Acquisition | Fair value<br>changes | Acquisition<br>due to change<br>in accounting<br>policy | Other non-cash movement | Closing<br>balance   |
| Loans – secured                                                                          | 3,252              | (603)      | _           | _                     | _                                                       | _                       | 2,649                |
| Lease liability (Note C2-1b)                                                             | 742                | (204)      | _           | _                     | _                                                       |                         | 538                  |
| Total liabilities from financing                                                         |                    |            |             |                       |                                                         |                         |                      |
| activities                                                                               | 3,994              | (807)      |             |                       |                                                         |                         | 3,187                |
|                                                                                          |                    |            |             |                       |                                                         |                         |                      |
|                                                                                          | 2021               |            |             | Non-cash r            | novements                                               |                         | 2022                 |
|                                                                                          | 2021               | _          |             | Non-cash r            | Acquisition due                                         |                         | 2022                 |
|                                                                                          | 2021 Opening       | _          |             | Non-cash r            |                                                         | Other non-cash          | 2022                 |
| \$'000                                                                                   |                    | Cash flows | Acquisition |                       | Acquisition due to change in                            | Other non-cash movement |                      |
|                                                                                          | Opening            | Cash flows | Acquisition | Fair value            | Acquisition due to change in accounting                 |                         | 2022 Closing balance |
| Loans – secured                                                                          | Opening<br>Balance |            | Acquisition | Fair value            | Acquisition due to change in accounting                 |                         | Closing balance      |
| \$ '000  Loans – secured  Lease liability (Note C2-1b)  Total liabilities from financing | Opening<br>Balance | (581)      | Acquisition | Fair value<br>changes | Acquisition due<br>to change in<br>accounting<br>policy |                         | Closing balance      |

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# C3-3 Borrowings (continued)

| (b) Financing arrangements           |      |      |
|--------------------------------------|------|------|
| \$ '000                              | 2023 | 2022 |
| Total facilities                     |      |      |
| Bank overdraft facilities 1          | 650  | 650  |
| Credit cards/purchase cards          | 100  | 26   |
| Total financing arrangements         | 750  | 676  |
| Drawn facilities                     |      |      |
| - Credit cards/purchase cards        | 33   | 19   |
| Total drawn financing arrangements   | 33   | 19   |
| Undrawn facilities                   |      |      |
| - Bank overdraft facilities          | 650  | 650  |
| - Credit cards/purchase cards        | 67   | 7    |
| Total undrawn financing arrangements | 717  | 657  |

<sup>(1)</sup> The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

#### **Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

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512

512

3,016

4,236

547

547

## C3-4 Employee benefit provisions

Total employee benefit provisions relating to

Total employee benefit provisions

|                                                    | 2023    | 2023        | 2022    | 2022        |
|----------------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                            | Current | Non-current | Current | Non-current |
| Annual leave                                       | 1,593   | _           | 1,922   | _           |
| Long service leave                                 | 2,093   | 512         | 2,314   | 547         |
| Total employee benefit provisions                  | 3,686   | 512         | 4,236   | 547         |
| Employee benefit provisions relating to restricted | assets  |             |         |             |
|                                                    | assets  |             |         |             |
| Internally restricted assets Employee Benefits     | assets  |             | 1,220   |             |
| Internally restricted assets                       |         |             | 1,220   |             |

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

| \$ '000                                                                                                            | 2023  | 2022<br>Restated |
|--------------------------------------------------------------------------------------------------------------------|-------|------------------|
| The following provisions, even though classified as current, are not expected to be settled in the next 12 months. |       |                  |
| Provisions – employees benefits                                                                                    | 3,281 | 3,746            |
| _                                                                                                                  | 3,281 | 3,746            |

2,376

3,686

### **Accounting policy**

unrestricted assets

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits and annual leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

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#### C3-5 Provisions

|                                                  | 2023    | 2023        | 2022    | 2022        |
|--------------------------------------------------|---------|-------------|---------|-------------|
| \$ '000                                          | Current | Non-Current | Current | Non-Current |
| Asset remediation/restoration:                   |         |             |         |             |
| Asset remediation/restoration (future works)     | 102     | 6,612       | 71      | 6,101       |
| Sub-total – asset remediation/restoration        | 102     | 6,612       | 71      | 6,101       |
| Total provisions                                 | 102     | 6,612       | 71      | 6,101       |
| Provisions relating to restricted assets         |         |             |         |             |
| Total provisions relating to restricted assets   | _       |             |         | _           |
| Total provisions relating to unrestricted assets | 102     | 6,612       | 71_     | 6,101       |
| Total provisions                                 | 102     | 6,612       | 71      | 6,101       |

### Description of and movements in provisions

|                                       | Other provis      | ions  |
|---------------------------------------|-------------------|-------|
| \$ '000                               | Asset remediation | Total |
| 2023                                  |                   |       |
| At beginning of year                  | 6,172             | 6,172 |
| Changes to provision:                 |                   |       |
| Revised costs                         | 245               | 245   |
| Unwinding of discount                 | 297               | 297   |
| Total other provisions at end of year | 6,714             | 6,714 |
| 2022                                  |                   |       |
| At beginning of year                  | 2,712             | 2,712 |
| Changes to provision:                 |                   |       |
| Revised costs                         | 3,326             | 3,326 |
| Unwinding of discount                 | 134               | 134   |
| Total other provisions at end of year | 6,172             | 6,172 |

#### **Accounting policy**

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

### Asset remediation - tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

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# C3-5 Provisions (continued)

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

### C4 Reserves

# C4-1 Nature and purpose of reserves

#### **IPPE** Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

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# D Council structure

# D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

# D1-1 Income Statement by fund

| \$ '000                                                                                         | General<br>2023 | Water<br>2023 | Sewer<br>2023 |
|-------------------------------------------------------------------------------------------------|-----------------|---------------|---------------|
| Income from continuing operations                                                               |                 |               |               |
| Rates and annual charges                                                                        | 13,681          | 2,620         | 2,795         |
| User charges and fees                                                                           | 7,368           | 1,423         | 306           |
| Interest and investment revenue                                                                 | 881             | 274           | 444           |
| Other revenues                                                                                  | 1,282           | 210           | 75            |
| Grants and contributions provided for operating purposes                                        | 15,334          | 3,305         | 2,631         |
| Grants and contributions provided for capital purposes                                          | 32,429          | 912           | 357           |
| Other income                                                                                    | 287             |               | _             |
| Total income from continuing operations                                                         | 71,262          | 8,744         | 6,608         |
| Expenses from continuing operations                                                             |                 |               |               |
| Employee benefits and on-costs                                                                  | 16,607          | 1,866         | 815           |
| Materials and services                                                                          | 20,131          | 1,808         | 878           |
| Borrowing costs                                                                                 | 382             | _             | _             |
| Depreciation, amortisation and impairment of non-financial assets                               | 20,636          | 1,418         | 1,191         |
| Other expenses                                                                                  | 1,061           | _             | _             |
| Net losses from the disposal of assets                                                          | 4,678           | 106           | 16            |
| Total expenses from continuing operations                                                       | 63,495          | 5,198         | 2,900         |
| Operating result from continuing operations                                                     | 7,767           | 3,546         | 3,708         |
| Net operating result for the year                                                               | 7,767           | 3,546         | 3,708         |
| Net operating result attributable to each council fund                                          | 7,767           | 3,546         | 3,708         |
| Net operating result for the year before grants and contributions provided for capital purposes | (24,662)        | 2,634         | 3,351         |

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# D1-2 Statement of Financial Position by fund

| \$ '000                                         | General<br>2023 | Water<br>2023 | Sewer<br>2023 |
|-------------------------------------------------|-----------------|---------------|---------------|
| ASSETS                                          |                 |               |               |
| Current assets                                  |                 |               |               |
| Cash and cash equivalents                       | 5,715           | 993           | 558           |
| Investments                                     | 27,412          | 7,526         | 15,006        |
| Receivables                                     | 10,943          | 1,069         | 537           |
| Inventories                                     | 520             | _             | _             |
| Other                                           | 254             | _             | _             |
| Total current assets                            | 44,844          | 9,588         | 16,101        |
| Non-current assets                              |                 |               |               |
| Investments                                     | 2               | _             | _             |
| Receivables                                     | 483             | _             | _             |
| Inventories                                     | 315             | _             | _             |
| Infrastructure, property, plant and equipment   | 860,258         | 65,245        | 55,362        |
| Intangible assets                               | 4,032           | 6,370         | _             |
| Total non-current assets                        | 865,090         | 71,615        | 55,362        |
| Total assets                                    | 909,934         | 81,203        | 71,463        |
| LIABILITIES Current liabilities                 |                 |               |               |
| Payables                                        | 6,444           | 174           | 53            |
| Income received in advance Contract liabilities | 367             | 102           | _             |
| Lease liabilities                               | 5,269           | _             | _             |
|                                                 | 184             | _             | _             |
| Borrowings                                      | 476             | _             | _             |
| Employee benefit provision                      | 3,686           | _             | _             |
| Provisions Total current liabilities            | 102             |               |               |
|                                                 | 16,528          | 276           | 53            |
| Non-current liabilities Lease liabilities       | 354             | _             | _             |
| Borrowings                                      | 2,173           |               | _             |
| Employee benefit provision                      | 512             |               |               |
| Provisions                                      | 6,612           |               |               |
| Total non-current liabilities                   | 9,651           |               |               |
| Total liabilities                               | 26,179          | 276           | 53            |
| Net assets                                      | 883,755         | 80,927        | 71,410        |
|                                                 |                 |               | 7 1,710       |
| EQUITY                                          |                 |               |               |
| Accumulated surplus                             | 643,549         | 56,957        | 45,230        |
| Revaluation reserves                            | 240,206         | 23,970        | 26,180        |
| Council equity interest                         | 883,755         | 80,927        | 71,410        |
| Total equity                                    | 883,755         | 80,927        | 71,410        |

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# D2 Interests in other entities

### D2-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described below.

Council's consolidated financial statements also include controlled entities with ownership interest of 50% or less.

| Name of Operation/Entity    | Principal activity                                                       |
|-----------------------------|--------------------------------------------------------------------------|
| 1. Moama Recreation Reserve | Management of a Recreation Reserve (Sub Committee) Perricoota Road Moama |

| Interests in Subsidiary          | Principal place of business | Ownership<br>2023 | Ownership<br>2022 | Voting<br>rights<br>2023 | Voting rights 2022 |
|----------------------------------|-----------------------------|-------------------|-------------------|--------------------------|--------------------|
| Council's interest in Subsidiary | Perricoota Rd<br>Moama      | 100%              | 100%              | 100%                     | 100%               |

#### Reporting dates of Subsidiary

The committee completes financials reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

### **Summarised financial information for the Subsidiary**

| \$ '000                                              | 2023 | 2022 |
|------------------------------------------------------|------|------|
| Summarised statement of comprehensive income         |      |      |
| Revenue                                              | 44   | 46   |
| Expenses                                             | (73) | (42) |
| Profit for the period                                | (29) | 4    |
| Total comprehensive income                           | (29) | 4    |
| Summarised statement of financial position           |      |      |
| Current assets                                       | 34   | 67   |
| Total assets                                         | 34   | 67   |
| Net assets                                           | 34   | 67   |
| Summarised statement of cash flows                   |      |      |
| Cash flows from operating activities                 | (32) | 5    |
| Net increase (decrease) in cash and cash equivalents | (32) | 5    |

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# D2-1 Subsidiaries (continued)

| Name of Operation/Entity       | Principal activity                                         |
|--------------------------------|------------------------------------------------------------|
| 2. Mathoura Retirement Village | Management of Units for the Aged Mathoura Street, Mathoura |

| Interests in Subsidiary          | Principal place of business | Ownership<br>2023 | Ownership<br>2022 | Voting<br>rights<br>2023 | Voting<br>rights<br>2022 |
|----------------------------------|-----------------------------|-------------------|-------------------|--------------------------|--------------------------|
| Council's interest in Subsidiary | 12 Mathoura St<br>Mathoura  | 100%              | 100%              | 100%                     | 100%                     |

Reporting dates of Subsidiary

The committee completes financial reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

# Summarised financial information for the Subsidiary

| \$ '000                                    | 2023 | 2022 |
|--------------------------------------------|------|------|
| Summarised statement of financial position |      |      |
| Current assets                             | 192  | 203  |
| Non-current assets                         | 371  | 386  |
| Total assets                               | 563  | 589  |
| Non-current liabilities                    | _    | 24   |
| Total liabilities                          | _    | 24   |
| Net assets                                 | 563  | 565  |

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### D2-1 Subsidiaries (continued)

| Name of Operation/Entity            | Principal activity                                                            |
|-------------------------------------|-------------------------------------------------------------------------------|
| 3. Moama Lions Community<br>Village | Provision of units for the people meeting the criteria Various units in Moama |

| Interests in Subsidiary          | Principal place of business | Ownership<br>2023 | Ownership<br>2022 | Voting<br>rights<br>2023 | Voting<br>rights<br>2022 |
|----------------------------------|-----------------------------|-------------------|-------------------|--------------------------|--------------------------|
| Council's interest in Subsidiary | 10-12 Council<br>St Moama   | 100%              | 100%              | 100%                     | 100%                     |

#### The nature and extent of significant restrictions relating to the Subsidiary

The Moama Lions is a sub committee of Council under Section 355 of the Local Government Act. The assets of the committee are Council's assets. Their bank accounts are treated as Internally Restricted Assets of the Council.

#### Reporting dates of Subsidiary

The committee completes financial reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

### **Summarised financial information for the Subsidiary**

| \$ '000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2023 | 2022  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|
| Summarised statement of comprehensive income                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |       |
| Revenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 121  | 298   |
| Expenses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | (80) | (139) |
| Profit for the period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 41   | 159   |
| Total comprehensive income                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 41   | 159   |
| Summarised statement of financial position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |       |
| Current assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 886  | 879   |
| Total assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 886  | 879   |
| Current liabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 233  | 233   |
| Total liabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 233  | 233   |
| Net assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 653  | 646   |
| Summarised statement of cash flows                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |       |
| Cash flows from operating activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 7    | 159   |
| Net increase (decrease) in cash and cash equivalents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 7    | 159   |
| , and the state of |      |       |

#### Accounting policy for subsidiaries

Subsidiaries are all entities (including structured entities) over which the Council has control. Control is established when the Council is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost. Intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between entities in the consolidated entity have been eliminated in full for the purpose of these financial statements. Appropriate adjustments have been made to a controlled entity's financial position, performance and cash flows where the accounting policies used by that entity were different from those adopted by the consolidated entity. All controlled entities have a June financial year end.

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# E Risks and accounting uncertainties

# E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

| \$ '000                                               | Carrying value<br>2023 | Carrying value<br>2022 | Fair value<br>2023 | Fair value<br>2022 |
|-------------------------------------------------------|------------------------|------------------------|--------------------|--------------------|
| Financial assets                                      |                        |                        |                    |                    |
| Measured at amortised cost                            |                        |                        |                    |                    |
| Cash and cash equivalents                             | 7,266                  | 2,401                  | 7,264              | 2,403              |
| Receivables<br>Investments                            | 13,032                 | 14,670                 | 13,032             | 14,670             |
| <ul> <li>Debt securities at amortised cost</li> </ul> | 49,944                 | 45,940                 | 49,944             | 45,940             |
| Fair value through other comprehensive income         | ·                      |                        | ·                  |                    |
| - Equity securities at fair value through other       |                        | _                      | _                  |                    |
| comprehensive income                                  | 2                      |                        |                    | 2                  |
| Total financial assets                                | 70,244                 | 63,013                 | 70,242             | 63,015             |
| Financial liabilities                                 |                        |                        |                    |                    |
| Payables                                              | 7,140                  | 6,197                  | 7,140              | 6,197              |
| Loans/advances                                        | 2,649                  | 3,252                  | 2,649              | 3,252              |
| Total financial liabilities                           | 9,789                  | 9,449                  | 9,789              | 9,449              |

Fair value is determined as follows:

- Cash and cash equivalents, receivables, payables are estimated to be the carrying value that approximates market
  value.
- Borrowings and held-to-maturity investments are based upon estimated future cash flows discounted by the current
  market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are
  available.
- Financial assets classified (i) 'at fair value through profit and loss' or (ii) 'available-for-sale' are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- Price risk the risk that the capital value of Investments may fluctuate due to changes in market prices, whether
  the changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors
  affecting similar instruments traded in a market.
- Interest rate risk the risk that movements in interest rates could affect returns and income.

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## E1-1 Risks relating to financial instruments held (continued)

- · Liquidity risk the risk that Council will not be able to pay its debts as and when they fall due.
- Credit risk the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

# (a) Market risk - interest rate and price risk

| \$ '000                                                                                                                                                                                                                                                                                    | 2023  | 2022  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
| The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date. |       |       |
| Impact of a 1% movement in interest rates                                                                                                                                                                                                                                                  |       |       |
| - Equity / Income Statement                                                                                                                                                                                                                                                                | 489   | 384   |
| Impact of a 10% movement in price of investments                                                                                                                                                                                                                                           |       |       |
| - Equity / Income Statement                                                                                                                                                                                                                                                                | 4,887 | 4,594 |

# (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of the business. The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements. Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors. There are no material receivables that have been subjected to a re-negotiation of repayment terms.

#### Credit risk profile

#### Receivables - rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

|                               | Not yet O |           |           |       |
|-------------------------------|-----------|-----------|-----------|-------|
| \$ '000                       | overdue   | < 5 years | ≥ 5 years | Total |
| 2023<br>Gross carrying amount | -         | 1,934     | 247       | 2,181 |
| 2022<br>Gross carrying amount | -         | 1,867     | 188       | 2,055 |

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## E1-1 Risks relating to financial instruments held (continued)

#### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

|                        | Not yet |             | Overdue      | debts        |           |        |
|------------------------|---------|-------------|--------------|--------------|-----------|--------|
| \$ '000                | overdue | 0 - 30 days | 31 - 60 days | 61 - 90 days | > 91 days | Total  |
| 2023                   |         |             |              |              |           |        |
| Gross carrying amount  | 8,663   | 774         | 21           | 255          | 1,271     | 10,984 |
| Expected loss rate (%) | 0.00%   | 0.00%       | 0.00%        | 0.00%        | 3.70%     | 0.43%  |
| ECL provision          |         |             |              |              | 47        | 47     |
| 2022                   |         |             |              |              |           |        |
| Gross carrying amount  | 11,214  | 1,024       | 23           | 125          | 360       | 12,746 |
| Expected loss rate (%) | 0.00%   | 0.00%       | 0.00%        | 0.00%        | 12.50%    | 0.35%  |
| ECL provision          | _       | _           | _            | _            | 45        | 45     |

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

| \$ '000                     | Weighted<br>average<br>interest<br>rate | Subject<br>to no<br>maturity | I<br>≤1 Year | payable in:<br>1 - 5<br>Years | > 5 Years | Total cash outflows | Actual carrying values |
|-----------------------------|-----------------------------------------|------------------------------|--------------|-------------------------------|-----------|---------------------|------------------------|
| 2023                        |                                         |                              |              |                               |           |                     |                        |
| Payables                    | 0.00%                                   | 1,503                        | 5,637        | _                             | _         | 7,140               | 7,140                  |
| Borrowings                  | 3.12%                                   |                              | 476          | 1,394                         | 779       | 2,649               | 2,649                  |
| Total financial liabilities |                                         | 1,503                        | 6,113        | 1,394                         | 779       | 9,789               | 9,789                  |
| 2022                        |                                         |                              |              |                               |           |                     |                        |
| Payables                    | 0.00%                                   | 1,295                        | 4,902        | _                             | _         | 6,197               | 6,197                  |
| Borrowings                  | 2.48%                                   |                              | 602          | 1,511                         | 1,139     | 3,252               | 3,252                  |
| Total financial liabilities |                                         | 1,295                        | 5,504        | 1,511                         | 1,139     | 9,449               | 9,449                  |

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### E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

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# E2-1 Fair value measurement (continued)

|                                               |         |            |                           |      |           |           | Fair value measurement hierarchy |         |                            |         |                  |  |  |  |  |  |
|-----------------------------------------------|---------|------------|---------------------------|------|-----------|-----------|----------------------------------|---------|----------------------------|---------|------------------|--|--|--|--|--|
|                                               |         |            | te of latest<br>valuation |      | e markets | observabl | Significant<br>e inputs 1,2      | unobser | S Significant vable inputs | Total   | 2000             |  |  |  |  |  |
| \$ '000                                       | Notes   | 2023       | 2022                      | 2023 | 2022      | 2023      | 2022                             | 2023    | 2022<br>Restated           | 2023    | 2022<br>Restated |  |  |  |  |  |
| Recurring fair value measu                    | urement | S          |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| Financial assets                              |         |            |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| Financial investments                         | C1-2    |            |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| – 'Financial assets - "                       |         |            |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| Available for sale"                           |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | _       | _                          | _       | _                |  |  |  |  |  |
| Total financial assets                        |         |            |                           |      |           | _         |                                  | -       |                            | _       | _                |  |  |  |  |  |
| Infrastructure, property, plant and equipment | C1-6    |            |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| Plant & Equipment                             |         | 30/12/2022 | 30/06/2022                | _    | _         | _         | _                                | 12,103  | 10,732                     | 12,103  | 10,732           |  |  |  |  |  |
| Plant and Equipment                           |         |            |                           |      |           |           |                                  |         |                            |         |                  |  |  |  |  |  |
| (Leased)                                      |         | 30/06/2022 | 30/06/2022                | -    | _         | -         | _                                | 512     | 716                        | 512     | 716              |  |  |  |  |  |
| Office Equipment                              |         | 30/06/2022 | 30/06/2022                | _    | _         | -         | _                                | 769     | 1,210                      | 769     | 1,210            |  |  |  |  |  |
| Furniture & Fittings                          |         | 30/06/2022 | 30/06/2022                | -    | _         | -         | -                                | 659     | 666                        | 659     | 666              |  |  |  |  |  |
| Operational Land                              |         | 30/06/2022 | 30/06/2022                | _    | _         | 20,279    | 17,603                           | _       | _                          | 20,279  | 17,603           |  |  |  |  |  |
| Community Land                                |         | 30/06/2022 | 30/06/2022                | _    | _         | 69,533    | 60,596                           | _       | _                          | 69,533  | 60,596           |  |  |  |  |  |
| Land under roads (post 30/06/08)              |         | 30/06/2018 | 30/06/2018                | _    | _         | _         | _                                | _       | 19                         | _       | 19               |  |  |  |  |  |
| Land Improvements                             |         | 30/00/2010 | 30/00/2010                |      |           |           |                                  |         | 15                         |         | 10               |  |  |  |  |  |
| depreciable                                   |         | 30/06/2023 | 30/06/2017                | _    | _         | _         | _                                | 12,539  | 9,101                      | 12,539  | 9,101            |  |  |  |  |  |
| Buildings – non-specialised                   |         | 30/06/2022 | 30/06/2022                | _    | _         | 1,014     | 823                              | 18,026  | 16,792                     | 19,040  | 17,615           |  |  |  |  |  |
| Buildings – specialised                       |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 40,179  | 37,080                     | 40,179  | 37,080           |  |  |  |  |  |
| Other Structures                              |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 25,258  | 23,879                     | 25,258  | 23,879           |  |  |  |  |  |
| Roads                                         |         | 30/06/2021 | 30/06/2021                | _    | _         | _         | _                                | 351,418 | 325,379                    | 351,418 | 325,379          |  |  |  |  |  |
| Bridges                                       |         | 30/06/2021 | 30/06/2021                | _    | _         | _         | _                                | 90,026  | 57,910                     | 90,026  | 57,910           |  |  |  |  |  |
| Footpaths                                     |         | 30/06/2021 | 30/06/2021                | _    | _         | _         | _                                | 12,178  | 8,381                      | 12,178  | 8,381            |  |  |  |  |  |
| Bulk Earthworks                               |         | 30/06/2021 | 30/06/2021                | _    | _         | _         | _                                | 143,205 | 207,812                    | 143,205 | 207,812          |  |  |  |  |  |
| Stormwater Drainage                           |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 47,510  | 39,613                     | 47,510  | 39,613           |  |  |  |  |  |
| Water Supply Network                          |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 61,490  | 56,064                     | 61,490  | 56,064           |  |  |  |  |  |
| Sewerage Network                              |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 51,274  | 45,198                     | 51,274  | 45,198           |  |  |  |  |  |
| Swimming Pools                                |         | 30/06/2022 | 30/06/2017                | _    | _         | _         | _                                | 1,871   | -                          | 1,871   | -                |  |  |  |  |  |
| Library Books                                 |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 117     | 162                        | 117     | 162              |  |  |  |  |  |
| Other Assets                                  |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 310     | 351                        | 310     | 351              |  |  |  |  |  |
| Tip Assets                                    |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 4,433   | 5,074                      | 4,433   | 5,074            |  |  |  |  |  |
| Quarry Assets                                 |         | 30/06/2022 | 30/06/2022                | _    | _         | _         | _                                | 518     | 587                        | 518     | 587              |  |  |  |  |  |
| Total infrastructure, property, plant and     |         | 30/00/2022 | 30/00/2022                |      |           |           |                                  | 010     | <u> </u>                   | 010     | 307              |  |  |  |  |  |
| equipment                                     |         |            |                           |      |           | 90,826    | 79,022                           | 874,395 | 846,726                    | 965,221 | 925,748          |  |  |  |  |  |
| continued on next page                        |         |            |                           |      |           |           |                                  |         |                            |         | Page 69 of 12    |  |  |  |  |  |

# E2-1 Fair value measurement (continued)

|                                                                  | Fair value measurement hierarchy |           |                        |               |                           |                         |                       |      |                            |       |                  |
|------------------------------------------------------------------|----------------------------------|-----------|------------------------|---------------|---------------------------|-------------------------|-----------------------|------|----------------------------|-------|------------------|
|                                                                  |                                  | Da        | te of latest valuation | Level 1 Quote | d prices in<br>ve markets | Level 2 S<br>observable | ignificant inputs 1,2 |      | Significant<br>able inputs | Total |                  |
| \$ '000                                                          | Notes                            | 2023      | 2022                   | 2023          | 2022                      | 2023                    | 2022                  | 2023 | 2022<br>Restated           | 2023  | 2022<br>Restated |
| Non-recurring fair value measurements                            |                                  |           |                        |               |                           |                         |                       |      |                            |       |                  |
| Discontinued operations Water Access Licences Total discontinued | 3                                | 0/06/2023 | 30/06/2022             | 6,370         | 2,428                     | _                       |                       | _    |                            | 6,370 | 2,428            |
| operations                                                       |                                  |           |                        | 6,370         | 2,428                     | _                       |                       | _    |                            | 6,370 | 2,428            |

<sup>(1)</sup> Community Land revalued at 30 June 2022 and resulted in a change from Level 3 to Level 2 observable inputs.

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<sup>(2)</sup> Buildings Specialised revalued at 30 June 2022 and resulted in a predominate change from Level 2 to Level 3 observable inputs.

### E2-1 Fair value measurement (continued)

## Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Plant and equipment, office equipment and furniture and fittings

Quoted prices in an active market for similar items and asset conditions have been used to revalue these assets. A full revaluation has been completed by APV Valuers and Asset Management) on the 31 December 2022.

Examples of assets within these classes are as follows:

- Plant & Equipment graders, trucks, rollers, tractors & motor vehicles
- · Office Equipment computers, photocopiers, phone systems etc.
- · Furniture & Fittings chairs, desks, cabinets etc.

#### **Operational and Community land**

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. Operational Land is valued based on purchase price and valuations provided by commercial valuers.

Community Land is based on land value of either recently sold properties which are of a similar type, the hypothetical development approach (using gross realisation, expected costs, profit and risk), the value to an adjoining owner approach (land has no commercial value and is valued with reference to adjoining owner land values) or the nominal value approach (land is deemed to have a nominal cost of \$1,000).

#### **Land Under Roads**

Last revalued in June 2018 internally by Council.

### **Land Improvements**

Land Improvements comprises of flood levee banks and associated infrastructure like penstocks and flood gates.

This asset class was inspected and valued internal by Council on 30 June 2023. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

#### Buildings - non-specialised and specialised

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. Council engaged commercial valuers to value all Council's buildings as at 30 June 2022. Valuation techniques remained the same for the reporting period.

#### Other structures

Other Structures comprise of sundry recreational assets, signage, shade sails, irrigation systems, lights, fencing, cemeteries, wharfs, boat ramps, skate parks, pounds, sheds, carports, bus shelters, playground equipment and caravan parks assets etc.

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

### Roads, bridges, bulk earthworks and footpaths

Council's Roads, Bridges Bulk Earthworks and Footpaths were inspected and valued by an independent consultant (Pavement Management Services) on 30 June 2021. The valuation was based on cost approach using Level 3 inputs to value this asset class and the following information was determined by the consultant for each component.

- The economic useful life has been assessed based on utilising construction year, asset replacement cost and condition after being reviewed carefully.
- · The remaining service potential was determined based on physical condition data sampled by Australis Valuers.
- The replacement costs were developed from unit rates, quantities, sub-component factors and intangible factors.

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### E2-1 Fair value measurement (continued)

- Condition assessment is based on factors such as age of the asset, overall condition, economic and functional obsolescence.
- · Pattern of consumption straight line pattern of consumption.
- Indexation has been applied for the 2022/23 financial year.

#### Drainage infrastructure

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. The valuation was based on cost approach using Level 3 inputs to value this asset class and the following information was determined by the consultant for each component.

- The economic useful life has been assessed based on utilising construction year, asset replacement cost and condition after being reviewed carefully.
- The remaining service potential was determined based on physical condition data sampled by APV Valuers and Asset Management.
- The replacement costs were developed from unit rates, quantities, sub-component factors and intangible factors.
- Condition assessment is based on factors such as age of the asset, overall condition, economic and functional
  obsolescence.
- Pattern of consumption straight line pattern of consumption.

#### Water supply network

Assets within this class comprise reservoirs, pumping station, treatment plants and reticulation and delivery mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on their final determination of fair value. Additionally due to limitations in the historical records of very long lived assets, there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water. These assets are assessed internally by technically qualified staff using externally provided indexation rates.

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022.

#### Sewerage network

Assets within this class comprise treatment plants, oxidation ponds, pumping stations and mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water. These assets are assessed internally by technically qualified staff using externally provided indexation rates.

This asset class was inspected and valued by an independent consultant (APV Valuers and Asset Management) on 30 June 2022.

# **Swimming Pools**

This asset class was inspected and valued by an independent consultant (APV Valuers and Asset Management) on 30 June 2023. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

#### Other Assets

Assets within this class comprise library books, heritage collections and reinstatement of tip and quarry assets etc. Council's Asset Department undertook a revaluation for these assets as at 30 June 2023. Quoted prices in an active market for similar items and condition assessment have been used to revalue these assets.

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### E2-1 Fair value measurement (continued)

Landfill remediation included a recalculation of remediation costs, which have a bearing on the asset valuation. The remediation costs for were based on a report provided by Talis Consultants in June 2022 and reviewed and index for the 2022/23 financial year.

Quarry assets were indexed as at 30 June 2023. Council had undertaken a full revaluation process for the 2020/21 financial year, using in-house experience and supplier invoices/ quotes (where applicable) to dervie unit costings at 30 June 2021. For 2022/23 financial year, there was a recalculation of remediation costs based on indexation parameters, which have a bearing on the asset valuation. The remediation costs were based on Infrastructure Department costs to remediate the assets.

#### Financial Assets - Non-current assets classified as "available for sale" - Shares

Council values the shares held at their original purchase prices as there are no quoted prices in an active market.

#### **Intangible Assets**

#### **Water Access Licences**

Council values water access licences based on quoted prices in an active market. These were changed for the current year and the previous year due to the recognition of previously unrecognised water rights.

### Fair value measurements using significant unobservable inputs (level 3)

#### The valuation process for level 3 fair value measurements

Council uses a combination of commercial Valuers and Council's Engineering Department staff.

Valuation Technique – where the Council staff are suitably qualified and are appropriately resourced to undertake the asset valuation, then an internal valuation will be undertaken. The calculation is based on the components unit costs of the asset class as disclosed in Note E2-1. Recent similar construction projects are assessed to determine the appropriate unit costs. This determines the "Gross carrying Amount". An assessment of the useful life and remaining useful life of the assets components, through a condition assessment is undertaken. This determines the "Accumulated Depreciation and Impairment" and the "Net Carrying Amount".

If suitably qualified staff are not available then the Council will employ contractors to do part or all of the above process.

Post Valuation - The Council's Director Engineering Services overviews the valuation process.

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# E2-1 Fair value measurement (continued)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

| \$ '000                                          | Fair value<br>(30/6/23)<br>2023 | Valuation technique/s        | Unobservable inputs                                                |
|--------------------------------------------------|---------------------------------|------------------------------|--------------------------------------------------------------------|
|                                                  |                                 | ·                            | ·                                                                  |
| <b>I,PP&amp;E</b> Plant and equipment            | 12,103                          | Depreciated Replacement Cost | Purchase Price<br>Remaining useful life<br>Residue Value           |
| Office equipment                                 | 769                             | Depreciated Replacement Cost | Purchase Price<br>Remaining useful life<br>Residue Value           |
| Furniture and fittings                           | 659                             | Depreciated Replacement Cost | Purchase Price<br>Remaining useful life<br>Residue Value           |
| Plant and Equipment (Leased)                     | 512                             | Depreciated Replacement Cost | Purchase Price<br>Remaining useful life<br>Residue Value           |
| Land improvements – depreciable                  | 12,539                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful Life |
| Buildings - non specialised                      | 18,026                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful Life |
| Buildings – specialised                          | 40,179                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful Life |
| Other structures                                 | 25,258                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful Life |
| Roads, bridges and footpaths                     | 453,622                         | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful Life |
| Bulk earthworks                                  | 143,205                         | Depreciated Replacement Cost | Gross Replacement Cost                                             |
| Stormwater drainage                              | 47,510                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful life |
| Water supply network                             | 61,490                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful life |
| Sewerage network                                 | 51,274                          | Depreciated Replacement Cost | Gross Replacement Cost<br>Asset Condition<br>Remaining useful life |
| Swimming Pools                                   | 1,871                           | Depreciated Replacement Cost | Gross Replacement Cost Asset Condition Remaining useful life       |
| Tips and Quarries                                | 4,951                           | Depreciated Replacement Cost | Gross Replacement Cost Asset Condition Remaining useful life       |
| Other Assets                                     | 427                             | Depreciated Replacement Cost | Gross Replacement Cost Asset Condition Remaining useful life       |
| Non-current assets classified as 'held for sale' |                                 |                              | -                                                                  |
| Shares                                           | -                               | Original Purchase Price      | Current value indefinable as not traded in an active share market  |

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# E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

|                                                                               | Plant and e<br>including |                  | Office equ          | uipment            | Furniture a        | nd fittings        | Land impr<br>depre  |                 |
|-------------------------------------------------------------------------------|--------------------------|------------------|---------------------|--------------------|--------------------|--------------------|---------------------|-----------------|
| \$ '000                                                                       | 2023                     | 2022             | 2023                | 2022               | 2023               | 2022               | 2023                | 2022            |
| Opening balance<br>Total gains or losses for<br>the period                    | 11,448                   | 13,464           | 1,210               | 1,568              | 666                | 474                | 9,101               | 3,68            |
| Other movements                                                               |                          |                  |                     |                    |                    |                    |                     |                 |
| Purchases (GBV)                                                               | 1,487                    | 1,505            | _                   | 136                | 5                  | 19                 | _                   |                 |
| Disposals (WDV)                                                               | (190)                    | (212)            | _                   | -                  | _                  | _                  | _                   |                 |
| Depreciation and impairment Revaluation Movement -                            | (2,693)                  | (1,455)          | (461)               | (310)              | (39)               | (43)               | (6)                 | (113            |
| Equity<br>Revaluation Movement -                                              | 2,596                    | _                | 20                  | _                  | 27                 | 216                | 3,444               | 5,520           |
| Income Statement                                                              | _                        | (1,836)          | _                   | (193)              | _                  | _                  | _                   |                 |
| Other                                                                         | (33)                     | (1,000)          | _                   | 9                  | _                  | _                  | _                   |                 |
| Closing balance                                                               | 12,615                   | 11,448           | 769                 | 1,210              | 659                | 666                | 12,539              | 9,10            |
|                                                                               |                          |                  |                     |                    |                    |                    |                     |                 |
|                                                                               | Building s               | pecialised       | Building<br>Specia  |                    | Other str          | ructures           | Roads, bri<br>footp |                 |
| \$ '000                                                                       | 2023                     | 2022             | 2023                | 2022               | 2023               | 2022<br>Restated   | 2023                | 202             |
| y                                                                             |                          |                  |                     |                    |                    | เงอเสเซน           |                     |                 |
| Opening balance<br>Total gains or losses for<br>the period                    | 37,080                   | 30,029           | 17,615              | 9,207              | 23,879             | 18,624             | 391,670             | 389,76          |
| Other movements                                                               |                          |                  |                     |                    |                    |                    |                     |                 |
| Purchases (GBV)                                                               | 824                      | 150              | 43                  | 82                 | 65                 | 1,821              | 13,990              | 13,69           |
| Disposals (WDV)                                                               | -                        | _                | -                   | -                  | (1)                | (13)               | (3,698)             | (2,333          |
| Depreciation and impairment                                                   | (950)                    | (1,268)          | (396)               | (367)              | (1,626)            | (813)              | (12,502)            | (15,392         |
| Revaluation Movement -                                                        |                          | 7.054            |                     | 0.005              |                    | 4.040              |                     | 5.04            |
| Equity                                                                        | 3,225                    | 7,851            | 722                 | 8,695              | 2,941              | 4,249              | 64,212              | 5,94            |
| Revaluation Movement -<br>Income Statement                                    | _                        | _                | _                   | _                  |                    | _                  | _                   |                 |
| Other                                                                         | _                        | 318              | 42                  | (2)                | _                  | 11                 | (50)                |                 |
| Closing balance                                                               | 40,179                   | 37,080           | 18,026              | 17,615             | 25,258             | 23,879             | 453,622             | 391,670         |
|                                                                               |                          |                  |                     |                    |                    |                    |                     |                 |
| \$ '000                                                                       | Bulk earl                | thworks<br>2022  | Stormwater<br>2023  | drainage<br>2022   | Water supp<br>2023 | ly network<br>2022 | Sewerage<br>2023    | network<br>2022 |
|                                                                               | 2020                     | 2022             |                     | 2022               |                    |                    |                     | 202.            |
| Opening balance<br>Total gains or losses for<br>the period<br>Other movements | 207,812                  | 203,230          | 39,613              | 45,902             | 56,064             | 41,529             | 45,198              | 38,77           |
| Purchases (GBV)                                                               | 1,424                    | 1,243            | 3,875               | 2,116              | 2,554              | 5,047              | 2,864               | 62              |
| Disposals (WDV)                                                               | (1,658)                  | (272)            | -                   | (11)               | (106)              | (327)              | (16)                | (218            |
| Depreciation and impairment                                                   | _                        | (2,2)            | (667)               | (646)              | (1,396)            | (1,189)            | (1,186)             | (965            |
| Revaluation Movement -                                                        | (0.1.0==:                | 26::             |                     | /= = : = :         |                    |                    |                     |                 |
| Equity<br>Revaluation Movement -                                              | (64,373)                 | 3,611            | 4,689               | (7,748)            | 4,374              | 11,004             | 4,414               | 6,97            |
| Income Statement                                                              | _                        | _                | _                   | _                  | _                  | _                  | _                   |                 |
| Closing balance                                                               | 143,205                  | 207,812          | 47,510              | 39,613             | 61,490             | 56,064             | 51,274              | 45,19           |
|                                                                               | Our down 1               |                  | Tip and a -         | ww                 | Other              |                    | <del>-</del> -      | <b>4</b> a l    |
|                                                                               | Swimmin<br>2023          | ig pools<br>2022 | Tip and qua<br>2023 | rry assets<br>2022 | Other a 2023       | assets<br>2022     | To<br>2023          | tai<br>2022     |
| \$ '000                                                                       |                          |                  |                     |                    |                    |                    |                     | Restate         |
| Opening balance                                                               | _                        | _                | 5,661               | 2,540              | 513                | 783                | 847,530             | 799,57          |
| Purchases (GBV)                                                               | _                        | _                | 38                  | 2,540              | 513                | 33                 |                     |                 |
| Disposals (WDV)                                                               | _                        | _                |                     | _                  | _                  |                    | 27,169<br>(5.707)   | 26,469          |
| Dioposais (VVDV)                                                              | -                        | _                | (30)                | _                  | _                  | _                  | (3,707)             | (3,386          |
| continued on next page                                                        | -                        | -                | (38)                | -                  | -                  | _                  | (5,707)<br>F        | (3<br>Pade 7    |

# E2-1 Fair value measurement (continued)

|                               | Swimming pools |      | Tip and quarry assets |       | Other assets |       | Total    |          |
|-------------------------------|----------------|------|-----------------------|-------|--------------|-------|----------|----------|
|                               | 2023           | 2022 | 2023                  | 2022  | 2023         | 2022  | 2023     | 2022     |
| \$ '000                       |                |      |                       |       |              |       |          | Restated |
| Depreciation and impairment   | (81)           | _    | (967)                 | (336) | (106)        | (80)  | (23,076) | (22,977) |
| Revaluation Movement - Equity | 1,952          | _    | _                     | _     | 20           | 125   | 28,263   | 46,453   |
| Revaluation Movement -        | •              |      |                       |       |              |       |          |          |
| Income Statement              | _              | _    | _                     | _     | -            | _     | -        | (2,029)  |
| Reinstatement                 | -              | -    | 257                   | 3,457 | _            | -     | 257      | 3,457    |
| Other                         | _              | _    | _                     | _     | _            | (348) | (41)     | (30)     |
| Closing balance               | 1,871          | _    | 4,951                 | 5,661 | 427          | 513   | 874,395  | 847,530  |

# Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

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# E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

#### **LIABILITIES NOT RECOGNISED**

#### 1. Guarantees

#### (i) Defined benefit superannuation contribution plans

Murray River Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for
  each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- · The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund. The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working lifetime of a typical new entrant is calculated. The current standard employer contribution rates are:

| Division B | 1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members* |
|------------|-------------------------------------------------------------------------------------|
| Division C | 2.5% Salaries                                                                       |
| Division D | 1.64 times member contributions                                                     |

<sup>\*\*</sup> For 180 Point Members, Employers are required to contribute 8.0% of salaries for the year ending 30 June 2023 (increasing to 8.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities. It is estimated that there are \$22,422.12 past service contributions remaining.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses, However, there is no relief under the fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the council.

There are no specific provisions under the fund's trust deed dealing with deficits or surplus on wind-up.

The amount of employer contributions to the defined benefit section of the Scheme and recognised as an expense and disclosed as part of the superannuation expenses in Note B3-1 for the year ending 30 June 2023 was \$52,799.79. The last valuation of the Scheme was performed by Actuary, Mr. Richard Boyfield for the year ended 30 June 2022.

Murray River Council's expected contribution to the plan for the next annual reporting period is \$39,288.24.

The estimated employer reserves financial position for the pooled employees at 30 June 2023 is:

| Employer reserves only*  | \$millions | Asset Coverage |
|--------------------------|------------|----------------|
| Assets                   | 2,290.9    |                |
| Past Service Liabilities | 2,236.1    | 102.4%         |

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# E3-1 Contingencies (continued)

| Vested Benefits | 2,253.6 | 101.7% |
|-----------------|---------|--------|

<sup>\*</sup> excluding member accounts and reserves on both assets and liabilities

Murray River Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Murray River Council's accounts. Murray River Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long-term assumptions used to calculate the present value of accrued benefits are:

| Investment return | 6.00% per annum            |  |  |  |
|-------------------|----------------------------|--|--|--|
| Salary inflation  | 3.50% per annum            |  |  |  |
| Increase in CPI   | 6.0% for FY 22/23          |  |  |  |
| Increase in CPI   | 2.50% per annum thereafter |  |  |  |

<sup>\*</sup>Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers.

#### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

#### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

#### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

#### 2. Other liabilities

#### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

#### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

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# E3-1 Contingencies (continued)

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

#### **ASSETS NOT RECOGNISED**

#### (i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

#### (ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

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# F People and relationships

# F1 Related party disclosures

# F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. The amount of KMP compensation included in Income Statement:

| \$ '000                  | 2023  | 2022  |
|--------------------------|-------|-------|
|                          |       |       |
| Short-term benefits      | 3,412 | 1,855 |
| Post-employment benefits | 296   | 181   |
| Other long-term benefits | 73    | 48    |
| Termination benefits     | 40    | 23    |
| Total                    | 3,821 | 2,107 |

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

| Nature of the transaction<br>\$ '000      | Ref | Transactions during the year | Outstanding<br>balances<br>including<br>commitments | Terms and conditions | Impairment<br>provision on<br>outstanding<br>balances | Impairment<br>expense |
|-------------------------------------------|-----|------------------------------|-----------------------------------------------------|----------------------|-------------------------------------------------------|-----------------------|
| 2023                                      |     |                              |                                                     |                      |                                                       |                       |
| Automotive business (registration checks) |     | 1                            | _                                                   |                      | _                                                     | _                     |
| General Store                             |     | 1                            | _                                                   |                      | _                                                     | _                     |
| Excavations                               |     | 460                          | -                                                   |                      | -                                                     | -                     |
| Arborist                                  |     | 46                           | _                                                   |                      | -                                                     | -                     |
| Deferred debtor loan                      | 1   | -                            | -                                                   |                      | -                                                     | -                     |
| 2022                                      |     |                              |                                                     |                      |                                                       |                       |
| Automotive business (registration checks) |     | 1                            | _                                                   |                      | _                                                     | _                     |
| General Store                             |     | _                            | _                                                   |                      | _                                                     | _                     |
| Excavations                               |     | _                            | _                                                   |                      | _                                                     | _                     |
| Arborist                                  |     | _                            | _                                                   |                      | _                                                     | _                     |
| Deferred debtor loan                      | 1   | 22                           | -                                                   |                      | -                                                     | -                     |

<sup>1.</sup> A KMP has purchased land from Council at arm's length.

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# F1-2 Councillor and Mayoral fees and associated expenses

| \$ '000  |                                                                                                                                                                             | 2023     | 2022 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|
|          | regate amount of Councillor and Mayoral fees and associated expenses<br>I in materials and services expenses in the Income Statement are:                                   |          |      |
| Mayoral  | fee                                                                                                                                                                         | 28       | 16   |
|          | ors' fees                                                                                                                                                                   | 114      | 118  |
|          | ouncillors' expenses (including Mayor)                                                                                                                                      | 123      | 100  |
|          | Expenses                                                                                                                                                                    | <u>-</u> |      |
| Total    |                                                                                                                                                                             | 265      | 234  |
| F2       | Other relationships                                                                                                                                                         |          |      |
| F2-1     | Audit fees                                                                                                                                                                  |          |      |
| \$ '000  |                                                                                                                                                                             | 2023     | 2022 |
| of Coun  | he year, the following fees were incurred for services provided by the auditor cil, related practices and non-related audit firms  rs of the Council - NSW Auditor-General: |          |      |
| (i) Audi | t and other assurance services                                                                                                                                              |          |      |
| ` '      | d review of financial statements                                                                                                                                            | 145      | 134  |
| Remur    | neration for audit and other assurance services                                                                                                                             | 145      | 134  |
| (ii) Non | -assurance services                                                                                                                                                         |          |      |
| Tax con  | npliance services                                                                                                                                                           | _        | 1    |
| Remur    | neration for non-assurance services                                                                                                                                         | _        | 1    |
| Total A  | auditor-General remuneration                                                                                                                                                | 145      | 135  |
| Non N    | SW Auditor-General audit firms                                                                                                                                              |          |      |
| ` '      | t and other assurance services                                                                                                                                              |          |      |
|          | audit services                                                                                                                                                              | 24       | 22   |
| Remur    | neration for audit and other assurance services                                                                                                                             | 24       | 22   |

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39

48

70

205

36

36

60

205

(ii) Non-assurance services

Audit Risk and Improvement Committee

Remuneration for non-assurance services

Total remuneration of non NSW Auditor-General audit firms

Waste Audit

Total audit fees

#### G Other matters

# G1-1 Statement of Cash Flows information

#### Reconciliation of net operating result to cash provided from operating activities (a)

| 000'                                                                                | 2023     | 2022<br>Restated |
|-------------------------------------------------------------------------------------|----------|------------------|
| Net operating result from Income Statement                                          | 15,021   | (2,216)          |
| Add / (less) non-cash items:                                                        | •        | ,                |
| Depreciation and amortisation                                                       | 23,076   | 22,977           |
| Gain) / loss on disposal of assets                                                  | 4,800    | 4,078            |
| Non-cash capital grants and contributions                                           | (13,624) | (6,568)          |
| osses/(gains) recognised on fair value re-measurements through the P&L:             | , , ,    | , ,              |
| - Revaluation decrements / impairments of IPP&E direct to P&L                       | 169      | 2,078            |
| - Other (Revaluation Intangible Assets)                                             | 1,062    | 139              |
| Amortisation of premiums, discounts and prior period fair valuations                | ·        |                  |
| - Interest exp. on interest-free loans received by Council (previously fair valued) | 13       | 17               |
| Novements in operating assets and liabilities and other cash items:                 |          |                  |
| Increase) / decrease of receivables                                                 | 1,297    | (5,973)          |
| ncrease / (decrease) in provision for impairment of receivables                     | 2        | 10               |
| Increase) / decrease of inventories                                                 | 192      | 45               |
| Increase) / decrease of other current assets                                        | 256      | (447)            |
| ncrease / (decrease) in payables                                                    | (11)     | (305)            |
| ncrease / (decrease) in other accrued expenses payable                              | 475      | 62               |
| ncrease / (decrease) in other liabilities                                           | 479      | 543              |
| ncrease / (decrease) in contract liabilities                                        | (84)     | 919              |
| ncrease / (decrease) in employee benefit provision                                  | (585)    | 431              |
| ncrease / (decrease) in other provisions                                            | 542      | 3,460            |
| Net cash flows from operating activities                                            | 33,080   | 19,250           |

| Developer contributions 'in kind'                 | 13,624 | 6,555 |
|---------------------------------------------------|--------|-------|
| Total non-cash investing and financing activities | 13,624 | 6,555 |

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### G2-1 Commitments

| Capital commitments (exclusive of GST)                                                                                 |        |        |
|------------------------------------------------------------------------------------------------------------------------|--------|--------|
| \$ '000                                                                                                                | 2023   | 2022   |
| Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities: |        |        |
| Property, plant and equipment                                                                                          |        |        |
| Plant and equipment                                                                                                    | _      | 364    |
| Road infrastructure                                                                                                    | 595    | 4,080  |
| Bridges                                                                                                                | 3,804  | 4,674  |
| Other                                                                                                                  | 4,953  | 1,900  |
| Wastewater                                                                                                             | -      | 422    |
| Buildings                                                                                                              | 5,041  |        |
| Total commitments                                                                                                      | 14,393 | 11,440 |
| These expenditures are payable as follows:                                                                             |        |        |
| Within the next year                                                                                                   | 14,393 | 11,440 |
| Total payable                                                                                                          | 14,393 | 11,440 |
| Sources for funding of capital commitments:                                                                            |        |        |
| Unexpended grants                                                                                                      | 1,180  | 364    |
| Externally restricted reserves                                                                                         | 763    | 422    |
| Unrestricted general funds                                                                                             | 2,778  | 227    |
| Future grants and contributions                                                                                        | 9,672  | 10,427 |
| Total sources of funding                                                                                               | 14,393 | 11,440 |

#### **Details of capital commitments**

Construction of Landfill Cell and Leachate Pond \$2.147 Million, Installation of Leachate Management System \$690K Construction of Moama Pre School \$4.692 Million Supply and installation to bridges \$3.804 Million Sports Lighting upgrades \$904K Sports change facility – Jack Eddy oval \$185K Tatalia Road/Cobb Highway Intersection Upgrade – stage 1 \$595K

# G3-1 Events occurring after the reporting date

Council is aware of the following 'non-adjusting events' that merit disclosure:

- Council has resolved at the August 2023 ordinary council meeting (resolution 090823) that it will put up for sale Lot 3 DP 813704 Mathoura Line Road Moama through an expression of interest process. Council, as of 30 June 2023, carried this land as Operational Land. Upon council resolution, it has become land held for sale.

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# G4 Changes from prior year statements

#### G4-1 Correction of errors

#### Infrastructure, Property, Plant and Equipment Assets (IPP&E)

Council had the Other Structures asset class revalued as part of the 2021/22 financial year. The results of that revaluation were booked in Council's financial system as of 30 June 2022. A review of the Other Structures asset register for the 2022/23 financial year subsequently identified a net fair value of \$8,518,810 variance, which was the result of certain assets being omitted in the final 2021/22 financial year valuation report.

Council instructed the valuer who performed the original 2021/22 valuation to update it with the identified assets and reissue the revaluation report as of 30 June 2022.

The result of the prior period adjustment is as follows:

Gross replacement value \$12,641,584 Less accumulated depreciation \$8,523,588

The amendment identified has been corrected by restating the IPP&E and Income Statement balances as of 30 June 2022 and taking the adjustment through to both accumulated surplus of \$1,210,922 and revaluation reserve of \$7,312,666.

The Income Statement needed to be adjusted at 30 June 2023 as there Other structures revaluation reserve was insufficient to cover the revaluation decrement. As a result, \$1,210,922 was recognised as an expense in the Depreciation, amortisation and impairment of non-financial assets expense line. The prior period adjustment requires this decrement to be reversed with the remaining balance of the adjustment of \$7,312,666 increase the Other Structures revaluation reserve.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

#### **Statement of Financial Position**

|                                                      | Original                 | Impact                  | Restated                 |
|------------------------------------------------------|--------------------------|-------------------------|--------------------------|
| \$ '000                                              | Balance<br>30 June, 2022 | Increase/<br>(decrease) | Balance<br>30 June, 2022 |
| \$ 000                                               | 30 Julie, 2022           | (uecrease)              | 30 Julie, 2022           |
| Infrastructure, property, plant and equipment (IPPE) | 927,261                  | 8,524                   | 935,785                  |
| Total non-current assets                             | 933,529                  | 8,524                   | 942,053                  |
| Total assets                                         | 997,094                  | 8,524                   | 1,005,618                |
| Net assets                                           | 970,595                  | 8,524                   | 979,119                  |
| Accumulated Surplus                                  | 729,504                  | 1,211                   | 730,715                  |
| IPPE Revaluation Reserve                             | 241,091                  | 7,313                   | 248,404                  |
| Total equity                                         | 970,595                  | 8,524                   | 979,119                  |

#### Income Statement

| § '000                                                            | Original<br>Balance<br>30 June, 2022 | Impact<br>Increase/<br>(decrease) | Restated<br>Balance<br>30 June, 2022 |
|-------------------------------------------------------------------|--------------------------------------|-----------------------------------|--------------------------------------|
| Depreciation, amortisation and impairment of non-financial assets | 26,266                               | (1,211)                           | 25,055                               |
| Total expenses from continuing operations                         | 68,337                               | (1,211)                           | 67,126                               |
| Net operating result for the year                                 | (3,427)                              | 1,211                             | (2,216)                              |

continued on next page Page 84 of 126

# G4-1 Correction of errors (continued)

# **Statement of Comprehensive Income**

| \$ '000                                                           | Original<br>Balance<br>30 June, 2022 | Impact<br>Increase/<br>(decrease) | Restated<br>Balance<br>30 June, 2022 |
|-------------------------------------------------------------------|--------------------------------------|-----------------------------------|--------------------------------------|
| Net operating result for the year                                 | (3,427)                              | 1,211                             | (2,216)                              |
| Gain (loss) on revaluation of infrastructure, property, plant and |                                      |                                   |                                      |
| equipment                                                         | 97,579                               | 7,313                             | 104,892                              |
| Other comprehensive income                                        | 97,718                               | 7,313                             | 105,031                              |
| Total comprehensive income for the year                           | 94,291                               | 8,524                             | 102,815                              |

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# G5 Statement of developer contributions as at 30 June 2023

# G5-1 Summary of developer contributions

|                                           | Opening                   | Contributio | ons received during the year |                   | Interest and             |                  |                        | Held as                             | Cumulative<br>balance of internal |
|-------------------------------------------|---------------------------|-------------|------------------------------|-------------------|--------------------------|------------------|------------------------|-------------------------------------|-----------------------------------|
| \$ '000                                   | balance at<br>1 July 2022 | Cash        | Non-cash Land                | Non-cash<br>Other | investment income earned | Amounts expended | Internal<br>borrowings | restricted<br>asset at 30 June 2023 | borrowings<br>(to)/from           |
| Drainage                                  | 164                       | 114         | _                            | 5,885             | 6                        | _                | _                      | 284                                 | _                                 |
| Roads                                     | 1,754                     | 987         | _                            | 3,812             | 60                       | (96)             | _                      | 2,705                               | -                                 |
| Open space                                | 234                       | 114         | _                            | _                 | 7                        | (54)             | _                      | 301                                 | -                                 |
| Community facilities                      | 104                       | 48          | _                            | _                 | 3                        | _                | _                      | 155                                 | _                                 |
| Domestic Waste                            | 139                       | 76          | _                            | -                 | 1                        | (138)            | _                      | 78                                  | _                                 |
| S7.11 contributions – under a plan        | 2,395                     | 1,339       | -                            | 9,697             | 77                       | (288)            | -                      | 3,523                               | -                                 |
| S7.12 levies – under a plan               | 383                       | _           | _                            | _                 | 13                       | _                | _                      | 396                                 | _                                 |
| Total S7.11 and S7.12 revenue under plans | 2,778                     | 1,339       | -                            | 9,697             | 90                       | (288)            | _                      | 3,919                               | _                                 |
| S7.11 not under plans                     | 16                        | _           | _                            | _                 | 1                        | _                | _                      | 17                                  | _                                 |
| S64 contributions                         | 1,987_                    | 1,208       | _                            | 5,702             | 59                       | (238)            | _                      | 3,016                               | _                                 |
| Total contributions                       | 4,781                     | 2,547       | _                            | 15,399            | 150                      | (526)            | _                      | 6,952                               | _                                 |

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

# G5-2 Developer contributions by plan

|                              | Opening                   | Contributi | ons received during the yea | ar                | Interest and             |                  |                        | Held as                          | Cumulative<br>balance of internal |
|------------------------------|---------------------------|------------|-----------------------------|-------------------|--------------------------|------------------|------------------------|----------------------------------|-----------------------------------|
| \$ '000                      | balance at<br>1 July 2022 | Cash       | Non-cash Land               | Non-cash<br>Other | investment income earned | Amounts expended | Internal<br>borrowings | restricted asset at 30 June 2023 | borrowings<br>(to)/from           |
| CONTRIBUTION PLAN (former Mu | rray Shire)               |            |                             |                   |                          |                  |                        |                                  |                                   |
| Drainage                     | 149                       | 114        | _                           | _                 | 5                        | _                | _                      | 268                              | _                                 |
| Roads                        | 1,404                     | 684        | _                           | 3,812             | 49                       | (67)             | _                      | 2,070                            | _                                 |
| Open space                   | 224                       | 113        | -                           | -                 | 7                        | (52)             | -                      | 292                              | -                                 |
| Community facilities         | 71                        | 48         | _                           | _                 | 2                        | _                | -                      | 121                              | _                                 |
| Domestic Waste               | 139                       | 76         | _                           | -                 | 1                        | (138)            | _                      | 78                               | _                                 |
| Total                        | 1,987                     | 1,035      | _                           | 3,812             | 64                       | (257)            | _                      | 2,829                            | _                                 |
| CONTRIBUTION PLAN (former Wa | ikool)                    |            |                             |                   |                          |                  |                        |                                  |                                   |
| Drainage                     | 15                        | _          | _                           | 5,885             | 1                        | _                | _                      | 16                               | _                                 |
| Roads                        | 350                       | 303        | _                           | _                 | 11                       | (29)             | _                      | 635                              | _                                 |
| Open space                   | 10                        | 1          | _                           | _                 | _                        | (2)              | _                      | 9                                | _                                 |
| Community facilities         | 33                        | -          | -                           | -                 | 1                        | _                | -                      | 34                               | -                                 |

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| G5-2 | Developer | contributions | by plan | (continued) |  |
|------|-----------|---------------|---------|-------------|--|
|------|-----------|---------------|---------|-------------|--|

| Total                                                                                                                                                                  | 408                                                                      | 304                  | _                          | 5,885                      | 13                      | (31)              |                | 694                     |                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------|----------------------------|----------------------------|-------------------------|-------------------|----------------|-------------------------|------------------------------------------------|
|                                                                                                                                                                        | Opening balance at                                                       |                      | s received during the year | Non-cash                   | Interest and investment | Amounts           | Internal       | Held as restricted      | Cumulative<br>balance of interna<br>borrowings |
| \$ '000                                                                                                                                                                | 1 July 2022                                                              | Cash                 | Non-cash Land              | Other                      | income earned           | expended          | borrowings     | asset at 30 June 2023   | (to)/from                                      |
| S7.12 Levies – under a <sub>l</sub>                                                                                                                                    | plan                                                                     |                      |                            |                            |                         |                   |                |                         |                                                |
| CONTRIBUTION PLAN (former Murray                                                                                                                                       | •                                                                        |                      |                            |                            |                         |                   |                |                         |                                                |
| Community facilities                                                                                                                                                   | 383                                                                      |                      | -                          |                            | 13                      | _                 |                | 396                     | -                                              |
| Total                                                                                                                                                                  | 383                                                                      |                      | _                          | -                          | 13                      |                   |                | 396                     |                                                |
| G5-3 Contributions no                                                                                                                                                  | •                                                                        | 5                    |                            |                            |                         |                   |                |                         |                                                |
|                                                                                                                                                                        | •                                                                        | -<br>-               | <u>-</u>                   |                            | 1 1                     | <u>-</u>          |                | 17<br>17                |                                                |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 contribution                                                                                             | A PLAN (former Wakool)  16 16 16                                         | _                    |                            |                            |                         |                   | <u> </u>       |                         | -                                              |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 CONTRIBUTION S64 CONTRIBUTION                                                                            | A PLAN (former Wakool)  16 16 16  18                                     | <u>-</u><br>-        | -                          | -                          | 1                       | -                 | <del>_</del> = | 17                      | <u>.</u>                                       |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 CONTRIBUTION S64 CONTRIBUTION S64 CONTRIBUTION Sewer                                                     | A PLAN (former Wakool)  16 16 16  18  18                                 | _<br>_<br>_<br>416   | -                          | 3,268                      | 35                      | (92)              | _              | 1,461                   | -<br>-                                         |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 Contribution S64 contributions (former Murray Shire Sewer Water                                          | A PLAN (former Wakool)  16 16 16  18  18  18  19  11  11  11  11  11  11 | -<br>-<br>416<br>784 | -                          | <b>-</b><br>3,268<br>2,434 | 1<br>35<br>16           | (92)              |                | 1,461<br>1,185          | -                                              |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 Contribution S64 contributions (former Murray Shire Sewer Water                                          | A PLAN (former Wakool)  16 16 16  18  18                                 | _<br>_<br>_<br>416   | -                          | 3,268                      | 35                      | (92)              | _              | 1,461                   | -<br>-                                         |
| S94 CONTRIBUTIONS - NOT UNDER A Kerb & Gutter Total  G5-4 S64 CONTRIBUTION S64 CONTRIBUTION                                                                            | A PLAN (former Wakool)  16 16 16  18  18  18  19  11  11  11  11  11  11 | -<br>-<br>416<br>784 | -                          | <b>-</b><br>3,268<br>2,434 | 1<br>35<br>16           | (92)              |                | 1,461<br>1,185          | -<br>-                                         |
| S94 CONTRIBUTIONS – NOT UNDER A Kerb & Gutter Total  G5-4 S64 Contribution S64 contributions (former Murray Shire Sewer Water Total  S64 contributions (former Wakool) | A PLAN (former Wakool)  16 16 16  18  18  18  19  11  11  11  11  11  11 | -<br>-<br>416<br>784 | -                          | <b>-</b><br>3,268<br>2,434 | 1<br>35<br>16           | (92)              |                | 1,461<br>1,185          | -<br>-<br>-                                    |
| S94 CONTRIBUTIONS – NOT UNDER A Kerb & Gutter Total  G5-4 S64 contribution S64 contributions (former Murray Shire Sewer Water Total                                    | PLAN (former Wakool)  16  16  16  18  19  11  11  11  11  11  11  11  11 | 416<br>784<br>1,200  | -                          | <b>-</b><br>3,268<br>2,434 | 35<br>16<br>51          | (92)<br>-<br>(92) |                | 1,461<br>1,185<br>2,646 | -<br>-<br>-                                    |

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# G6 Statement of performance measures

#### G6-1 Statement of performance measures - consolidated results

|                                                                                        | Amounts  | Indicator | Indic    | ators    | Benchmark |
|----------------------------------------------------------------------------------------|----------|-----------|----------|----------|-----------|
|                                                                                        |          |           | Restated |          |           |
| \$ '000                                                                                | 2023     | 2023      | 2022     | 2021     |           |
| 1. Operating performance ratio                                                         |          |           |          |          |           |
| Total continuing operating revenue excluding                                           |          |           |          |          |           |
| capital grants and contributions less operating                                        |          |           |          |          |           |
| expenses 1,2                                                                           | (13,706) | (25.90)%  | (31.18)% | (11.51)% | > 0.00%   |
| Total continuing operating revenue excluding                                           | 52,916   | ,         | , ,      | , ,      |           |
| capital grants and contributions 1                                                     |          |           |          |          |           |
| 2. Own source operating revenue ratio                                                  |          |           |          |          |           |
| Total continuing operating revenue excluding all                                       |          |           |          |          |           |
| grants and contributions 1                                                             | 31,646   | 36.54%    | 42.90%   | 43.70%   | > 60.00%  |
| Total continuing operating revenue <sup>1</sup>                                        | 86,614   |           |          |          |           |
| 3. Unrestricted current ratio                                                          |          |           |          |          |           |
| Current assets less all external restrictions                                          | 24,672   |           |          |          |           |
| Current liabilities less specific purpose liabilities                                  | 7,978    | 3.09x     | 3.71x    | 3.53x    | > 1.50x   |
|                                                                                        | ,        |           |          |          |           |
| 4. Debt service cover ratio                                                            |          |           |          |          |           |
| Operating result before capital excluding interest                                     |          |           |          |          |           |
| and depreciation/impairment/amortisation 1                                             | 9,752    | 8.11x     | 8.58x    | 16.39x   | > 2.00x   |
| Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement) | 1,202    |           |          |          |           |
| plus berrowing cools (income clatemone)                                                |          |           |          |          |           |
| 5. Rates and annual charges outstanding                                                |          |           |          |          |           |
| percentage                                                                             |          |           |          |          |           |
| Rates and annual charges outstanding                                                   | 2,502    | 11.57%    | 11.72%   | 10.19%   | < 10.00%  |
| Rates and annual charges collectable                                                   | 21,628   | 11.01 /0  | 270      | 10.1070  | 10.0070   |
| 6. Cash expense cover ratio                                                            |          |           |          |          |           |
| Current year's cash and cash equivalents plus all                                      |          |           |          |          |           |
| term deposits                                                                          | 57,210   | 14.67     | 13.44    | 16.27    | > 3.00    |
| Monthly payments from cash flow of operating                                           | 3,899    | months    | months   | months   | months    |
| and financing activities                                                               |          |           |          |          |           |

<sup>(1)</sup> Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

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<sup>(2)</sup> Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

# G6-2 Statement of performance measures by fund

|                                                                                                                                            | General In | dicators <sup>3</sup> | Water In | dicators | Sewer In | dicators | Benchmark |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------|----------|----------|----------|----------|-----------|
| \$ '000                                                                                                                                    | 2023       | 2022                  | 2023     | 2022     | 2023     | 2022     |           |
| 1. Operating performance ratio                                                                                                             |            |                       |          |          |          |          |           |
| Total continuing operating revenue excluding capital grants and contributions less operating expenses 1,2                                  | (50.71)%   | (43.95)%              | 33.63%   | 16.27%   | 53.61%   | 22.94%   | > 0.00%   |
| Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>                                                 | . (*** )** | ,                     |          |          |          |          |           |
| 2. Own source operating revenue ratio                                                                                                      |            |                       |          |          |          |          |           |
| Total continuing operating revenue excluding capital grants and contributions <sup>1</sup> Total continuing operating revenue <sup>1</sup> | 32.98%     | 36.19%                | 51.77%   | 79.28%   | 54.78%   | 76.11%   | > 60.00%  |
| 3. Unrestricted current ratio                                                                                                              |            |                       |          |          |          |          |           |
| Current assets less all external restrictions                                                                                              | 0.00       | 0.74                  | 04.74    | 40.05    | 202 70   | 404.00   | . 4.50    |
| Current liabilities less specific purpose liabilities                                                                                      | - 3.09x    | 3.71x                 | 34.74x   | 42.85x   | 303.79x  | 404.06x  | > 1.50x   |
| 4. Debt service cover ratio                                                                                                                |            |                       |          |          |          |          |           |
| Operating result before capital excluding interest and                                                                                     |            |                       |          |          |          |          |           |
| depreciation/impairment/amortisation <sup>1</sup> Principal repayments (Statement of Cash Flows) plus borrowing costs (Income              | 0.96x      | 4.65x                 | ∞        | ∞        | ∞        | ∞        | > 2.00x   |
| Statement)                                                                                                                                 |            |                       |          |          |          |          |           |
| 5. Rates and annual charges outstanding percentage                                                                                         |            |                       |          |          |          |          |           |
| Rates and annual charges outstanding                                                                                                       | - 15.43%   | 15.44%                | 0.00%    | 0.00%    | 0.00%    | 0.00%    | < 10.00%  |
| Rates and annual charges collectable                                                                                                       | 10.40 /0   | 13.4470               | 0.0070   | 0.0070   | 0.0070   | 0.0070   | 10.0070   |
| 6. Cash expense cover ratio                                                                                                                |            |                       |          |          |          |          |           |
| Current year's cash and cash equivalents plus all term deposits                                                                            | 14.28      | 12.78                 | ∞        | ∞        | ∞        | ∞        | > 3.00    |
| Monthly payments from cash flow of operating and financing activities                                                                      | months     | months                |          |          |          |          | months    |

<sup>(1) - (2)</sup> Refer to Notes at Note 26a above.

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<sup>(3)</sup> General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

End of the audited financial statements

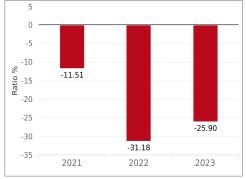
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### H Additional Council disclosures (unaudited)

### H1-1 Statement of performance measures – consolidated results (graphs)





### Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

### Commentary on 2022/23 result

2022/23 ratio (25.90)%

Operating performance continues to perform under the threshold of 0 or above. Ratio has improved when compared to 2022 year and whilst overall revenue has increased from 2022 \$64.9 million up to \$86.5 million, capital grant and contributions accounts for \$15.3 million of this difference - capital revenue is excluded from the operating result ratio. The high depreciation expense continues to have a significant impact on this ratio.

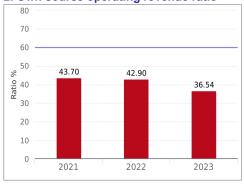
Benchmark: - > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

### 2. Own source operating revenue ratio



### Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

#### Commentary on 2022/23 result

2022/23 ratio 36.54%

Council continues to rely heavily on grant funding, which results in this ratio being below the minimum 60% benchmark. Council will struggle to achieve this benchmark as it has reliance on grant funding to function due to the low rate base to levy rates and annual charges. Has decreased for the 2022/23 year due to increase in operational grant funding for flood preparation, response and repair works.

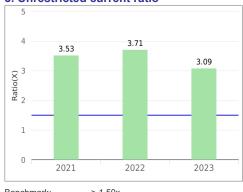
Benchmark: - > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

### 3. Unrestricted current ratio



### Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

### Commentary on 2022/23 result

2022/23 ratio 3.09x

This benchmark continues to perform well. Has remained consistent over the 4 years.

Benchmark: - > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

continued on next page

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Murray River Council | Notes to the Financial Statements 30 June 2023

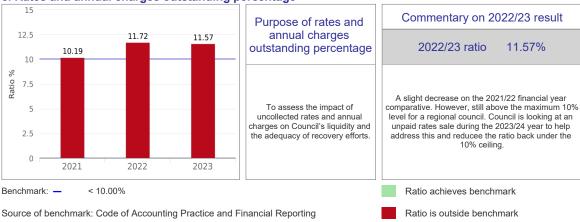
Ratio is outside benchmark

### H1-1 Statement of performance measures – consolidated results (graphs) (continued)

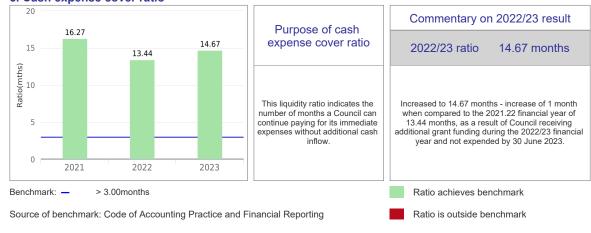
#### 4. Debt service cover ratio Commentary on 2022/23 result 16.39 Purpose of debt service cover ratio 2022/23 ratio 8.11x 15 10 8 58 8.11 This ratio measures the availability of operating cash to This ratio remains consistently strong and shows service debt including interest, Council can cover its debt servicing obligations. principal and lease payments 2021 2022 2023 Benchmark: -> 2.00x Ratio achieves benchmark

5. Rates and annual charges outstanding percentage

Source of benchmark: Code of Accounting Practice and Financial Reporting



6. Cash expense cover ratio



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Murray River Council | Notes to the Financial Statements 30 June 2023

### H1-2 Council information and contact details

#### Principal place of business:

52 Perricoota Road Moama NSW 2731

### **Contact details**

Mailing Address: PO Box 906 Moama NSW 2731

Telephone: 1300 087 004

### Officers

**CHIEF EXECUTIVE OFFICER** 

Terry Dodds

### RESPONSIBLE ACCOUNTING OFFICER

Kristopher Kershaw

#### **PUBLIC OFFICER**

Terry Dodds

#### **AUDITORS**

Audit Office of New South Wales GPO Box 12 SYDNEY NSW 2001

### Other information

ABN: 30 30 8161 484

### Opening hours:

Opening hours for all service centres are Monday to Friday 9:00 am to 4:00 pm

Internet: www.murrayriver.nsw.gov.au

Email: admin@murrayriver.nsw.gov.au

### **Elected members**

**MAYOR** 

Frank Crawley

#### COUNCILLORS

Neil Gorey (Deputy Mayor) Nikki Cohen Ann Crowe Dennis Gleeson Chris Bilkey Kron Nicholas Geoff Wise Thomas Weyrich

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### INDEPENDENT AUDITOR'S REPORT

# Report on the general purpose financial statements Murray River Council

To the Councillors of Murray River Council

### **Qualified Opinion**

I have audited the accompanying financial statements of Murray River Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, except for the effects of the matter described in the 'Basis for Qualified Opinion' section of my report:

- the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13, Part 3, Division 2 (the Division)
- · the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My qualified opinion should be read in conjunction with the rest of this report.

### **Basis for Qualified Opinion**

#### Non recognition of rural fire-fighting equipment

As disclosed in Note C1-6 'Infrastructure, property, plant and equipment' to the financial statements, the Council has not recognised rural fire-fighting equipment as assets in the Statement of Financial Position at 30 June 2023. In my opinion, these assets are controlled by the Council and should be recognised as assets in accordance with AASB 116 'Property, Plant and Equipment'.

Australian Accounting Standards refer to control of an asset as being the ability to direct the use of, and obtain substantially all of the remaining benefits from, the asset. Control includes the ability to prevent other entities from directing the use of, and obtaining the benefits from, an asset.

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Rural fire-fighting equipment is controlled by the Council as:

- these assets are vested in the Council under section 119(2) of the Rural Fires Act 1997 (Rural Fires Act), giving the Council legal ownership
- the Council has the ability, outside of emergency events as defined in section 44 of the Rural Fires Act, to prevent the NSW Rural Fire Service from directing the use of the rural fire-fighting equipment by either not entering into a service agreement, or cancelling the existing service agreement that was signed on 2 September 2009
- the Council has specific responsibilities for fire mitigation and safety works and bush fire hazard reduction under Part 4 of the Rural Fires Act. The Council obtains economic benefits from the rural fire-fighting equipment as these assets are used to fulfil Council's responsibilities
- in the event of the loss of an asset, the insurance proceeds must be paid into the New South Wales Rural Fire Fighting Fund (section 119(4) of the Rural Fires Act) and be used to reacquire or build a similar asset, which is again vested in the Council as an asset provided free of charge.

The Council has not undertaken procedures to confirm the completeness, accuracy, existence or condition of these assets. Nor has the Council performed procedures to identify the value of assets vested in it during the year. When these assets are vested, no financial consideration is required from the Council and as such the assets are provided to the Council free-of-charge.

This is a limitation on the scope of my audit as I was unable to obtain sufficient appropriate audit evidence to:

- support the carrying values of rural fire-fighting equipment assets that should be recorded in the Statement of Financial Position and related notes as at 30 June 2023
- determine the impact on the 'Accumulated surplus' in the Statement of Changes in Equity and Statement of Financial Position
- determine the amount of 'Grants and contributions provided for capital purposes' income from any rural fire-fighting equipment assets vested as an asset received free of charge during the year and/or 'Depreciation, amortisation and impairment of non-financial assets' expense that should be recognised in the Income Statement for the year ended 30 June 2023
- determine the impact on the 'Operating performance' and 'Own source operating revenue' ratios in Note G6-1 'Statement of performance measures – consolidated results' and Note G6-2 'Statement of performance measures by fund'.

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

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### Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <a href="www.auasb.gov.au/auditors">www.auasb.gov.au/auditors</a> responsibilities/ar4.pdf. The description forms part of my auditor's report.

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The scope of my audit does not include, nor provide assurance:

- · that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Somaiya Ahmed Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023 SYDNEY

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Francis Crawley Mayor Murray River Council PO Box 906 MOAMA NSW 2731

Contact: Somaiya Ahmed Phone no: 02 9275 7424

Our ref: R008-16585809-47087

31 October 2023

Dear Mayor

# Report on the Conduct of the Audit for the year ended 30 June 2023 Murray River Council

I have audited the general purpose financial statements (GPFS) of the Murray River Council (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act* 1993 (the Act).

I expressed a modified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

### SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

### Modification to the opinion in the Independent Auditor's Report

### Non-recognition of rural fire-fighting equipment

The Council has not recognised rural fire-fighting equipment as assets within 'Infrastructure, property, plant and equipment' in the Statement of Financial Position at 30 June 2023. In my opinion, these assets are controlled by the Council and should be recognised as assets in accordance with AASB 116 'Property, Plant and Equipment'.

Australian Accounting Standards refer to control of an asset as being the ability to direct the use of, and obtain substantially all of the remaining benefits from, the asset. Control includes the ability to prevent other entities from directing the use of, and obtaining the benefits from, an asset.

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Rural fire-fighting equipment is controlled by the Council as:

- these assets are vested in the Council under section 119(2) of the Rural Fires Act 1997 (Rural Fires Act), giving the Council legal ownership
- the Council has the ability, outside of emergency events as defined in section 44 of the Rural Fires Act, to prevent the NSW Rural Fire Service from directing the use of the rural fire-fighting equipment by either not entering into a service agreement, or cancelling the existing service agreement that was signed on 13 December 2020
- the Council has specific responsibilities for fire mitigation and safety works and bush fire hazard reduction under Part 4 of the Rural Fires Act. The Council obtains economic benefits from the rural fire-fighting equipment as these assets are used to fulfil Council's responsibilities
- in the event of the loss of an asset, the insurance proceeds must be paid into the New South Wales Rural Fire Fighting Fund (section 119(4) of the Rural Fires Act) and be used to reacquire or build a similar asset, which is again vested in the Council as an asset provided free of charge.

The Council has not undertaken procedures to confirm the completeness, accuracy, existence or condition of these assets. Nor has the Council performed procedures to identify the value of assets vested in it during the year. When these assets are vested, no financial consideration is required from the Council and as such the assets are provided to the Council free of charge.

Consequently, we were unable to determine the carrying values of rural firefighting equipment assets and related amounts that should be recorded and recognised in the council's 30 June 2023 financial statements.

This has resulted in the audit opinion on the Council's 30 June 2023 general purpose financial statements (GPFS) to be modified.

Refer to the Independent Auditor's Report on the GPFS.

### **INCOME STATEMENT**

### Operating result

|                                                              | 2023   | 2022*  | Variance |
|--------------------------------------------------------------|--------|--------|----------|
|                                                              | \$m    | \$m    | %        |
| Rates and annual charges revenue                             | 19.1   | 17.8   | 7.3      |
| Grants and contributions revenue                             | 55.0   | 37.1   | 48.2     |
| Operating result from continuing operations                  | 15.0   | (2.2)  | 781.8    |
| Net operating result before capital grants and contributions | (18.7) | (20.7) | 9.7      |

The 2022 comparatives have been restated to correct a prior period error. Note G4-1 of the financial statements provides details of the prior period error.

The Council's operating result from continuing operations (\$15.0 million including depreciation and amortisation expense of \$23.2 million) was \$17.2 million higher than the 2021–22 result. This is largely due to an increase in grants and contributions recognised this year.

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The net operating result before capital grants and contributions (deficit of \$18.7 million) was an improvement of \$2.0 million on the 2021–22 result. This is due to higher rates and annual charges, user charges and fees and interest and investment income.

Rates and annual charges revenue (\$19.1 million) increased by \$1.3 million (7.3 per cent) in 2022–23 due to:

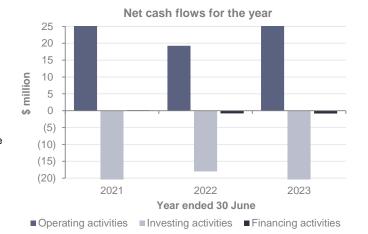
- rateable properties increased by 2.3 per cent in 2023; and
- · rate peg increase as determined by IPART.

Grants and contributions revenue (\$55.0 million) increased by \$17.9 million (48.2 per cent) in 2022–23 mainly due to:

- \$7.1 million increase in non-cash contributions due to gifted assets from a developer
- \$3.3 million increase in 2023-24 financial assistance grants payment in advance future year allocation
- \$3.3 million increase in roads and bridges capital grants received in 2022-23
- \$2.0 million of storm / flood damage capital grant received in 2022-23.

### STATEMENT OF CASH FLOWS

- The Council's cash and cash equivalents was \$7.3 million (\$2.4 million for the year ended 30 June 2022). There was a net increase in cash and cash equivalents of \$4.9 million during 2022-23.
- Net cash provided by operating activities has increased by \$13.8 million. This is due to an increase in receipts of grants and contributions of \$10.7 million, increase in rates and annual charges of \$1.2 million and increase in user charges and fees of \$1.9 million.
- Net cash used in investing activities has increased by \$9.4 million due to acquisition of term deposits of \$4.0 million and increase in purchase of intangible assets by \$2.5 million.
- Net cash used in financing activities remains consistent during 2022-23 with the prior year.



### **FINANCIAL POSITION**

### **Cash and investments**

| Cash and investments                         | 2023 | 2022 | Commentary                                                                                        |
|----------------------------------------------|------|------|---------------------------------------------------------------------------------------------------|
|                                              | \$m  | \$m  |                                                                                                   |
| Total cash, cash equivalents and investments | 57.2 | 48.3 | Externally restricted balances comprise mainly of<br>specific purpose unexpended grants – general |

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|   | stricted cash and estments: |      |      | funds. The increase of \$10.4 million is primarily due to a \$7.5 million increase in restriction for specific                                                      |
|---|-----------------------------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • | External restrictions       | 43.9 | 33.5 | purpose unexpended grants and \$2.2 million increase in developer contribution-based                                                                                |
| • | Internal allocations        | 12.3 | 12.5 | restrictions.                                                                                                                                                       |
|   |                             |      | •    | Internal allocations are determined by Council policies or decisions, which are subject to change. Internal allocations remained largely consistent during 2022-23. |

#### **Debt**

The Council has \$2.6 million of borrowings as at 30 June 2023 (2022: \$3.2 million) which is secured over the revenue of Council. Council repaid \$0.6 million of external borrowings and no new loans were entered during the year.

The Council also has a \$0.7 million bank overdraft facility (2022: \$0.7 million), which was not drawn as at 30 June 2023.

### **PERFORMANCE**

### Performance measures

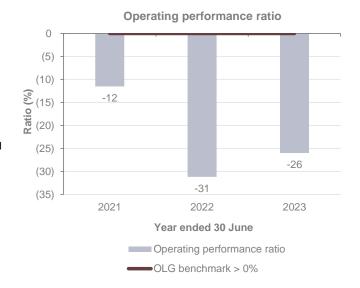
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

### Operating performance ratio

The Council did not meet the benchmark for the current reporting period.

The operating performance ratio improved to -26.0 per cent (2022: -31.2 per cent) due to the increase in operating revenue excluding grants and contributions.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



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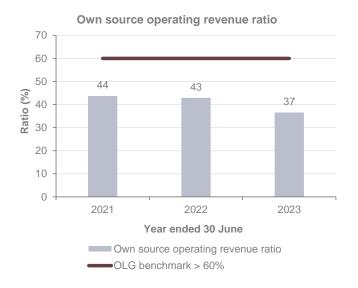
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### Own source operating revenue ratio

The Council did not meet the benchmark for the current reporting period.

The own source operating revenue ratio decreased to 36.5 per cent from 42.9 per cent in 2021-22 due to higher levels of grants and contributions received in the current year inclusive of flood-based funding.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

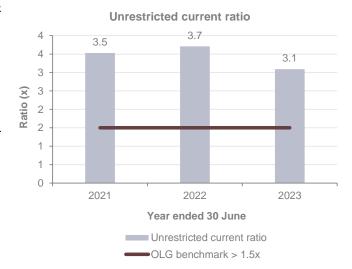


#### Unrestricted current ratio

The Council exceeded the benchmark for the current reporting period.

The Council's unrestricted current ratio of 3.1 times is relatively consistent with the prior year.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

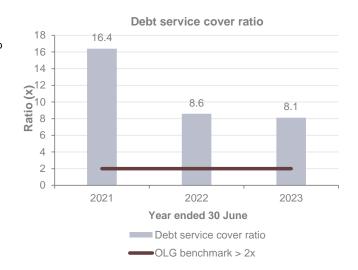


#### Debt service cover ratio

The Council met the benchmark for the current reporting period.

The Council's debt service cover ratio of 8.1 times is relatively consistent with the prior year. The slight decrease is due to the ongoing repayment of loans during the year.

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

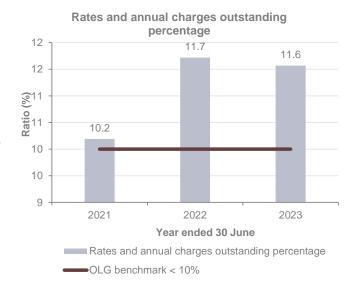


### Rates and annual charges outstanding percentage

The Council did not meet the benchmark for the current reporting period.

The Council's rates and annual charges outstanding percentage of 11.6 is relatively consistent with the prior year and requires the ongoing focus of Council.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

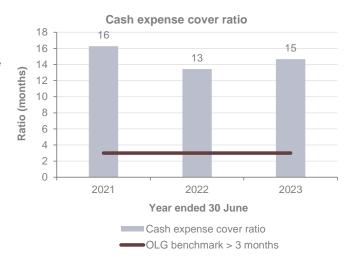


### Cash expense cover ratio

The Council exceeded the benchmark for the current reporting period.

The Council's cash expense cover ratio was 14.7 months, which is above the industry benchmark of greater than 3 months. This indicates that Council had the capacity to cover 14.7 months of operating cash expenditure without additional cash inflows at 30 June 2023.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



### Infrastructure, property, plant and equipment renewals

The Council renewed \$14.0 million of assets in 2022-23, compared to \$15.1 million of assets in 2021-22. The road network continues to be a core focus of Councils asset renewal program.

### **OTHER MATTERS**

### Legislative compliance

My audit procedures identified a material deficiency in the Council's financial statements due to the non-recognition of rural fire-fighting equipment which will be reported in the Management Letter.

Except for the matter outlined above, the Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.



Somaiya Ahmed Director, Financial Audit

Delegate of the Auditor-General for New South Wales

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# **Murray River Council**

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2023



### Murray River Council

### Special Purpose Financial Statements

for the year ended 30 June 2023

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| Auditor's Report on Special Purpose Financial Statements                                                                        | 115        |

### **Background**

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.
  - Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.
- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.
  - These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and (b) those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).
- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

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### Murray River Council

### Special Purpose Financial Statements

for the year ended 30 June 2023

## Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, Application of National Competition Policy to Local Government
- · Division of Local Government Guidelines, Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality
- · The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Planning and Environment, Water's Regulatory and assurance framework for local water utilities.

To the best of our knowledge and belief, these statements:

- · present fairly the operating result and financial position for each of Council's declared business activities for the year,
- · accord with Council's accounting and other records; and
- · present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 October 2023.

Cr Frank Crawley

Mayor

24 October 2023

Mr Terry Dodds

Chief Executive Officer

24 October 2023

Cr Neil Gorey

Councillor

24 October 2023

Mr Kristopher Kershaw

Responsible Accounting Officer

24 October 2023

Murray River Council | Income Statement of water supply business activity | for the year ended 30 June 2023

### **Murray River Council**

### Income Statement of water supply business activity

for the year ended 30 June 2023

| \$ '000                                                                    | 2023   | 2022   |
|----------------------------------------------------------------------------|--------|--------|
| Income from continuing operations                                          |        |        |
| Access charges                                                             | 2,620  | 2,373  |
| User charges                                                               | 1,285  | 2,413  |
| Fees                                                                       | 138    | 183    |
| Interest and investment income                                             | 274    | 44     |
| Grants and contributions provided for operating purposes                   | 3,305  | 713    |
| Other income                                                               | 210    | 188    |
| Total income from continuing operations                                    | 7,832  | 5,914  |
| Expenses from continuing operations                                        |        |        |
| Employee benefits and on-costs                                             | 1,866  | 1,839  |
| Materials and services                                                     | 1,655  | 1,373  |
| Depreciation, amortisation and impairment                                  | 1,418  | 1,252  |
| Water purchase charges                                                     | 153    | 160    |
| Net loss from the disposal of assets                                       | 106    | 328    |
| Calculated taxation equivalents                                            | 57     | 55     |
| Total expenses from continuing operations                                  | 5,255  | 5,007  |
| Surplus (deficit) from continuing operations before capital amounts        | 2,577  | 907    |
| Grants and contributions provided for capital purposes                     | 912    | 646    |
| Surplus (deficit) from continuing operations after capital amounts         | 3,489  | 1,553  |
| Surplus (deficit) from all operations before tax                           | 3,489  | 1,553  |
| Less: corporate taxation equivalent (25%) [based on result before capital] | (644)  | (227)  |
| Surplus (deficit) after tax                                                | 2,845  | 1,326  |
| Plus accumulated surplus                                                   | 53,521 | 51,969 |
| Plus/less: prior period adjustments                                        | (53)   | (1)    |
| Plus adjustments for amounts unpaid:  - Corporate taxation equivalent      | 644    | 227    |
| Closing accumulated surplus                                                | 56,957 | 53,521 |
|                                                                            | •      |        |
| Return on capital %                                                        | 3.9%   | 1.5%   |
| Subsidy from Council                                                       | 46     | 1,246  |
| Calculation of dividend payable:                                           |        |        |
| Surplus (deficit) after tax                                                | 2,845  | 1,326  |
| Less: capital grants and contributions (excluding developer contributions) | (912)  | (646)  |
| Surplus for dividend calculation purposes                                  | 1,933  | 680    |
| Potential dividend calculated from surplus                                 | 966    | 340    |

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Murray River Council | Income Statement of sewerage business activity | for the year ended 30 June 2023

### **Murray River Council**

### Income Statement of sewerage business activity

for the year ended 30 June 2023

| \$ '000                                                                    | 2023   | 2022   |
|----------------------------------------------------------------------------|--------|--------|
| Income from continuing operations                                          |        |        |
| Access charges                                                             | 2,795  | 2,454  |
| User charges                                                               | 107    | 51     |
| Liquid trade waste charges                                                 | 197    | 267    |
| Fees                                                                       | 2      | 2      |
| Interest and investment income                                             | 444    | 37     |
| Grants and contributions provided for operating purposes                   | 2,631  | 627    |
| Other income                                                               | 75     | 111    |
| Total income from continuing operations                                    | 6,251  | 3,549  |
| Expenses from continuing operations                                        |        |        |
| Employee benefits and on-costs                                             | 815    | 775    |
| Materials and services                                                     | 878    | 742    |
| Depreciation, amortisation and impairment                                  | 1,191  | 969    |
| Net loss from the disposal of assets                                       | 16     | 249    |
| Calculated taxation equivalents                                            | 25     | 12     |
| Total expenses from continuing operations                                  | 2,925  | 2,747  |
| Surplus (deficit) from continuing operations before capital amounts        | 3,326  | 802    |
| Grants and contributions provided for capital purposes                     | 357    | 290    |
| Surplus (deficit) from continuing operations after capital amounts         | 3,683  | 1,092  |
| Surplus (deficit) from all operations before tax                           | 3,683  | 1,092  |
| Less: corporate taxation equivalent (25%) [based on result before capital] | (832)  | (201)  |
| Surplus (deficit) after tax                                                | 2,851  | 891    |
| Plus accumulated surplus                                                   | 41,558 | 40,465 |
| Plus/less: prior period adjustments Plus adjustments for amounts unpaid:   | (11)   | 1      |
| - Corporate taxation equivalent                                            | 832    | 201    |
| Closing accumulated surplus                                                | 45,230 | 41,558 |
| Return on capital %                                                        | 6.0%   | 1.7%   |
| Subsidy from Council                                                       | _      | 968    |
| Calculation of dividend payable:                                           |        |        |
| Surplus (deficit) after tax                                                | 2,852  | 891    |
| Less: capital grants and contributions (excluding developer contributions) | (357)  | (290)  |
| Surplus for dividend calculation purposes                                  | 2,495  | 601    |
| Potential dividend calculated from surplus                                 | 1.247  | 301    |

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Murray River Council | Statement of Financial Position of water supply business activity | for the year ended 30 June 2023

### **Murray River Council**

### Statement of Financial Position of water supply business activity

as at 30 June 2023

| \$ '000                                       | 2023   | 2022     |
|-----------------------------------------------|--------|----------|
| ASSETS                                        |        |          |
| Current assets                                |        |          |
| Cash and cash equivalents                     | 993    | 539      |
| Investments                                   | 7,526  | 7,788    |
| Receivables                                   | 1,069  | 2,386    |
| Total current assets                          | 9,588  | 10,713   |
| Non-current assets                            |        |          |
| Infrastructure, property, plant and equipment | 65,245 | 58,818   |
| Intangible assets                             | 6,370  | 2,428    |
| Total non-current assets                      | 71,615 | 61,246   |
| Total assets                                  | 81,203 | 71,959   |
| LIABILITIES                                   |        |          |
| Current liabilities                           |        |          |
| Payables                                      | 174    | 168      |
| Income received in advance                    | 102    | 82       |
| Total current liabilities                     | 276    | 250      |
| Total liabilities                             | 276    | 250      |
| Net assets                                    | 80,927 | 71,709   |
| EQUITY                                        |        |          |
| Accumulated surplus                           | 56,957 | 53,521   |
| Revaluation reserves                          | 23,970 | 18,188   |
| Total equity                                  | 80,927 | 71,709   |
| 1 7                                           |        | 7 1,7 30 |

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Murray River Council | Statement of Financial Position of sewerage business activity | for the year ended 30 June 2023

### **Murray River Council**

### Statement of Financial Position of sewerage business activity

as at 30 June 2023

| \$ '000                                       | 2023   | 2022   |
|-----------------------------------------------|--------|--------|
| ASSETS                                        |        |        |
| Current assets                                |        |        |
| Cash and cash equivalents                     | 558    | 1,827  |
| Investments                                   | 15,006 | 12,210 |
| Receivables                                   | 537    | 509    |
| Total current assets                          | 16,101 | 14,546 |
| Non-current assets                            |        |        |
| Infrastructure, property, plant and equipment | 55,362 | 48,356 |
| Total non-current assets                      | 55,362 | 48,356 |
| Total assets                                  | 71,463 | 62,902 |
| LIABILITIES                                   |        |        |
| Current liabilities                           |        |        |
| Payables                                      | 53     | 36     |
| Total current liabilities                     | 53     | 36     |
| Total liabilities                             | 53     | 36     |
| Net assets                                    | 71,410 | 62,866 |
| FOURTY                                        |        |        |
| EQUITY Accumulated curplus                    | 45.000 | 44.550 |
| Accumulated surplus Revaluation reserves      | 45,230 | 41,558 |
|                                               | 26,180 | 21,308 |
| Total equity                                  | 71,410 | 62,866 |

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### Note - Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act* 1993 (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

#### **National Competition Policy**

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

#### **Declared business activities**

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

### Category 1

(where gross operating turnover is over \$2 million)

#### a. Water Supply

Provision and distribution of water to the towns within the boundaries of the Council.

#### b. Sewerage

Treatment of wastewater to the towns within the boundaries of the Council.

#### Category 2

(where gross operating turnover is less than \$2 million)

Council has no Category 2 Businesses.

#### **Taxation equivalent charges**

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Finanncial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

### Notional rate applied (%)

continued on next page Page 112 of 126

### Note - Significant Accounting Policies (continued)

Corporate income tax rate - 25%

<u>Land tax</u> – the first \$822,000 of combined land values attracts **0**%. For the combined land values in excess of \$822,000 up to \$5,026,000 the rate is **\$100 + 1.6**%. For the remaining combined land value that exceeds \$5,026,000 a premium marginal rate of **2.0**% applies.

Payroll tax – 4.85% on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with Crown Lands and Water (CLAW), a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the NSW Office of Water Guidelines to as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act*, 1993.

Achievement of substantial compliance to the NSW Office of Water Guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

#### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (2021/22 25%).

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

continued on next page Page 113 of 126

### Note - Significant Accounting Policies (continued)

The rate of return is calculated as follows:

### Operating result before capital income + interest expense

### Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.02% at 30/6/23.

#### (iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2023 multiplied by \$30 (less the payment for tax
  equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.

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### INDEPENDENT AUDITOR'S REPORT

# Report on the special purpose financial statements Murray River Council

To the Councillors of Murray River Council

### **Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of Murray River Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2023, the Statement of Financial Position of each Declared Business Activity as at 30 June 2023 and Significant accounting policies note.

The Declared Business Activities of the Council are:

- Water Supply Business Activity
- Sewerage Business Activity

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2023, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code).

My opinion should be read in conjunction with the rest of this report.

#### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

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### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

#### Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <a href="https://www.auasb.gov.au/auditors">www.auasb.gov.au/auditors</a> responsibilities/ar4.pdf. The description forms part of my auditor's report.

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The scope of my audit does not include, nor provide assurance:

- · that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Somaiya Ahmed

Delegate of the Auditor-General for New South Wales

31 October 2023 SYDNEY

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# **Murray River Council**

SPECIAL SCHEDULES for the year ended 30 June 2023



### **Murray River Council**

### Special Schedules

for the year ended 30 June 2023

| Contents                                           | Page |
|----------------------------------------------------|------|
| Special Schedules:                                 |      |
| Permissible income for general rates               | 120  |
| Report on infrastructure assets as at 30 June 2023 | 124  |

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### Murray River Council

### Permissible income for general rates

| \$ '000                                          | Notes                   | Calculation<br>2022/23 | Calculation<br>2023/24 |
|--------------------------------------------------|-------------------------|------------------------|------------------------|
| Notional general income calculation <sup>1</sup> |                         |                        |                        |
| Last year notional general income yield          | а                       | 11,438                 | 11,832                 |
| Plus or minus adjustments <sup>2</sup>           | b                       | 161                    | 153                    |
| Notional general income                          | c = a + b               | 11,599                 | 11,985                 |
| Permissible income calculation                   |                         |                        |                        |
| Or rate peg percentage                           | е                       | 2.00%                  | 4.10%                  |
| Or plus rate peg amount                          | $i = e \times (c + g)$  | 232                    | 491                    |
| Sub-total                                        | k = (c + g + h + i + j) | 11,831                 | 12,476                 |
| Plus (or minus) last year's carry forward total  | I                       | 5_                     | 4                      |
| Sub-total                                        | n = (I + m)             | 5                      | 4                      |
| Total permissible income                         | o = k + n               | 11,836                 | 12,480                 |
| Less notional general income yield               | р                       | 11,832                 | 12,479                 |
| Catch-up or (excess) result                      | q = o - p               | 4                      | 1                      |
| Carry forward to next year <sup>6</sup>          | t = q + r + s           | 4                      | 1                      |

#### Notes

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<sup>(1)</sup> The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

<sup>(2)</sup> Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916 (NSW).

<sup>(6)</sup> Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

### INDEPENDENT AUDITOR'S REPORT

# Special Schedule – Permissible income for general rates Murray River Council

To the Councillors of Murray River Council

### **Opinion**

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Murray River Council (the Council) for the year ending 30 June 2024.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

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#### Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2023'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: <a href="https://www.auasb.gov.au/auditors">www.auasb.gov.au/auditors</a> responsibilities/ar8.pdf. The description forms part of my auditor's report.

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The scope of my audit does not include, nor provide assurance:

- · that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

Somaiya Ahmed Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023 SYDNEY

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Murray River Council | Report on infrastructure assets as at 30 June 2023 | for the year ended 30 June 2023

### **Murray River Council**

Report on infrastructure assets as at 30 June 2023

| Asset Class    | Asset Category       | Estimated cost<br>to bring assets<br>to satisfactory<br>standard | agreed level of service set by | 2022/23 | 2022/23<br>Actual<br>maintenance | Net carrying amount | Gross<br>replacement<br>cost (GRC) | Assets |       | ition as a |       |      |
|----------------|----------------------|------------------------------------------------------------------|--------------------------------|---------|----------------------------------|---------------------|------------------------------------|--------|-------|------------|-------|------|
|                |                      | \$ '000                                                          | \$ '000                        | \$ '000 | \$ '000                          | \$ '000             | \$ '000 1 2 3                      | 3      | 3 4   | 3 4        | 5     |      |
| Buildings      | Buildings            | 2,335                                                            | 2,335                          | 922     | 851                              | 59,219              | 87,081                             | 37.0%  | 51.0% | 9.0%       | 0.0%  | 3.0% |
|                | Sub-total            | 2,335                                                            | 2,335                          | 922     | 851                              | 59,219              | 87,081                             | 37.0%  | 51.0% | 9.0%       | 0.0%  | 3.0% |
| Other structur | resOther structures  | 2,716                                                            | 2,716                          | 1,005   | 1,231                            | 25,258              | 38,522                             | 36.0%  | 47.0% | 10.0%      | 7.0%  | 0.0% |
|                | Sub-total            | 2,716                                                            | 2,716                          | 1,005   | 1,231                            | 25,258              | 38,522                             | 36.0%  | 47.0% | 10.0%      | 7.0%  | 0.0% |
| Roads          | Sealed roads         | 22,715                                                           | 22,715                         | 2,806   | 3,165                            | 328,414             | 450,183                            | 52.0%  | 29.0% | 13.0%      | 5.0%  | 1.0% |
|                | Unsealed roads       | 1,238                                                            | 1,238                          | 1,698   | 3,033                            | 23,004              | 43,309                             | 6.0%   | 41.0% | 50.0%      | 3.0%  | 0.0% |
|                | Bridges              | 1,024                                                            | 1,024                          | 405     | 30                               | 90,026              | 115,683                            | 61.0%  | 32.0% | 6.0%       | 0.0%  | 1.0% |
|                | Footpaths            | 54                                                               | 54                             | 116     | 26                               | 12,178              | 16,631                             | 66.0%  | 5.0%  | 29.0%      | 0.0%  | 0.0% |
|                | Bulk earthworks      | _                                                                | _                              | _       | _                                | 143,205             | 143,205                            | 100.0% | 0.0%  | 0.0%       | 0.0%  | 0.0% |
|                | Sub-total            | 25,031                                                           | 25,031                         | 5,025   | 6,254                            | 596,827             | 769,011                            | 60.0%  | 24.2% | 12.0%      | 3.1%  | 0.7% |
| Water supply   | Water supply network | 2,432                                                            | 2,432                          | 604     | 927                              | 61,490              | 86,267                             | 45.0%  | 40.0% | 12.0%      | 3.0%  | 0.0% |
| network        | Sub-total            | 2,432                                                            | 2,432                          | 604     | 927                              | 61,490              | 86,267                             | 45.0%  | 40.0% | 12.0%      | 3.0%  | 0.0% |
| Sewerage       | Sewerage network     | 8,148                                                            | 8,148                          | 623     | 763                              | 51,274              | 76,222                             | 28.0%  | 39.0% | 22.0%      | 10.0% | 1.0% |
| network        | Sub-total            | 8,148                                                            |                                |         | 763                              | 51,274              | 76,222                             | 28.0%  | 39.0% | 22.0%      | 10.0% | 1.0% |
| Stormwater     | Stormwater drainage  | 639                                                              | 639                            | 449     | 28                               | 47,510              | 64,106                             | 52.0%  | 34.0% | 13.0%      | 1.0%  | 0.0% |
| drainage       | Sub-total            | 639                                                              | 639                            | 449     | 28                               | 47,510              | 64,106                             | 52.0%  | 34.0% | 13.0%      | 1.0%  | 0.0% |

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Murray River Council | Report on infrastructure assets as at 30 June 2023 | for the year ended 30 June 2023

### **Murray River Council**

Report on infrastructure assets as at 30 June 2023 (continued)

| Asset Class               | Asset Category     | Estimated cost<br>to bring assets<br>to satisfactory<br>standard | agreed level of service set by | 2022/23<br>Required<br>naintenance <sup>a</sup> | 2022/23<br>Actual<br>maintenance | Net carrying amount | Gross<br>replacement<br>cost (GRC) | Assets in condition as a percentage of gross replacement cost |       |       |      |       |
|---------------------------|--------------------|------------------------------------------------------------------|--------------------------------|-------------------------------------------------|----------------------------------|---------------------|------------------------------------|---------------------------------------------------------------|-------|-------|------|-------|
|                           |                    | \$ '000                                                          | \$ '000                        | \$ '000                                         | \$ '000                          | \$ '000             | \$ '000                            | 1                                                             | 2     | 3     | 4    | 5     |
| Open space / recreational | Swimming pools     | 3,592                                                            | 3,592                          | 29                                              | _                                | 1,871               | 4,078                              | 0.0%                                                          | 12.0% | 0.0%  | 0.0% | 88.0% |
| assets                    | Sub-total          | 3,592                                                            | 3,592                          | 29                                              | _                                | 1,871               | 4,078                              | 0.0%                                                          | 12.0% | 0.0%  | 0.0% | 88.0% |
|                           | Total – all assets | 44,893                                                           | 44,893                         | 8,657                                           | 10,054                           | 843,449             | 1,125,287                          | 53.4%                                                         | 29.8% | 12.4% | 3.3% | 1.1%  |

<sup>(</sup>a) Required maintenance is the amount identified in Council's asset management plans.

### Infrastructure asset condition assessment 'key'

| # | Condition | Integrated planning and reporting (IP&R) description |
|---|-----------|------------------------------------------------------|
|   |           |                                                      |

Excellent/very good No work required (normal maintenance)
Good Only minor maintenance work required

Satisfactory Maintenance work required

Poor Renewal required

5 Very poor Urgent renewal/upgrading required

Murray River Council | Report on infrastructure assets as at 30 June 2023 | for the year ended 30 June 2023

### **Murray River Council**

### Report on infrastructure assets as at 30 June 2023

### Infrastructure asset performance indicators (consolidated) \*

|                                                  | Amounts   | Indicator | Indicators |          | Benchmark  |
|--------------------------------------------------|-----------|-----------|------------|----------|------------|
|                                                  |           |           |            |          |            |
| \$ '000                                          | 2023      | 2023      | 2022       | 2021     |            |
| Buildings and infrastructure renewals ratio      |           |           |            |          |            |
| Asset renewals 1                                 | 12,954    | 68.89%    | 42 46%     | 70.16%   | > 100.00%  |
| Depreciation, amortisation and impairment        | 18,804    | 66.69%    | 42.40%     | 70.10%   | × 100.00%  |
| Infrastructure backlog ratio                     |           |           |            |          |            |
| Estimated cost to bring assets to a satisfactory |           |           |            |          |            |
| standard                                         | 44,893    | 5.23%     | 3.76%      | 5.88%    | < 2.00%    |
| Net carrying amount of infrastructure assets     | 859,093   |           |            |          |            |
| Asset maintenance ratio                          |           |           |            |          |            |
| Actual asset maintenance                         | 10,054    | 440 440/  | 00.000/    | 447.400/ | - 400 000/ |
| Required asset maintenance                       | 8,657     | 116.14%   | 98.33%     | 117.19%  | > 100.00%  |
| Cost to bring assets to agreed service level     |           |           |            |          |            |
| Estimated cost to bring assets to                |           |           |            |          |            |
| an agreed service level set by Council           | 44,893    | 3.99%     | 2.91%      | 4.51%    |            |
| Gross replacement cost                           | 1,125,287 | 2.20      |            |          |            |

<sup>(\*)</sup> All asset performance indicators are calculated using classes identified in the previous table.

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<sup>(1)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



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## LEVEL 3 ASSESSMENT REPORT MOAMA WHARF AND WALKWAY

CLIENT: MURRAY RIVER COUNCIL PROJECT No: 22299

| Version | Issue             | Author      | Date       |
|---------|-------------------|-------------|------------|
| 1       | For Information   | Neil Wright | 22.05.2023 |
|         | and client review |             |            |
| 2       | Final Issue       | Neil Wright | 29.05.2023 |
|         |                   | #15-        |            |

This report takes into account the particular instruction and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.



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### 1.0 INTRODUCTION

Wright Consulting Civil and Structural Engineers (WCE) have been engaged by Murray River Council (MRC) to undertake a Level 3 inspection of Moama Wharf and Walkway at Horseshoe Lagoon, Moama. The Level 3 engineering investigation is in accordance with RMS "Bridge Inspection Procedure Manual" and VicRoads "Road Structures Inspection Manual" requiring an inspection and structural assessment. Level 3 assessments are intended to provide advice on the condition of the structure and/or components, load carrying capacity, in-service performance, determination of the maintenance work required, and the expected life of the structure.

An extract from Murray River Council quote with scope of work, is as follows;

The Moama Elevated Walkway and Wharf Structure Load Assessment will be based on TfNSW Level 1, 2, 3 and 4 hierarchical assessment frameworks summarised as follows:

- Level 2 Inspection (visual inspection and capturing of condition rating data of the structure and its components);
- Level 3 Inspection (structural safety inspection of the full structure or specific elements to identify and quantify structural issues);
- Level 4 Inspection (Load capacity assessment/structural analysis to determine the load capacity of the structure).

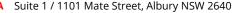
The structures inspections shall as a minimum meet the TfNSW Bridge Inspection Procedures, Guides, Manuals and Specifications. The assessment/structural analysis for load capacity shall be undertaken in accordance with the Bridge Design Code. The report will advise appropriately safe load ratings for public events (and specifically Moama Lights) hosted on the Moama Elevated Walkway and Wharf Structure.

The structures will, with detailed costings and advise urgency/priority for operational and maintenance interventions and capital works planning for renewal of specific elements or whole structure to restore or improve level of service within the current Bridge Design Code.

The scope for the Wharf and Walkway provides an engineering assessment of the overall structure and its components, and specifically accounting for defects identified during the Inspection. WCE have investigated and reported on the following;

- The cause of the defects,
- The extent of and predicted rate of deterioration,
- The cost and relative benefits of maintenance, extensive rehabilitation, strengthening or replacement of components or entire structures,
- Structure load carrying capacity and depending on the defects identified and information available for each structure, whether non-destructive testing and/or sampling of materials may be required as part of the Level 3 assessment.
- "AS5100 Bridge Design", and more specifically, "AS5100.7 Bridge Assessments", shall be the principal reference for load capacity assessments.









The catalyst for this assessment is Moama Lights which is set against the backdrop of Moama's Horseshoe Lagoon. Moama Lights is a sound and light trail sharing stories from across the region through state-of-the-art installations, projections, and cutting-edge moving light technology. As a public event it is expected that Moama Lights will attract many people with crowd loading a likely scenario, hence the requirement for a structural assessment.



Photo - Moama Lights - Walkway



Photo - Moama Lights - Wharf



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## 2.0 STRUCTURE LOCATION AND DESCRIPTION

Moama is situated on the Murray River, on the border of NSW and Victoria, 205km north of Melbourne and 800km south of Sydney. We believe that the Moama public wharf was reconstructed around 1991 in a similar location to the original wharf. The walkway was constructed in 1994 and runs North South linking the wharf to the new pedestrian bridge which crosses Horseshoe Lagoon.

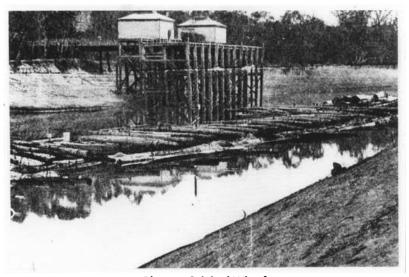


Photo – Original Wharf



Photo - New Wharf 1990's

The GPS coordinates of the Wharf and Walkway are 36°07'04.5"S 144°45'26.0"E.



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The Wharf was reconstructed to look like the original structure. The walkway was constructed with timber piers driven into the ground supporting an equal angle crosshead which supports two primary steel beams. The deck for both structures was documented with timber redgum decking boards but is an FRP type of decking board.



Photo – Walkway







### 3.0 SITE INSPECTION

The wharf and walkway were inspected on Thursday and Friday 19<sup>th</sup> May, 2023. The site inspection included the following:

- Visual inspection of the condition of each structural component (above water and ground level) using the standard condition rating criteria.
- Assess the general condition of the structure.
- Identification of structures and/or components which may require a detailed engineering inspection due to rapid changes in structural condition or deterioration to condition rating 4.
- Identification of components which require closer condition monitoring and observations at the next inspection.
- Measure the sizes of components.
- Measure the overall geometry of the structure. (Span, width, girder sizes, etc)
- Record and photograph non-standard and standard components.
- Photographic record of the structure. Views include from each elevation, downstream, upstream and underside of structure where possible.

The weather and light during our visits were sufficient to conduct a suitable inspection.

#### 4.0 ASSET DATA

MRC have provided us with the following information, included in Appendix C;

- Wharf design drawings sheets 1 to 3 out of 5.
- Walkway design drawings sheets 1 and 2 out of 4.
- Sheet 1 with highlighted areas for scope of works.

No previous structural assessment reports or 'as constructed' drawings have been provided and this clearly makes the level 3 assessment process more difficult by not knowing the degree of degradation, deterioration and structural properties of the structure, and foundation details; to name a few.

For the purposes of our assessment we have used known historical data of the structural properties and known design criteria for these types of structures based on the year it was constructed.

The decking to the wharf and walkway is an FRP type of decking board, however we cannot find any information on this product. By inspection the decking boards are performing well with no signs of overloading and potential structural failure. The boards should have the capacity to support the nominated live load outlined in this report given they are continuous over three or more spans and are 50mm deep. The FRP deck units are 195mm wide and 20 to 30mm deep with two beams being 50mm deep. WCE will require information on this board to check its capacity.



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#### **5.0 EXISTING STRUCTURE CONDITION SUMMARY**

#### WHARF

The wharf extends into the Murray River and was re-constructed around 1991 in a similar location to the original wharf. The wharf has three levels documented as the walkway and top deck, median deck with stair access and bottom deck near the operating water level.

The wharf comprises 400mm diameter timber piles nominated as founded 3m into the ground.

The walkway and top deck connect to the walkway structure with the deck comprising of 390x150 timber redgum bearers with one 200UB22 beam between each bearer to the walkway and two 200UB22 beams between each bearer to the top deck. The bearers are supported by 280x120 timber redgum crossheads checked into the top of the piles and bolted. Each set of supporting piles are cross braced.

The median deck is like the top deck comprising 390x150 timber redgum bearers with two 200UB22 beams between each bearer. These bearers' cantilever to the North to support the access stair to the top deck. The bearers are supported by 280x120 timber redgum crossheads checked into the top of the piles and bolted. This deck is supported by four piles.

The bottom deck comprises 300x125 timber redgum bearers with one 200UB22 beam between each bearer. The bearers are supported by 400x170 timber redgum crossheads checked into the top of the piles and bolted. This deck is supported by fourteen piles.

We believe that the wharf was originally constructed with timber decking boards but was replaced by the FRP boards which required additional support, hence the addition of the intermediate 200UB22 beams. The FRP deck units are 195mm wide and 20 to 30mm deep with two beams being 50mm deep.

The pedestrian barrier to the wharf is non-compliant and does not have the capacity to resist the barrier loads. The barrier is loose and wobbly in areas and does not meet the minimum height requirement or safety requirements. The timber stairs to each deck are non-compliant as the tread riser and goings vary and again the barrier height is questionable. Some of the treads are in a poor condition and the fixing of the timber stair stringer to the top deck is questionable.

Overall, the wharf structure is in a relatively sound condition considering its age and the frequency of flooding in recent years. We could not inspect the underside of the bottom deck, but the piles were visible and looked in a sound condition. Our only concern with this structure is the extent of section loss to the piles from checking in the bearers at the bottom deck, which support the upper levels. Two of the piles have about 40% of its total cross-sectional area remaining and are subject to bending moments given the bracing does not extend to the bottom deck. The other piles appeared to be relatively sound.

Our recommendation is to explore options for bracing the structure, install a compliant barrier and make good the connection of the stair stringer to the bearer and treads.







#### **WALKWAY**

The walkway was constructed in 1994 and runs North South linking the wharf to the new pedestrian bridge which crosses Horseshoe Lagoon. The walkway has been constructed with timber piers driven into the ground to support the deck structure. The deck comprises two 250UB37 steel beams with 125PFC bearers at approximately 1.8m centers and 'span one' has a couple of 250UB37 bearers about their minor axis at each end of the span. These bearers support two intermediate continuous 75PFC's about their minor axis and they in turn support the FRP decking boards. The beams are supported by elastomeric bearings, and M20 hold down bolts fixed into the 150x16 equal angle crosshead members which have been checked into the piles but are not positively supported by the timber. The crossheads are fixed to the piles with two M24 bolts which project through the pile to the other crosshead.

The pedestrian barrier to the walkway is non-compliant and does not have the capacity to resist the barrier loads. The barrier is loose in areas and does not meet the minimum height requirement or safety requirements. The barrier comprises 75x2.0SHS posts at 2m centers with a 150x75 timber redgum top rail and 75 square timber redgum intermediate rail. The rails are fixed to the posts with a 6mm plate and M12 bolt.

We believe that the walkway was originally constructed with timber decking boards but was replaced by the FRP boards which required additional support, hence the addition of the intermediate 75PFC's. The FRP deck units are the same as the wharf.

There are two timber stairs at the end of this walkway near the wharf which are non-compliant as the tread riser and goings vary and again the barrier height is questionable. Some of the treads are in a poor condition and overall, the stairs are in a poor condition. There is a disabled ramp at the end of this walkway near the wharf comprising 180x90 and 220x120 timber redgum joists supported by 180x85 timber redgum crossheads bolted to 180 square timber posts. The lower landing has been reconstructed with 190x45 timber crossheads screwed to the timber posts. The ramp is in a sound condition given its age.

Overall, the walkway structure is in a relatively sound condition considering its age. There were consistent defects found which are summarised as follows along with our recommendations for repair;

- The M24 anchor bolt to the crossheads was not through the timber pile at Pier 1 and needs to be replaced.
- The M24 anchor bolts to the crosshead in some locations were not installed and the bolt hole does not align with the timber pile at ten locations which is concerning. The bolt is missing in Piers 2,4,6, 8,9,11,15,16 and needs to be re-drilled and installed through the timber pier.
- There are missing nuts to the beam hold down bolts at Piers 1,2,7,8 and 10 which need to be installed.
- There are loose nuts to the beam hold down bolts and specifically at Piers 1 and 19 which need to be tightened.
- The elastomeric bearing has become loose and "walked off" the crosshead at Piers 2 and 10. The beam needs to be jacked upwards and the elastomeric bearings installed in their original position.
- A new hold down bolt is required at Pier 20.

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- The eastern beam in span 4 is deflecting significantly and appears to have been overloaded at some point of time. For Moama lights the beam can be temporarily propped at third span with acrow props supported by timber bearers on the ground. However, the beam will need to be replaced as soon as possible.
- The western pile at Pier 4 has split and a steel collar should be installed to ensure it is structurally sound.
- The western pile at Pier 7 is leaning and this needs to be monitored in the next few years.
- The deck boards have been damaged in a couple of areas but are outside the trafficable deck which makes this a low priority other than being unsightly. If the council have spare decking boards, then they can be easily replaced.
- Some of the timber rails have been replaced in the past and do not match the existing rail size. Regardless, our recommendation is to install a new compliant barrier.
- The steel beams, bearers and joists are in a relatively sound condition with minor surface rust and corrosion but will need to be wire brushed and painted at some time in the near future.







## **6.0 RECOMMENDED MAINTENANCE WORK**

The cost estimates provided are an estimate only due to the current market conditions and inflated prices in all aspects of construction. We recommend Council seeks firm estimates from relevant trades and or contractors.

#### WHARF

### **Immediate Requirements for Moama lights**

- Given the non-compliant barrier we suggest some form of temporary line-marking or barrier is provided inside the existing, to prevent people from going near the barrier.
- Make good the connection of the stair stringers to the bearer with an equal angle bracket and 2M20 bolts through the stringer and bearer.

Allow for a cost of \$1,500 which allows for labour and materials and excludes QMS, site establishment, traffic control to name a few. It excludes the temporary line marking or barrier.

#### Medium Term requirements (1 to 5 years)

- Install a new compliant pedestrian barrier.
- Explore options for bracing the wharf structure.
- Replace the stairs.

Allow for a cost of \$60,000+GST which allows for labour and materials and excludes QMS, site establishment, traffic control to name a few.

#### Long Term Requirements (5 to 20 years)

- Paint exposed steelwork. The steel beams are in a relatively sound condition with minor surface rust and corrosion but will need to be wire brushed and painted.
- Check and replace all corroded bolts as required.

## **Routine Maintenance (Annually)**

- Perform Level 1 inspection.
- Remove all dirt and debris from the deck and all members.
- Check scour and erosion.

Allow for a cost of \$600/annum for Level 1 inspection.

### **WALKWAY**

## **Immediate Requirements for Moama lights**

- The M24 anchor bolt to the crosshead at Pier 1 needs to be replaced.
- The M24 anchor bolts to the crosshead are missing in Piers 2,4,6,8,9,11,15,16 and needs to be re-drilled and installed through the timber pier.
- There are missing nuts to the beam hold down bolts at Piers 1,2,7,8 and 10 which need to be installed.



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- There are loose nuts to the beam hold down bolts at Piers 1 and 19 which need to be tightened.
- The elastomeric bearing has become loose and "walked off" the crosshead at Piers 2 and 10. The beam needs to be jacked upwards and the elastomeric bearings installed in their original position.
- A new hold down bolt is required at Pier 20.
- The eastern beam in span 4 is deflecting significantly and appears to have been overloaded at some point of time. The beam can be temporarily propped at thirdpoints with an acrow prop supported by timber bearers on the ground. However, the beam will need to be replaced as soon as possible.
- Given the reduced load capacity for the walkway and non-compliant barrier we suggest some form of temporary line-marking or barrier is provided inside the existing, to prevent people from going near the barrier and or overloading the structure.

Allow for a cost of \$8,000 which allows for labour and materials and excludes QMS, site establishment, traffic control to name a few. It excludes the temporary line marking or barrier for Moama Lights.

#### Medium Term requirements (1 to 5 years)

- The eastern beam in span 4 is deflecting significantly and the beam will need to be replaced as soon as possible.
- The western pile at Pier 4 has split and a steel collar should be installed to ensure it is structurally sound.
- The western pile at Pier 7 is leaning and this needs to be monitored in the next few years.
- The deck boards have been damaged in a couple of areas but are outside the trafficable deck which makes this a low priority other than being unsightly. If the council have spare decking boards, then they can be easily replaced.
- Install a new compliant pedestrian barrier.
- Install load limit signs to each approach.

Allow for a cost of \$110,000+GST which allows for labour and materials and excludes QMS, site establishment, traffic control to name a few.

#### Long Term Requirements (5 to 20 years)

- Paint exposed steelwork. The steel beams, bearers and joists are in a relatively sound condition with minor surface rust and corrosion but will need to be wire brushed and painted.
- Check and replace all corroded bolts as required.

#### Routine Maintenance (Annually)

- Perform Level 1 inspection.
- Remove all dirt and debris from the deck and all members.
- Check scour and erosion.



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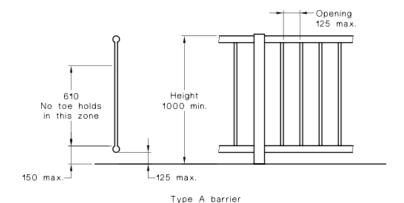
Allow for a cost of \$600/annum for Level 1 inspection. If council wishes to have unrestricted access the consideration should be given to replacing the entire walkway with a new structure fully compliant to Australian Standards.

Regarding barrier specifications there are several referencing standards that nominates design geometry that minimises safety risks. The building code of Australia (NCC Volume 1 and 2) nominates that handrails must be non-climbable and references AS1170 regarding design loads whilst AS1428.2 Design for access and mobility has recommendations along with Austroads. In accordance with AS5100 Part 1: clause 16.2.2 where there is dedicated cyclist or pedestrian access, barriers complying with the following geometric properties shall be provided on the outside edge of the bridge:

- (a) A minimum height of 1.2 m from the walkway surface for pedestrians, however if cyclists are permitted to use these bridges then the minimum barrier height shall be 1.4m from the walkway surface.
- (b) Vertical face without climbing footholds shall be provided. The vertical face shall be either solid or balusters.
- (c) Balusters shall be spaced not more than 125 mm clear.
- (d) The spacing between top of kerb/deck and bottom railing shall not exceed 125 mm.

Alternative barrier systems to those specified above can be used where an appropriate risk assessment is conducted in accordance with AS2156. Depending on the track classification and fall surface assessment a Type A, B or C barrier could be used. Either horizontal rails or vertical pickets/balusters are the industry standard safety systems. Horizontal rails are used most widely for economic reasons while a more costly vertical picket system is used for aesthetic reasons or, at times, safety concerns as the horizontal safety rails may act as a ladder for children to climb, creating a potential hazard. The specifier needs to consider the setting and usage as well as economics, when determining the appropriate safety system for the project.

In this case the fall height is greater than 1.5m and the barrier would need to comply with a Type A barrier, as below, except we would nominate a minimum of 1.2m high barrier to comply with AS5100.



The final barrier type to be adopted must be approved by the relevant authority.





## 7.0 EXPECTED LIFE OF THE STRUCTURE

Providing the recommended work is undertaken and routine maintenance inspections are carried out then the wharf can have an expected future life of about 20 without significant maintenance interventions and walkway structure can be expected to have a future life of about 10 years without significant maintenance interventions.. This is limited by the durability of the in ground exposed timber piles.

#### **8.0 LOAD LIMIT ASSESSMENT**

The load capacity assessment has been conducted in accordance with Bridge Design Code AS5100: Part 7 – Rating of Existing Bridges and given the relatively simple nature of the structure we have assessed the capacity using basic beam analysis and spreadsheets.

This section sets out the structural guidelines for the design assessment of the elevated pedestrian walkway and wharf structure. The aim of this assessment is to deliver convenient and safe pedestrian access, as in some locations it provides a viewing platform encouraging the passerby to linger, or the wharf may itself be the landmark or provide magnificent views, therefore requiring a compliant and safe structure. Furthermore, the aim of this design assessment is to achieve acceptable probabilities that the structures will not become unfit for use during its remaining design life, having regard to economic, physical, aesthetic, and other relevant constraints.

We have used the following standards as a guide to assess the structural capacity;

- AS1170 Minimum design loads on structures (SAA Loading Code)
- AS1428: Design for Access and Mobility
- AS1720 Timber Structures
- AS2156.1 Walking Tracks Part 1: Classification and signage
- AS2156.2 Walking Tracks Part 2: Infrastructure Design
- AS4100 Steel structures
- AS5100 Bridge Design

In accordance with AS5100 Part 2: clause 8.1, Pedestrian bridges (walkways), shall be designed for 5 kPa. This is a severe crowd loading and is probably only applicable to those bridges in town or those bridges acting as a viewing platform which could be the case when hosting Moama Lights. However, for relatively isolated locations this may be reduced to 4kPa or even 3 kPa determined in accordance with AS2156 Walking Tracks Part 2: Infrastructure Design Code and approved by the relevant authority. The justification for a reduced design live load should be well documented and understood by all parties.

SLS and ULS live load factors as per AS5100.2 Table 8.3.

WCE has not assessed the wharf for hydraulic forces from flooding or wind loads. Wind load affects generally do not govern for short span or well braced structures. However, wind loads can be critical for wharf structures with high exposure to wind and those that are wind sensitive. Earthquake load affects generally do not govern for short span or lightweight structures.



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We have done a quick check on the lateral capacity and more specifically the piles to the wharf given the section loss as discussed previously. AS2156 specifies 0.25kPa of plan area of the structure as a lateral load for the movement of people which varies from 5 to 12.5% depending on the magnitude of the total vertical load. The likely governing load case for lateral loading will be robustness, taken as 10% of the total vertical load to duplicate lateral movement of people and minimum robustness requirements.

For pedestrian bridges/walkways with resonant frequencies for vertical vibration less than 5 Hz, the vibration of the superstructure shall be investigated at SLS in accordance with AS5100.2 clause 13.4.1. Where the fundamental frequency of horizontal vibration is less than 1.5 Hz, special consideration shall be given to the possibility of excitation by pedestrians of lateral movements of unacceptable magnitude. In this case the current walkway structure is deemed to be dynamically sensitive, and a simple heel drop test proved this.

AS5100 required deflection under SLS live load shall not be greater than 1/600 of span and any deflection does not result in ponding of water or permanent damage. Furthermore, there is to be no sag deflection under permanent loads thus requiring pre-camber or pre-set of the structure which this structure does not have. We have chosen to ignore this in our assessment given the reduced live load capacity of the walkway.

For remote, low risk and lightly loaded structures AS1170.1 is a good guide for live load affects where the maximum midspan deflection is limited to 1-2mm under the affects of a 1kN point load as a check for dynamics. In addition, a total live load deflection under full crowd load is less than span/250 is a good guide so people feel safe. This is less onerous than AS5100 which is more applicable to high use, high risk and more heavily loaded structures. We have limited the total deflection in our assessment to span/300 for all primary elements.

A generic assessment is undertaken in comparing design actions to what is understood to be the original design whilst considering the level of deterioration. A rating factor of 1 or more indicates the structure has the capacity to support the nominated design load. If it was less than 1 then this would indicate a deficiency, however it does not necessarily mean the structure would fail due to the design load safety factors applied in bridge design. This also explains why some structures can accommodate higher loads than those nominated.

The load rating factor (RF) may be expressed as:

$$RF = \frac{\text{Available bridge capacity for traffic load effects}}{\text{Traffic load effects of nominated rating vehicle}}$$

The load rating factor (RF) for the governing effect may be expressed as:

$$RF = \frac{\phi R_{\mathrm{u}} - \left(\gamma_{\mathrm{g}} S_{\mathrm{g}}^* + \gamma_{\mathrm{gs}} S_{\mathrm{gs}}^* + S_{\mathrm{p}}^* + S_{\mathrm{s}}^* + S_{\mathrm{t}}^*\right)}{\gamma_{\mathrm{Q}} \left(1 + \alpha\right) W\left(S_{\mathrm{Q}}^*\right)}$$

AS5100 provides a rating equation that can be used to assess structures and determine a rating factor for a nominated action for both serviceability and ultimate limit states. In order to do this,

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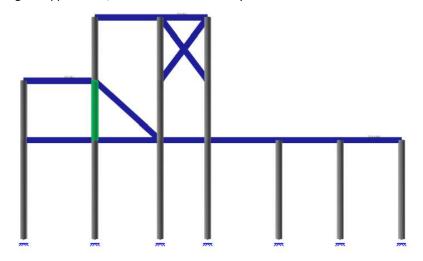
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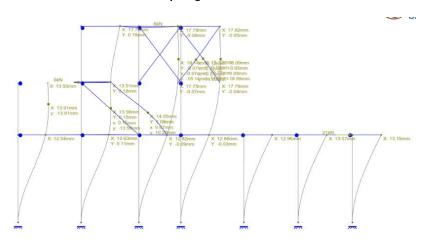


we must calculate the theoretical capacity of the structure and in this case, we have made the following assumptions for the deck properties to assist in this assessment process;

- Timber deck bearers, joists and crossheads being river red gum which has a reputation for durability and strength. The heartwood of the river red gum displays considerable durability (class 2), allowing for a range of exterior applications. We have used F11 grade and assessed all timber as seasoned.
- Piles being ironbark which is a premium native hardwood that has been well regarded as a high-quality timber as it is a particularly hard, strong and durable timber, with a broad range of applications, due to its resistance to lyctid borers and termites.



**Spacegass Model Front Elevation** 



Spacegass Model Front Elevation – Deflection under lateral loading







## 9.0 LOAD LIMIT RATING AND CONDITION ASSESSMENT

#### WHARF

The wharf is in a sound condition for its age with minimal signs of serious deterioration and we have assessed the minimum live load capacity as 4kPa (400kg/m²). This is acceptable and what is safe for this type of structure and is limited by the 280x120 crossheads.

| Member                                 | Live Load Capacity (kPa) |
|----------------------------------------|--------------------------|
| 390x150 Joists                         | 5.0                      |
| 200UB22 Joists                         | 5.0                      |
| 280x120 Crosshead                      | 4.0                      |
| 2/280x120 Crosshead                    | 5.0                      |
| 375x175 Joists to Median Deck          | 5.0                      |
| 2/300x125 Crosshead                    | 5.0                      |
| 300x125 Joists to Lower Deck           | 5.0                      |
| 400x170 Crosshead to Lower Deck        | 5.0                      |
| 400 dia. Piles (used 350mm for design) | 5.0                      |

To provide a fully compliant structure would require the crossheads to be replaced with stiffer members or verification that the strength grade is greater than F14.

#### **WALKWAY**

The walkway is in a sound condition for its age with minimal signs of serious deterioration and we have assessed the minimum live load capacity as 2kPa (200kg/m²). This is on the lower side of what is safe for this type of structure, and this is only applicable for the 10.2m span and the capacity increases as the span decreases. The 7.9m span has 5kPa live load capacity which is compliant with current standards. Furthermore, many of the members do not satisfy the minimum dynamic requirements.

| Member                    | Live Load Capacity (kPa) |
|---------------------------|--------------------------|
| 75 PFC Joists – 1.8m span | 3.5 #                    |
| 75 PFC Joists – 2.0m span | 2.5 #                    |
| 125 PFC Bearer            | 5.0                      |
| 250UB37 (minor) Bearer    | 5.0                      |
| 250UB37 Beam – 10.2m      | 2.0 #                    |
| 250UB37 Beam – 9.9m       | 2.3 #                    |
| 250UB37 Beam – 8.8m       | 3.5 #                    |
| 250UB37 Beam – 7.8m       | 5.0                      |

<sup>#</sup> does not satisfy dynamic limits and member is dynamically sensitive.

To provide a fully compliant structure would require the deck joists to be replaced with stiffer members and construction of a new center pier for all spans above 8m to reduce the design span and have the entire walkway compliant for a 5kPa live load capacity.



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## **10.0 CONCLUSION**

The wharf is in sound condition for its age and the assessed live load capacity is 4kPa  $(400kg/m^2)$ . For this type of event, and for safety, this is equivalent to 2 persons per square meter as an equivalent static load.

The walkway is in sound condition for its age with minimal signs of serious deterioration and we have assessed the minimum live load capacity as 2kPa (200kg/m²), providing repair and strengthening works are completed. For this type of event, and for safety, this is equivalent to 1 person per square meter as an equivalent static load.







## **APPENDIX A - CONDITION RATING SHEET**

## WHARF

| Structure ID No: |         | Moama Wharf Crossing/Ge Location: |          | General Murray Ri |                     | River   |    |
|------------------|---------|-----------------------------------|----------|-------------------|---------------------|---------|----|
| Region:          |         | Riverina Southern NSW             | Map Ref: |                   |                     |         |    |
| Inspector:       |         | Neil Wright                       | Date:    |                   | 20 <sup>th</sup> Ma | y, 2023 |    |
| Component        | Descri  | ption                             |          |                   | Conditi             | on %    |    |
| No.              |         |                                   |          | 1                 | 2                   | 3       | 4  |
| TGCG             | Timbe   | r Bearer                          | 60       | 30                | 10                  | 0       |    |
| TCHS             | Timbe   | r Crosshead                       |          | 50                | 40                  | 10      | 0  |
| TPIL             | Timbe   | r Pile                            |          | 20                | 40                  | 40      | 0  |
| TWBR             | Timbe   | r bracing                         |          | 20                | 50                  | 30      | 0  |
| TGCG             | Timbe   | Timber stair stringers            |          |                   | 70                  | 30      | 0  |
| SBGI             | Steel   | Steel deck girders                |          |                   | 90                  | 10      | 0  |
| RMIS             | Timbe   | Timber Barrier                    |          |                   | 40                  | 30      | 10 |
| RMET             | Steel E | Barrier                           |          | 0                 | 70                  | 20      | 10 |

### **WALKWAY AND LANDING**

| Structure ID No: |         | Moama Walkway Crossing/Genera Location: |          | eneral | Horseshoe Lagoon    |         |   |
|------------------|---------|-----------------------------------------|----------|--------|---------------------|---------|---|
| Region:          |         |                                         |          |        |                     |         |   |
| Inspector:       |         | Neil Wright                             | Date:    |        | 20 <sup>th</sup> Ma | y, 2023 |   |
| Component        | Descri  | ption                                   |          |        | Conditi             |         |   |
| No.              |         |                                         |          | 1      | 2                   | 3       | 4 |
| WALKWAY          |         |                                         |          |        | •                   |         |   |
|                  |         |                                         |          |        |                     |         |   |
| TPIL             | Timbe   | r Pile                                  |          | 70     | 25                  | 3       | 2 |
| SBGI             | Steel E | A crosshead and fixing                  | 40       | 40     | 10                  | 10      |   |
| SBGI             | Steel 7 | 75PFC Joists                            | 0        | 90     | 10                  | 0       |   |
| SBGI             | Steel E | Bearers                                 |          | 0      | 90                  | 10      | 0 |
| SBGI             | Steel   | deck girders                            |          | 0      | 90                  | 10      | 0 |
| RMIS             | Timbe   | r Barrier                               |          | 20     | 60                  | 15      | 5 |
| RMET             | Steel E | Barrier                                 |          | 0      | 90                  | 10      | 0 |
|                  |         |                                         |          |        |                     |         |   |
| RAMP             | RAMP    |                                         |          |        |                     |         |   |
|                  |         |                                         |          |        |                     |         |   |
| TGCG             | Timbe   | Timber Bearer                           |          |        | 30                  | 10      | 0 |
| TCHS             | Timbe   | Timber Crosshead                        |          |        | 80                  | 10      | 0 |
| TPIL             | Timbe   | r Posts                                 | <u> </u> | 10     | 80                  | 10      | 0 |



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The condition state of the members is determined using the following principles:

- 1 Component is in good condition with little or no deterioration.
- 2 Component shows deterioration of a minor nature with primary supporting material which is first signs of being affected. Intervention points for maintenance are generally as follows: Minor spalls or cracking are of no real concern. Paintwork on steel components with spot rusting to 5%.
- 3 Component shows advancing deterioration and loss of protection to the supporting material
  which is showing deterioration and minor loss of section. Intervention points for maintenance
  are generally as follows: Large spalls, medium cracking and defects should be programmed for
  repair works. Paintwork has spot rusting of up to 10%, which is the limit for overcoating.
- 4 Component shows advanced deterioration loss of effective section to the primary supporting
  material, is acting differently to design or is showing signs of overstress. Intervention points for
  maintenance are generally as follows: Very large spalls, or heavy cracking and defects should be
  repaired within the next 12 months. Paintwork beyond repair requiring blasting back to bright
  metal.







## **APPENDIX B - STRUCTURE DEFECT SHEET**

## WHARF

| Structure ID No: |                 | Moama   | a Wharf            |         |       | ocation<br>m): |                            |
|------------------|-----------------|---------|--------------------|---------|-------|----------------|----------------------------|
| Road N           | ame:            | NA      |                    |         |       | oad            |                            |
|                  |                 |         |                    |         | N     | umber:         |                            |
| Crossin          | g/General       | Murray  | <sup>,</sup> River |         |       |                |                            |
| Locatio          | n:              |         |                    |         |       |                |                            |
| Region           | •               | Riverin | a Southern NSW     |         | Μ     | lap Ref:       |                            |
| Inspect          | or:             | Neil W  | right              |         | Date: |                | 20 <sup>th</sup> May, 2023 |
| Comp             | Comp. Nar       | ne      | Location           | Quantit | у     | Photo          | Defect Description         |
| No.              |                 |         |                    |         |       | Nos            |                            |
| TGCG             | Timber stair st | ringers | Median Deck        | 2       |       | See            | New bracket and fixing     |
|                  |                 |         | to Top Deck        |         |       | App. D         | required                   |
| TGCG             | Timber stair st | ringers | Lower Deck         | 2       |       | See            | New bracket and fixing     |
|                  |                 |         | to Median          |         |       | App. D         | required                   |
|                  |                 |         | Deck               |         |       |                |                            |
| RMIS             | Timber Barrier  |         | Throughout         | 120m    |       | See            | Non-Compliant and          |
|                  |                 |         |                    |         |       | App. D         | needs replacing            |
| TWBR             | Timber brad     | ing     | Center             | 4       |       | See            | Additional bracing         |
|                  |                 |         |                    |         |       | App. D         | required                   |

## WALKWAY

| Structure ID No: Moama Wa |                 | a Walkway |                | Location (km): |                 |                            |
|---------------------------|-----------------|-----------|----------------|----------------|-----------------|----------------------------|
| Road N                    | ame:            | NA        |                |                | Road<br>Number: |                            |
| Crossin<br>Locatio        | g/General<br>n: | Horses    | hoe Lagoon     |                | Number:         |                            |
| Region                    |                 | Riverin   | a Southern NSW |                | Map Ref:        |                            |
| Inspect                   | or:             | Neil W    | right          |                | Date:           | 20 <sup>th</sup> May, 2023 |
| Comp                      | Comp. Nar       | ne        | Location       | Quantit        | y Photo         | Defect Description         |
| No.                       |                 |           |                |                | Nos             |                            |
| TPIL                      | Pier and Cross  | shead     | Pier 1         | 1              | See             | M24 anchor bolt to the     |
| SBGI                      |                 |           |                |                | App. D          | crosshead needs to be      |
|                           |                 |           |                |                |                 | replaced.                  |
|                           |                 |           |                |                |                 |                            |
| TPIL                      | Pier and Cross  | shead     | Piers          | 10             | See             | M24 anchor bolts to the    |
| SBGI                      |                 |           | 2,4,6,8,9,     |                | App. D          | crosshead are missing in   |
|                           |                 |           | 11,15,16       |                |                 | and needs to be re-        |
|                           |                 |           |                |                |                 | drilled and installed      |
|                           |                 |           |                |                |                 | through the timber pier.   |



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| SBGI | Beam                       | Piers 1 & 19 | 3   | See<br>App. D | There are loose nuts to<br>the beam hold down<br>bolts at which need to<br>be tightened.                                                                                        |
|------|----------------------------|--------------|-----|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BELA | Elastomeric<br>bearing pad | Piers 2 &10  | 2   | See<br>App. D | The elastomeric bearing has become loose and "walked off" the crosshead. The beam needs to be jacked upwards and the elastomeric bearings installed in their original position. |
| SBGI | Beam                       | Pier 20      | 1   | See<br>App. D | A new hold down bolt is required at Pier 20.                                                                                                                                    |
| SBGI | Beam                       | Span 4       | 1   | See<br>App. D | Beam needs to be replaced                                                                                                                                                       |
| RMIS | Timber Barrier             | Throughout   | 360 | See<br>App. D | Non-Compliant and needs replacing                                                                                                                                               |













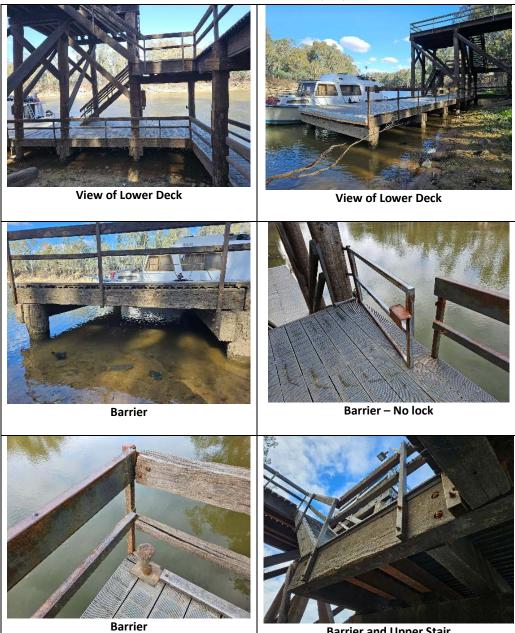
## **APPENDIX D - PHOTOS**















**Barrier and Upper Stair** 





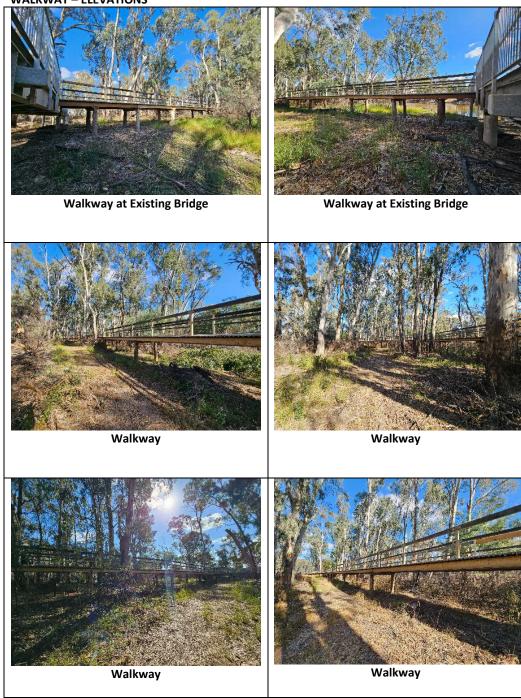




**Typical Deck** 



## WALKWAY – ELEVATIONS

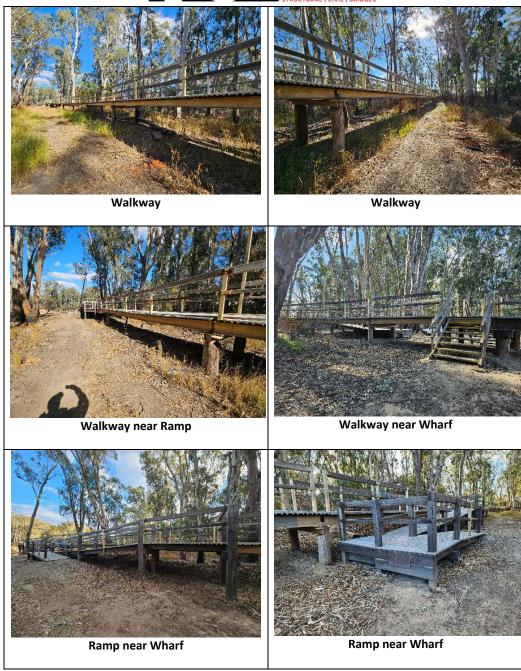




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## WALKWAY – DEFECTS



Defect 1 - Bolt not through timber



Defect 2 - Missing Nut



Defect 3 - Anchor bolt not installed



Defect 4 - Nut loose



Defect 5 - Elastomeric bearing moved



Defect 6 – Damaged Deck



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Defect - Split Pier



Defect - Sagging beam span 4



**Defect - Pier Leaning** 



Defect - Stairs



**Defect – Damaged treads** 



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**Defect – Damaged Barrier** 



Typical underside deck and piers



Typical barrier



New barrier rails







**APPENDIX E - SITE NOTES** 











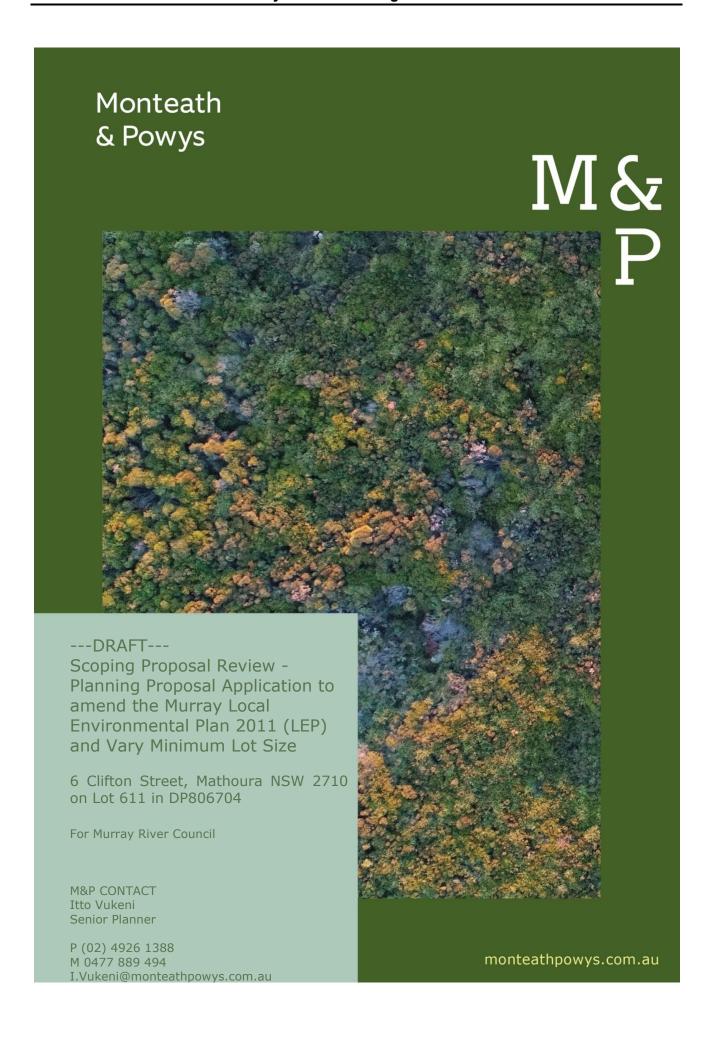


## **APPENDIX G - REFERENCE / ACKNOWLEDGEMENTS**

AS5100 – 2017 bridge Design Code
RMS – Bridge inspection Manual
Vic Roads – Bridge inspection Manual
Vic Roads – Road Design Guidelines
Austroads manuals
Department of Main Roads Queensland Bridge Inspection Manual
Railtrack Corporation – Assessment of Bridges
National Heavy Vehicle Regulator mass and dimension limits
National Trust study of Victoria's Concrete Road Bridges – Gary Vines.
AASHTO Manuals
Load Estimation for Rating of Bridges -Paul Grundy
Load Rating Bridge Structures – Vicroads Vincenzo Colosimo
ARTC Bridge Repair Manual







# Monteath & Powys



| Our Ref:      | 23/0411                                                                                                                                                                                                                                                                                                                          |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date          | 17 November 2023                                                                                                                                                                                                                                                                                                                 |
| Project       | Scoping Proposal Review - Planning Proposal<br>Application to amend the Murray Local Environmental<br>Plan 2011 and Vary Minimum Lot Size                                                                                                                                                                                        |
| Client        | Murray River Council                                                                                                                                                                                                                                                                                                             |
| Author        | M&P Itto Vukeni<br>B U&E P MPIA<br>Senior Planner                                                                                                                                                                                                                                                                                |
| Certification | I hereby certify that this Statement of Environmental Effects has been prepared in accordance with the requirement of the Environmental Planning & Assessment Act 1979 and its associated Regulations. I certify that to the best of my knowledge, the information contained within this report is neither false nor misleading. |
| Signature     | - Office V                                                                                                                                                                                                                                                                                                                       |
| Reviewer      | M&P Lachlan Sims<br>Principal Planner<br>B U&R P MPIA                                                                                                                                                                                                                                                                            |
| Signature     | laul E                                                                                                                                                                                                                                                                                                                           |

This report was prepared by Monteath & Powys Pty Ltd.

| Document Control |            |                  |        |          |          |  |  |  |
|------------------|------------|------------------|--------|----------|----------|--|--|--|
| Revision         | Date       | Revision Details | Author | Verifier | Approver |  |  |  |
| 1                | 31/10/2023 | Draft            | IV     | LS       | LS       |  |  |  |
| 2                | 17/11/2023 | Final            | IV     | LS       | MRSC     |  |  |  |

## PLANNING PROJECT MANAGEMENT SURVEYING 3D SPATIAL

Liability limited by a scheme approved under Professional Standards Legislation.





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#### 1. EXECUTIVE SUMMARY

Council is in receipt of a Planning Proposal prepared by Habitat Planning Pty Ltd on behalf of the Applicants, Mike Rose and Tara Alderton, over land formally described as Lot 611 in DP806704 located at 6 Clifton Street, Mathoura NSW 2710 (the site). The Planning Proposal seeks to amend the *Murray Local Environmental Plan 2011* (LEP) to vary the zoning of the site on the Land Zoning Map from R5 Large Lot Residential to RU5 Village zone and to override the minimum lot size on the Lot Size Map from 4000m² to 450m². In support of the Planning Proposal, the Applicants have provided the following supporting documentation:

- Consistency with Riverina-Murray Regional Plan 2041 documentation;
- Consistency with State Environmental Planning Policies documentation; and
- Consistency with Section 9.1 Ministerial Directions documentation.

The Planning Proposal has been reviewed against the relevant provisions applying to the site and proposal at the state and local levels. In this regard, the proposal is deemed to comply with the relevant provisions under the *Environmental Planning and Assessment Act 1979* (the Act), State Environmental Planning Policies, and the requirements of the NSW Department of Planning, Infrastructure & Environment's Local Environmental Plan Making Guideline. Similarly, the proposal is also generally consistent with the objectives of the *Riverina-Murray Regional Plan 2041* (the Regional Plan), the council's Local Strategic Planning Statement (LSPS) and Murray River Council Local Housing Strategy (LHS).

In reviewing the proposal against the relevant provisions applicable to the site and the development, the recommendation is for the Council to endorse the Planning Proposal for submission to the Department of Planning and Environment seeking a Gateway Determination. The recommendation is subject to the following additional investigation:

- Needs assessment to demonstrate sufficient economic and planning needs to support the proposal.
- Engineering services investigation to demonstrate adequate capacity for water, sewer, and stormwater for future development of the site and utility infrastructure augmentation requirements.

#### 2. APPLICATION DETAILS

The Applicants and application details for the Planning Proposal can be summarised below:

**Table 1: Application Summary** 

|                     | APPLICATION SUMMARY                                                                                                                                                                                                                                                  |  |  |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Proponent's details | Mike Rose and Tara Alderton<br>C/- Habitat Planning Pty Ltd                                                                                                                                                                                                          |  |  |
| Site details        | 6 Clifton Street, Mathoura NSW 2710                                                                                                                                                                                                                                  |  |  |
| Legal Description   | Lot 611 in DP806704                                                                                                                                                                                                                                                  |  |  |
| Development Summary | <ol> <li>Amend the Murray Local Environmental Plan 2011 to:</li> <li>amend the Land Zoning Map from R5 Large Lot Residential to RU5 Village zone</li> <li>amend the Minimum Lot Size Map from a minimum lot size of 4000m² to a minimum lot size of 450m²</li> </ol> |  |  |
| Site History        | N/A                                                                                                                                                                                                                                                                  |  |  |
| Consultation        | N/A                                                                                                                                                                                                                                                                  |  |  |
| Landowner details   | Mike Rose and Tara Alderton                                                                                                                                                                                                                                          |  |  |

230411 | Planning Proposal Review I 6 Clifton Street, Mathoura 2710



#### 3. SITE DETAILS

Lot 611 in DP806704 is the site in this matter and is addressed as 6 Clifton Street, Mathoura NSW 2710 and can be located at the fringe of the Mathoura township. The site is comprised of a single lot, rectangular in shape. In total, the site is 2.05 hectares with principal road frontage to Clifton Street (105.49) and secondary road frontage to Cobb Highway (155.01m). **Figure 1** provides an aerial view of the subject site.



Figure 1: Aerial Photograph Extract and Subject (Archister, 2023)



Figure 2: Aerial Photograph Extract and Subject Depiction (Metro Maps, 2023)



There is an opportunity for the site to be connected to Council's reticulated water infrastructure which can be located along the Clifton Road frontage. Further, there are also opportunities for the site to be connected to electricity and telecommunications infrastructure which can be located along the east side property boundary.

Pursuant to the *Murray Local Environmental Plan 2011*, the subject site is zoned RU5 Village. **Figure 3** provides an extract from the Planning Portal Spatial Viewer to overview the zoning of the site and immediate surrounding areas.



Figure 3: Zoning Map Extract (Planning Portal Spatial Viewer, 2023)

As summarised in **Table 1**, the proposal seeks to amend the *Murray Local Environmental Plan 2011* to override the existing zoning of the site and the minimum lot sizes.

The immediate surrounding landuses to the subject uses are summarised in **Table 2.** 



**Table 2: Surrounding Land Uses** 

| SURROUNDING LANDUSES |                                                                                                                                                                                                                                                                          |  |  |  |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
|                      |                                                                                                                                                                                                                                                                          |  |  |  |
| North                | <ul> <li>R5 zone</li> <li>RU1 zone and primary production activities</li> <li>Cobb Highway and continuation</li> <li>Rail infrastructure and continuation</li> <li>Mathoura Golf Club</li> </ul>                                                                         |  |  |  |
| South                | Mathoura township comprised of RU5 zones and detached dwellings and ancillary structures     SP2 Railway Infrastructure and continuation     SP2 classified road and continuation     Cobb Highway continuation     Rail infrastructure continuation     C3 and C1 zones |  |  |  |
| East                 | <ul> <li>SP2 Railway Infrastructure land zoning</li> <li>Cobb Highway</li> <li>C3 and C1 zones and vegetation</li> <li>Trails</li> <li>Gulpa Creek catchment</li> <li>Duggans Lagoon</li> <li>Deep Creek</li> </ul>                                                      |  |  |  |
| West                 | <ul> <li>R5 zones and detached residential developments with ancillary structures and dams</li> <li>SP2 classified road and continuation</li> <li>RU5 landuses</li> <li>RU1 landuses</li> </ul>                                                                          |  |  |  |

The surrounding context comprises a variety of small to medium size residential properties as a transitional area.



#### 4. THE PROPOSAL

The Planning Proposal seeks to amend the *Murray Local Environmental Plan 2011* to rezone the existing site addressed as 6 Clifton Street, Mathoura NSW 2710 from R5 Large Lot Residential to RU5 Village zone. Subsequently, the proposal also seeks to vary the Lot Size Map to override the minimum lot size applicable to the Site from  $4000m^2$  to  $450m^2$ . **Figures 4** and **5** provide an extract of the Applicant's proposed plans to illustrate the potential Land Rezoning and the Minimum Lot Size maps.





Figure 3 - Existing Land Zoning Map

Figure 4 - Proposed Land Zoning Map

Figure 4: Existing Land Zoning and Proposed Land Zoning Map







Figure 6 - Proposed Minimum Lot Size Map

Figure 5: Existing Minimum Lot Size and Proposed Minimum Lot Size Map

As part of the lodgement material, the Applicant provided an indicative project timeline for the proposed Planning Proposal. The Planning proposal is anticipated to take twenty-nine (29) weeks from lodgement stage to notification stage.



Augmentation of utility, electricity, and telecommunication infrastructure will be required to facilitate future development of the site if the proposal is to progress further. As part of the Development Application stage, the Applicant would be required to demonstrate envisaged services and infrastructure that are or will be available to meet the demands arising from the proposal and any proposed funding arrangements for infrastructure provision.

Changes are not proposed to the existing contribution plan by the Applicant nor envisaged. Future development of the site would be subject to the contributions rate for the applicable zone under the Council's adopted Development Contributions Plans. Further, state infrastructure contributions may also be applicable to the future development of the site.

Furthermore, and as per the lodged application materials, the planning proposal is not associated with the outcomes of a previous consultation undertaken by the Applicant and Council.

#### 5. STRATEGIC MERIT

#### Riverina Murray Regional Plan 2041

The *Riverina Murray Regional Plan 2041* provides a 20-year strategic planning framework to guide decision-making and development in the Riverina Murray region. It provides eighteen (18) objectives to achieve the strategic vision for the region. The proposal is to be reviewed against the relevant provisions of the Regional Plan.

Table 3: Assessment Against Riverina Murray Regional Plan 2041

| CONSISTENCY WITH RIVERINA-MURRAY REGIONAL PLAN 2041                            |                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| Objectives and Actions                                                         | Assessment Response                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |
| Part 1 – Environment                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| Objective 1 – Protect, connect and enhance biodiversity throughout the region. | Part 1 of the Regional Plan provides objectives to deliver positive environmental outcomes. As per the Biodiversity Values Map and Threshold Tool, the site is not mapped as containing biodiversity values and is predominantly clear of vegetation. It is considered that future development of the site would not undermine biodiversity values and compliance is therefore achieved with objective 1 and the actions therein. |  |  |  |
| Objective 2 – Manage development impacts within riverine environments          | The site is also setback from mapped riverine environments or wetlands and is not identified as flood-prone land based on the state mapping tool. As such, the proposal complies with objective 2 and its actions.                                                                                                                                                                                                                |  |  |  |
| Objective 3 – Increase natural hazard resilience                               | As per the State mapping tools, the site is not identified as containing flood or bushfire hazards (contained in a buffer area only) and the future development of the site is for residential use. Therefore, there is an opportunity to increase natural hazard resilience as part of the detailed planning stage. The proposal complies with Objective 3 and Part 1 of the Regional Plan in its entirety.                      |  |  |  |
| Part 2 – Communities and places                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| Objective 4 – Support Aboriginal aspirations through land use planning.        | Following a review of the Aboriginal Heritage Information Management System (AHIMS), known Aboriginal sites or places are not recorded in or near the above location within a 200m radius. Therefore, the proposal is consistent with Objective 4.                                                                                                                                                                                |  |  |  |



| CONSISTENCY WITH RIVERINA-MURRAY REGIONAL PLAN 2041                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |  |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| Objectives and Actions                                                        | Assessment Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |  |
| Objective 5 – Ensure housing supply, diversity, affordability and resilience. | The Planning Proposal Application seeks to override the current LEP controls to rezone the land and reduce minimum lot requirements from 4000m2 to 450m2 which will therefore contribute to housing supply, diversity and possibly affordability and resilience by a higher housing density. As such, the proposal complies with Objective 5.                                                                                                                                                                   |  |  |  |
| Objective 6 - Support housing in regional cities and their sub-regions        | As mentioned above, the proposal is considered to support the housing supply in the area. As such, the proposal complies with Objective 6.                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| Objective 7 – Provide for appropriate rural residential development.          | Not applicable in this regard, the proposal does not relate to rural zoned land.                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| Objective 8 – Provide for short-term accommodation                            | Not applicable, the proposal seeks to rezone the land for residential use.                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| Objective 9 - Plan for resilient places that respect local character.         | Whilst the intensification of the site is likely to detract from the existing large residential lot character of the existing site by virtue of the amendments proposed. The potency of the impacts is not considered to undermine the character of the locality. Further, the site is currently adjacent to RU5-zoned land and there is an opportunity to integrate activation strategies with planning and to connect with waterfront walks and trails. Subsequently, the proposal complies with Objective 9. |  |  |  |
| Objective 10 – Improve connections<br>between Murray River communities        | Objective 10 has been met by the proposal. The proposal maintains the existing connections provided by Clifton Street and access off Cobb Highway can be restricted for residential lots given the order of the road network.                                                                                                                                                                                                                                                                                   |  |  |  |
| Objective 11 – Plan for integrated and resilient utility infrastructure       | The Applicant is to demonstrate adequate capacity for reticulated water, stormwater and sewer infrastructure as part of the detailed planning stage. As such, the proposal is deemed to comply with Objective 11 and Part 2.                                                                                                                                                                                                                                                                                    |  |  |  |
| Part 3 – Economy                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |  |
| Objective 12 - Strategically plan for rural industries                        | Not applicable in this regard, the proposal does not relate to rural industries.                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| Objective 13 - Support the transition to net zero by 2050                     | There is an opportunity to embed sustainability design principles in the final development through planning and construction practices. As such, the proposal complies with Objective 13.                                                                                                                                                                                                                                                                                                                       |  |  |  |
| Objective 14 – Protecting and promoting industrial and manufacturing land     | Not applicable in this regard, the proposal does not relate to industrial or manufacturing land.                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| Objective 15 - Support the economic vitality of CBDs and main streets         | Not applicable in this regard, the proposal is not contained within a CBD or main street setting.                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |
| Objective 16 - Support the visitor economy                                    | The supply of residential-zoned land is considered to have a positive effect on the visitor economy by reducing the demand for housing within the locality. Therefore, the proposal complies with Objective 16.                                                                                                                                                                                                                                                                                                 |  |  |  |
| Objective 17 - Strategically plan for health and education precincts          | Not applicable in this regard, the proposal does not relate to health and education precincts                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| Objective 18 – Integrate transport and land use planning                      | there is an opportunity to integrate transport and land use planning to avoid direct access from Cobb Highway if required.                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |



#### Murray River Council Local Strategic Planning Statement 2020 - 2040

The Murray River Council Local Strategic Planning Statement 2020 – 2040 (LSPS) sets out the 20-year vision for land use planning in Murray River Council. It outlines how the Council will manage growth and change to maintain the high levels of environmental amenity, liveability and landscape quality that characterise the local government area (LGA). The proposal is to be reviewed against the applicable planning priorities identified within the LSPS.

Theme 1 of the LSPS relates to a robust, growing, and innovative economy. It is noted that the subject site is zoned R5 Large Lot Residential, and the existing use is for a dwelling house with an ancillary structure. Subsequently, the proposal is not considered to undermine the region's economic development potential or the viability of prime productive agricultural land considering the scale of the development and it does not propose a conflicting land use. As such, the proposal is consistent with Theme 1 of the LSPS.

Theme 2 envisions liveable communities with social capital. The planning proposal seeks to vary the current LEP controls and reduce the minimum lot size to increase the net density and lot yield. Additionally, the Applicant would be required to undertake an infrastructure servicing assessment to ensure that future water and sewer infrastructure aligns with future growth and reflects the planned housing strategy. Subsequently, the development complies with Planning Priorities 4 and 6 and Theme 2 of the LSPS.

Theme 3 pertains to the environment, heritage, and climate change. As identified above, the site is not mapped as containing biodiversity values and is clear of remnant vegetation. Further, the site is not mapped as containing aboriginal sites or places within a 200m radius as per the AHIMS. As per the Portal Spatial Viewer, the is not mapped as containing flood hazards but is partially within a bushfire buffer area. It is considered that future development proposals can incorporate sustainable development principles. Overall, the proposal is deemed to comply with Planning Priorities 7, 8 and 9 and Theme 3 in its entirety.

#### Murray River Council Local Housing Strategy 2023-2041

The Murray River Council Local Housing Strategy (LHS) provides a guide for future growth and development of the LGA. It is noted that the LHS is currently in draft form and pending final endorsement following the public exhibition process. There are 10 key challenges that are identified in the LHS and provide a lens for the Implementation Plan Framework. The key challenges are summarised as follows:

- 1. Ensure adequate land supply in the right locations and the right time;
- 2. Promote housing diversity and affordability;
- 3. Reinforce commercial centres;
- 4. Protect settlement character;
- Conserve primary industry land;
- 6. Conserve environmental assets;
- Ensure development is sustainable;
- 8. Maintain efficient services;
- 9. Consolidate urban centres; and
- 10. Avoid natural hazards.



As demonstrated above, the proposal is considered to ensure adequate land supply in the right locations and at the right time and promote housing diversity and affordability. By proposing to develop a site proximate to the Mathoura township, utility infrastructure and with access to key transport nodes. Similarly, the development proposes small lots that vary from the immediate surroundings which therefore contribute to providing for housing diversity and ultimately affordability. Settlement character is retained by the proposal given its consistency with the settlement patterns observed south of the premises. Further, there is an opportunity to incorporate sustainable development practices in the development as part of detailed planning and construction. The applicant is to demonstrate efficient services and capacity in subsequent applications. Overall, the proposal is deemed to comply with the 10 key challenges.

Part 2 of the LHS relates to The Right Place and the Right Time and seeks to implement the 10 key challenges at the local levels. In this regard, the subject site is identified as suitable for RU5 – Consider smaller lots, e.g.,  $450m^2$  in the LHS.

Further, Part 2 of the LHS implementation Plan provides Place-Based Initiatives at the local levels. **Table 4** provides a review of the planning proposal against the Place-Based Initiatives for the Mathoura Locality.



**Table 4: Place-Based Initiatives Review** 

| PLACE-BASED INITIATIVES - MATHOURA                                                                                                                                                                                                                  |                                                                                                                                                                                                     |                                                                                                                                                                     |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Initiatives                                                                                                                                                                                                                                         | Methods                                                                                                                                                                                             | Assessment Response                                                                                                                                                 |  |  |
| Introduce a place-based plan to guide local works and services including water and sewer upgrades and to understand and characterise the community.                                                                                                 | Undertake a community-based engagement process.                                                                                                                                                     | Future planning proposal over the site is to consider local works and services including water and sewer upgrades and to understand and characterise the community. |  |  |
| Assess the degree to which<br>the town is flood-affected                                                                                                                                                                                            | Review whether a general catchment<br>model combined with local anecdotal<br>information can improve the<br>understanding of flooding and<br>whether consideration needs to be<br>given to a levee. | Not applicable in this regard, the site is not flood-affected following a review of the state mapping tool.                                                         |  |  |
| Work to ensure that there is support for the commercial/business/retail sector of the township to support residential investment                                                                                                                    | Introduce the operators to any potential areas of advice or assistance that might assist them. Consider a main street place plan to determine if beautification of the street is warranted          | Not applicable in this regard, the proposal relates to a residential development.                                                                                   |  |  |
| • As per figure 2-7 above, consider rezonings to facilitate a variety of housing products. This includes 6 Clifton Street which could be rezoned to RU5 with a minimum lot size of 450m2 to facilitate multi dwelling housing (affordable housing). | Review proposals to identify potential issues, and work with landholders to undertake the necessary work to support any rezonings.                                                                  | As per the LHS, the proposal is to rezone 6 Clifton Street to RU5 with a minimum lot size of 450m² to facilitate multiple dwelling housing (affordable housing).    |  |  |
| • Land to the south of Clifton Street should also be included for continuity.                                                                                                                                                                       |                                                                                                                                                                                                     |                                                                                                                                                                     |  |  |
| • Land on Jones Street could be considered for R5, and there may be a case for alteration to the Minimum Lot Size for part of Lot 2 in DP717676 on Moama Street.                                                                                    |                                                                                                                                                                                                     |                                                                                                                                                                     |  |  |
| Affordable housing                                                                                                                                                                                                                                  | Promote the village as a place of affordable housing.                                                                                                                                               | As demonstrated above, the proposal is considered to contribute to promoting housing affordability.                                                                 |  |  |
| Urban Growth Boundary                                                                                                                                                                                                                               | Consider the establishment of an urban growth boundary, should there be uptake of any of the rezoned areas.                                                                                         | The Site can be included in any future urban growth boundary for Mathoura if adopted by Council.                                                                    |  |  |

As demonstrated above, the Planning Proposal is consistent with Part 2 of the LHS.



#### 6. SITE-SPECIFIC CONSIDERATIONS

Mathoura is zoned RU5 Village under Murray LEP 2011 with surrounding rural residential land that is zoned R5 Large Lot Residential. Non-urban land to the east is zoned E3 Environmental Management and the Murray Valley National and Regional Park is zoned E1 National Parks and Nature Reserves. The rail line and Cobb Highway which run parallel north-south through Mathoura are zoned SP2 Infrastructure.

Key features of the site and surroundings that could affect or be affected by the proposal are summarised **Table 5**.

Table 5: Key Site Features and Surroundings Summary

| KEY SITE FEATURES AND SURROUNDINGS                                        |                                                                                                     |  |  |  |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--|--|--|
| Key Considerations                                                        | Assessment Response                                                                                 |  |  |  |
|                                                                           |                                                                                                     |  |  |  |
| existing development and uses                                             | Dwelling house including ancillary structures and dams                                              |  |  |  |
| surrounding development and uses                                          | Dwelling houses including ancillary structures and dams Large lots Small lot rail line Cobb Highway |  |  |  |
| topography                                                                | The topography of the adjoining sites slopes west to the water body.                                |  |  |  |
| hydrology                                                                 | Drains south and west following the site topography.                                                |  |  |  |
| scenic and culturally important landscapes                                | Not mapped                                                                                          |  |  |  |
| heritage (aboriginal and non-aboriginal)                                  | Not mapped                                                                                          |  |  |  |
| access and transport                                                      | Access via a single driveway off Clifton Street                                                     |  |  |  |
| major infrastructure (roads, rail, pipelines, transmission lines)         | rail line<br>Cobb Highway                                                                           |  |  |  |
| Services (water, wastewater, stormwater etc) and utilities (gas, NBN etc) | Within proximity to the site                                                                        |  |  |  |
| community and social services                                             | Parks and walking trails                                                                            |  |  |  |

As identified, the subject site is not mapped as containing flood hazards. However, the site is contained within a mapped buffer zone with respect to the bush but is not directly linked to hazardous vegetation. Furthermore, the site is not identified as contaminated land following a review of the contaminated land registered.



**Table 6: Opportunities and Constraints** 

| OPPORTUNITIES AND CONSTRAINTS                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Opportunities                                                                                                                                                                                                                                    | Constraints                                                                                                                                                                                                                                                                                                                                                    |  |
|                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                |  |
| <ul> <li>Site rezoning to RU5 with a minimum lot size of 450m2</li> <li>Multi-dwelling housing (affordable housing).</li> <li>Establishment of a growth boundary following rezone execution.</li> <li>An inter-allotment road network</li> </ul> | <ul> <li>Direct access off Cobb Highway (subject to consultation with Transport for NSW) will likely be constrained.</li> <li>Bushfire risk - the site is within a buffer area to bushfire-prone land and any future urban development will likely require appropriate consideration for bushfire risk and the provision of Asset Protection Zones.</li> </ul> |  |

#### 7. PRELIMINARY PLANNING CONSIDERATIONS

The matters requiring further assessment in the planning proposal, including supporting technical documents are provided below:

**Table 6: Preliminary Planning Considerations** 

| PRELIMINARY PLANNING CONSIDERATIONS                |                                                                                                                                                                                                                                                                  |  |  |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Key Considerations                                 | study or investigations                                                                                                                                                                                                                                          |  |  |
|                                                    |                                                                                                                                                                                                                                                                  |  |  |
| Preliminary Needs assessment                       | <ul> <li>Needs assessment to demonstrate both the economic and planning needs<br/>for the development prepared by a suitably qualified consultant.</li> </ul>                                                                                                    |  |  |
| Preliminary environmental analysis                 | Environmental constraints analysis to depict the existing site conditions.                                                                                                                                                                                       |  |  |
| Preliminary Service<br>Investigation               | <ul> <li>Engineering services investigation to demonstrate adequate provisions<br/>for water, sewer, and stormwater for the proposed development and<br/>utility infrastructure augmentation requirements.</li> </ul>                                            |  |  |
| Preliminary Transport investigation                | <ul> <li>Transport investigation to detail potential traffic impact and access<br/>consideration for the site following the proposal to rezone. Including<br/>details of road widening proposed to facilitate the future development of<br/>the site.</li> </ul> |  |  |
| Preliminary Stormwater<br>Management Investigation | <ul> <li>Stormwater Management Investigation to demonstrate non-worsening<br/>outcomes for stormwater quality and quantity given the reduced lot sizes.<br/>The investigation report is to include the methods proposed for managing<br/>stormwater.</li> </ul>  |  |  |
| Public acceptance of the proposed development      | <ul> <li>Consultation to be carried out with the local community to inform the<br/>preparation of the Planning proposal.</li> </ul>                                                                                                                              |  |  |

As part of the Planning Proposal Application, the Application is to provide a response to address the relevant matters listed above.



#### 8. RECOMMENDATION

In reviewing the planning proposal application against the local and planning context, the existing site conditions, and strategic merits applicable to the premises and proposal support the approval of the application. As such, the recommendation is to endorse the Planning Proposal Application to enable a Gateway Determination by the Department of Planning and Environment for the proposal to amend the Land Zoning Map and to amend the Minimum Lot Size Map from 4000m² to 450m². The recommendation is subject to a detailed investigation to determine the following:

- Needs assessment to demonstrate both the economic and planning needs for the development.
- Engineering services investigation to demonstrate adequate provisions for water, sewer, and stormwater for the proposed development and utility infrastructure augmentation requirements including sequencing.
- Consultation with the local community to gain public acceptance and to inform the Planning Proposal.



**APPENDIX A -**

Applicant Proposed Supporting Materials

Amendment to Murray Local AUGUST 2023 Environment Plan 2011 Lot 611 in DP806704 6 Clifton Boulevard, Mathoura Submitted to Murray River Council Prepared on behalf of Mike Rose and Tara Alderton

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### **Executive Summary**

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

#### 1.1. Overview

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

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

- Amend the Land Zoning Map as it relates to Lot 611 in DP806704, from R5 Large Lot Residential to RU5 Village zone.
- Amend the Minimum Lot Size Map as it relates to Lot 611 in DP806704, from a minimum lot size of 4000m² to a minimum lot size of 450m².

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

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

In this instance, the Planning Proposal is sought in response to the recommendations of the *Murray Local Housing Strategy 2023* ("the LHS Strategy"). The LHS Strategy notes the specific recommendation to rezone the land for increased urban density. The landowners intend to pursue a proposed higher density housing development at a later date which will be able to accommodate affordable housing options for the Mathoura market. This may include smaller and higher density lots with an internal road network and landscape setting for persons seeking a smaller, low maintenance lifestyle but wanting to retain private ownership, including affordable housing, housing for older demographics and key worker housing.

The outcome is directly the result of both the Local Strategic Planning Statement and a Strategic Study of Council.

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

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

- The proposal is generally consistent with the strategic planning framework including State, Regional and local planning strategies for Murray River Shire.
- The proposal is consistent with the specific recommendations of the Murray Local Housing Strategy.
- The resultant development of the land will not create any unacceptable environmental or social impacts.

- The proposed changes in land use which will be appropriate to establish at the northern periphery
  of Mathoura and represent appropriate growth of the urban area;
- Development of this land as sought by this Planning Proposal will enable the land to be developed for diverse housing outcomes, supporting alternative segments of the housing market.
- The subject land can be provided with all urban services.

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

**Table 1 Executive Summary Table** 

| Item                       | Description                                                                                                                                                     |                          |  |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--|
| Site Address               | 6 Clifton Street, Mathoura                                                                                                                                      |                          |  |
| Property Descriptor        | Lot 611 in DP806704                                                                                                                                             |                          |  |
| Existing Planning Controls | Land Zoning                                                                                                                                                     | R5 Large Lot Residential |  |
| Controls                   | Minimum Lot Size                                                                                                                                                | 4000m <sup>2</sup>       |  |
|                            | Height of Buildings                                                                                                                                             | N/A                      |  |
|                            | Floor Space Ratio                                                                                                                                               | N/A                      |  |
|                            | Heritage                                                                                                                                                        | N/A                      |  |
|                            | Land Reservation Acquisition                                                                                                                                    | N/A                      |  |
|                            | Site Specific Local Provisions                                                                                                                                  | N/A                      |  |
|                            | Terrestrial Biodiversity                                                                                                                                        | Yes                      |  |
|                            | Bush Fire Prone Land                                                                                                                                            | Yes, Vegetation Buffer   |  |
| Proposed Amendment         | Amend the Land Zoning Map as it relates to Lot 611 in DP806704, from R5 Large Lot Residential to RU5 Village zone.                                              |                          |  |
|                            | Amend the Minimum Lot Size Map as it relates to Lot 611 in DP806704, from a minimum lot size of 4000m <sup>2</sup> to a minimum lot size of 450m <sup>2</sup> . |                          |  |
| Type of Amendment          | Standard                                                                                                                                                        |                          |  |

### 2. Introduction

#### 2.1. Overview

This Planning Proposal has been prepared by Habitat Planning on behalf of Mike Rose and Tara Alderton and is submitted to Murray River Council in support of a Planning Proposal to amend the Murray Local Environmental Plan 2011 (LEP) as it relates to Lot 611 in DP806704 at 6 Clifton Street, Mathoura.

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

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

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

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

#### 2.2. Scope and Format of Planning Proposal

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

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

#### 2.3. Supporting Plans and Documentation

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

Table 2 Attachments to Planning Proposal

| No. | Document Name                                          | Prepared by      |
|-----|--------------------------------------------------------|------------------|
| A   | Consistency with Riverina-Murray Regional Plan 2041    | Habitat Planning |
| В   | Consistency with State Environmental Planning Policies | Habitat Planning |
| С   | Consistency with Section 9.1 Ministerial Directions    | Habitat Planning |

## 3. Site Description

#### 3.1. Site Location and Context

The subject land comprises a single lot of land at the northern fringe of the Mathoura township.

The land is described as Lot 611 in DP806704 and addressed as 6 Clifton Street, Mathoura. It presents a large square shaped parcel of land with two road frontages, positioned on the north western corner of the Cobb Highway and Clifton Street. The lot has a total area of 2.02 hectares.

Figure 1 below shows the location of the subject in a broader context and Figure 2 shows an aerial image of the subject land.





Figure 2 - Aerial view of the subject land (Nearmap)

### 3.2. Surrounding Development

The site is essentially located within the Mathoura village area, although is further north from the core township land. As such, the surrounding context comprises a variety of small to medium size residential properties as a transitional area.

Land to the north consists of a number of small rural residential properties along Cobb Highway, with the Mathoura Golf Club located approximately 1 kilometre north of the subject land. The Moama-Deniliquin Railway line extends through Mathoura and is located to the north west of the subject land.

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Land to the south comprises the urban area of Mathoura, with land generally being of a smaller size and containing various residential activities. The land immediately adjacent to the south includes the unsealed Clifton Street road reserve and vacant future residential land. The township continues further south in a generally linear alignment along the Cobb Highway and the Moama-Deniliquin Railway line.

Land to the east is defined by partly vegetated reserve land alongside the Gulpa Creek. Low density and sporadic development has been undertaken along the cleared areas of the land further south east of the subject land.

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#### **Proposed Amendment** 4.

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

#### 4.1. **Objectives and Intended Outcomes**

The objective of this Planning Proposal is to amend the Murray Local Environmental 2011 to provide a consistent RU5 Village zoning and associated minimum lot size, to enable diverse housing outcomes for the subject land.

The landowner intends to pursue a proposed development outcome for higher density housing lots which will be able to accommodate affordable housing options for the Mathoura market. The landowner envisages development of the land could accommodate smaller and higher density lots with an internal road network and landscape setting. We note that the Murray Local Housing Strategy refers to this intended outcome.

The future development of the land would be targeting persons seeking a smaller, low maintenance lifestyle but wanting to retain private ownership, including affordable housing, housing for older demographics and key worker housing. It is noted that the Murray Local Housing Strategy acknowledges that there is some demand for these housing types in the area.

#### 4.2. **Explanation of Provisions**

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

- Amend the Land Zoning Map as it relates to Lot 611 in DP806704, from R5 Large Lot Residential to RU5 Village zone.
- Amend the Minimum Lot Size Map as it relates to Lot 611 in DP806704, from a minimum lot size of 4000m<sup>2</sup> to a minimum lot size of 450m<sup>2</sup>.

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



Figure 3 - Existing Land Zoning Map



Figure 4 - Proposed Land Zoning Map





Figure 5 – Existing Minimum Lot Size Map

Figure 6 - Proposed Minimum Lot Size Map

#### 4.3. Justification

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

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

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

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

#### Murray River Council Local Strategic Planning Statement

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

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

The LSPS is based on three key themes as follows:

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

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

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

|--|

#### Theme 1 – A robust, growing, and innovative economy

| Priority 1 – Grow,<br>strengthen and<br>sustain<br>agriculture | Not applicable to the subject Planning Proposal | The planning proposal does not involve agricultural outcomes and does not involve any changes to rural land. |
|----------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Priority 2 – Grow<br>and strengthen<br>tourism                 | Not applicable to the subject Planning Proposal | Not applicable                                                                                               |
| Priority 3 – Create<br>an 'open-for-<br>business' identity     | Not applicable to the subject Planning Proposal | Not applicable                                                                                               |

#### Theme 2 - Liveable Communities with Social Capital

| Priority 4 –<br>Housing growth,<br>supply and<br>density   | Yes.                                            | The LSPS states that this will be achieved by ensuring residential housing expands in areas that are practicably serviceable by Council's infrastructure and services, not constrained by hazards (such as flooding or bushfire) unless the hazards can be adequately mitigated, not located in areas of important biodiversity or cultural heritage value and not considered to be important productive agricultural land.  The subject land is already residentially zoned and this proposal seeks to make more efficient use of this land for diverse housing outcomes. |
|------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priority 5 –<br>Recreation and<br>open space               | Not applicable to the subject Planning Proposal | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Priority 6 –<br>Servicing and<br>utility<br>infrastructure | Yes                                             | The subject land is within an area that can demonstrate the availability of services and capacity within these services.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

Theme 3 – Environment, heritage, and climate change

| Priority                                                           | Applicable to the Planning Proposal                                                                                                     | Comment                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priority 7 –<br>Identify and<br>protect<br>environmental<br>values | Not applicable to the<br>subject Planning<br>Proposal                                                                                   | Not applicable                                                                                                                                                                                                                                                                                                                                                                           |
| Priority 8 –<br>Celebrate culture<br>and heritage                  | Yes, as consideration of matters regarding Aboriginal Cultural Heritage is required under the NSW National Parks and Wildlife Act 1974. | The Planning Proposal is consistent with the vision and actions of this Planning Priority as consideration of Aboriginal Cultural Heritage Values has been undertaken.  The subject land is already partly developed and used for residential purposes and is therefore disturbed land. The likelihood of items of Aboriginal Cultural Heritage being present on-site is considered low. |
| Priority 9 –<br>Climate change<br>and natural<br>hazards           | Not applicable to the subject Planning Proposal as the land is not identified as being subject to any natural hazards.                  | Not applicable.                                                                                                                                                                                                                                                                                                                                                                          |

#### Murray River Council Local Housing Strategy

Murray River Council has prepared a Local Housing Strategy which will guide the future growth and development of the Shire.

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

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

The LHS Strategy identifies the subject land as a candidate for rezoning to provide for future expansion of residential land in Mathoura to meet projected long term demand. This outcome is also supported as the landowner seeks to pursue diverse housing outcomes on the land, namely targeting persons seeking a smaller, low maintenance lifestyle but wanting to retain private ownership, including affordable housing, housing for older demographics and key worker housing. It is noted that the draft Housing Strategy acknowledges that there is some demand for these housing types in the area and that diverse housing is underrepresented.

#### The LHS Strategy states:

"As the township of Mathoura has R5 land zoned that should be rezoned to extend RU5 in each direction, priority should be given to the areas that meet servicing requirements (or developers willing to invest to service the blocks), and considerations of access and hazards (including protection of biodiversity values). Additional to this, Mathoura has an opportunity to provide some of affordable housing as the price point for land for these types of development is amendable."

The landowner confirms that this site can be serviced by required infrastructure and that the intention of the development is to provide diversity in housing. This Planning Proposal is therefore consistent with the strategic aims and objectives of this draft Strategy in relation Mathoura.

The LHS Strategy also refers to the provision of housing diversity generally and sets out an objective to "Promote housing diversity and affordability". The approach recommended by the Strategy is:

"A suite of measures are proposed, starting with a review of development standards, as well as the provision of appropriately zoned land. Housing affordability is part of housing diversity but requires a new approach. Essentially off-site manufactured dwellings offer the only realistic method of substantially cheaper production costs, although in some locations transportation costs can outweigh the savings. Development of a local complying development code provides an opportunity for localised controls that are simple and which fit local character."

The LHS Strategy's background paper has presented a changing demographic profile, throughout the LGA as well as in Mathoura:

#### **Population**

- Between the 2006 and 2021 censuses, Mathoura's population increased by 6% from 653 to 691
- Over the same period, Mathoura's median age increased from 48 to 54.
- The proportion of the population of Mathoura aged over 65 increased from 24.8% to 32.7%

(Source: ABS Census 2006, 2011, 2016, 2021)

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#### **Household Composition**

- Between the 2006 and 2021 censuses, the percentage of lone person households increased from 31.4% to 42%
- In 2021, while Family Households make up, 56% of the population, 48% of those were couple family without children (26.8% of the population)
- Broadly this represents 68.88% single person or couple family households in Mathoura.

(Source: ABS Census 2006, 2011, 2016, 2021)

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#### **Housing Stock**

- Of the total housing stock (304 occupied dwellings) 92.8% are separate dwellings and 69.8% (196 dwellings) of those contain three or more bedrooms
- Mathoura dwellings contain an average of 2.9 bedrooms

(Source: ABS Census 2006, 2011, 2016, 2021)

Throughout Mathoura, as in much of regional Australia there is an increasing mismatch between the size of the dwellings and the shrinking family groups that occupy them. As the population grows and ages, the ability for Council to cater to the changing demographic profile of Mathoura will improve through the structures of land use planning.

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

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

The subject land is currently within the R5 Large Lot Residential zone, which does not permit the type of development sought (multi-dwelling and diverse housing). Consequently, the intended outcome of the Planning Proposal can only be achieved through an amendment to the LEP, however it is noted there are several options:

- 1. Amend the Land Use Table for the R5 zone to allow 'multi-dwelling housing' with consent.
- 2. Provide for the specific intended outcome on the subject land via Schedule 1 of the MLEP.
- 3. Change the land use zone of the subject land to RU5 Village within which 'multi dwelling housing' is permissible with consent.

The first option is not preferred because it will create the same opportunity as that sought by the Planning Proposal on all R5 zoned land in the Shire. The circumstances of other R5 zoned land, particularly in Moama, is likely to be less suitable for multi dwelling housing than the subject land.

The second option to include multi-dwelling housing in Schedule 1 restricts consideration of such development to just the subject land and just for that purpose. This would allow Council to exercise greater control over the type of development that can be undertaken on the subject land. This option is not supported by the NSW Department of Planning and Environment.

The third option is preferred as it places the appropriate zone over the land to achieve the desired development outcome. The proposal is seen as an extension of the existing urban area of the Mathoura township and a variation to the existing residential zoning (R5). It is also noted that some land between the subject land and existing RU5 zone will remain in the R5 zone because it is constrained for development at an urban density by remnant vegetation.

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

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

The *Riverina Murray Regional Plan 2041* was adopted by the NSW government in 2022 and is the relevant regional strategy that provides the strategic planning framework to guide decision-making and development in the Riverina Murray region for the next 20 years.

The Minister's foreword to the document states that the Regional Plan "provides a framework for recent government priorities around improving regional housing delivery..."

and

"promotes more housing and greater housing choice in strategic locations throughout the region."

The Regional Plan is structured into by three (3) key parts, with 18 underlying objectives including:

- Part 1 Environment.
- Part 2 Communities and Places
- Part 3 Economy

Each of these parts and objectives is supported by a number of different strategies and actions, which seek to achieve the objectives of the goal.

An assessment of the Planning Proposal against the relevant goals, directions and actions of the Regional Plan is undertaken in **Attachment A**.

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

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

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

- Theme 1 A place of environmental sensitivity
- Theme 2 A place of progressive leadership
- Theme 3 A place of liveable communities
- Theme 4 A place of inclusion, culture & wellbeing
- Theme 5 A place of prosperity & resilience
- Theme 6 Connected communities
- Theme 7 Tomorrow's Technologies

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

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

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

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

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

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

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

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

An assessment of the Planning Proposal against all State Environmental Planning Policies (SEPP's) is provided **attached**.

In summary, many of the SEPP's are not applicable to the Murray Shire Local Government Area and less are applicable to the circumstances of the Planning Proposal.

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

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

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

An assessment of all s.9.1 Directions is undertaken and provided in the attached.

#### 4.3.3 Section C - Environmental, Social and Economic Impact

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

No. It is unlikely that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of this proposal.

The Planning Proposal will facilitate development on a relatively small two hectare parcel of land on the fringe of the Mathoura township. The subject land is located adjoining a State highway (Cobb Highway) with a second frontage to Clifton Street from which the current access is taken. There is no remnant vegetation on the subject land or any other vegetation that might offer habitat to native fauna species.

A modest dwelling and ancillary shedding is located in the north east corner and a large dam, in an urban context, in the south east corner. A second smaller dam is located to the west of the dwelling. The balance of the lot is vacant but highly modified from its original natural environment. The topography of the subject land is relatively flat with a gentle slope down to Clifton Street.

In the years leading to the commencement of the MLEP in 2011, the former NSW Department of Environment and Climate Change (DECC) provided Council with a mapping layer for biodiversity. This layer reflected a range of attributes including:

- significant native vegetation (including vegetation which has been cleared from >70% of its former range, or is located in a landscape that has been >70% cleared);
- · habitat for threatened species, and endangered ecological communities;
- · wetlands; and
- · wildlife corridors, including roadsides and stock routes of High Conservation Value.

This mapping layer and accompanying model clause were included in the MLEP. An extract from the biodiversity map (Ref: BIO\_005) in relation to the subject land. The extract shows that part of the subject land is within the biodiversity overlay. When the overlay is reconciled with an aerial image, it is clear that the overlay has been applied in error as there are no environmental features that warrant its application.

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

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

The Bush Fire Prone Land Map for the Shire shows that the buffer to a Vegetation Category 1 hazard intrudes into the southern and northern parts of the subject land. Despite this, an Asset Protection

Zone (APZ) can comfortably be accommodated within the subject land and consequently bush fire will have no environment effect.

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

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

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

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

There will be a positive social and economic effect for the Mathoura community from the Planning Proposal through a potential increase in population, particularly in that intention of the Planning Proposal is to offer opportunities for under-represented, diverse housing outcomes. This increase supports both community and commercial interests in the town.

There will be a positive social and economic impact resulting from the development through the provision of additional choice and availability of residential land and diversity of housing.

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

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

The subject land can be serviced with the urban infrastructure provided to the Mathoura township. The proposed multi dwelling housing development can utilise these resources, including a reticulated water supply

The site is located within walking distance of facilities within the Mathoura town centre. The bowling club is almost directly opposite the subject land.

## Q12. What are the views of State and Commonwealth public authorities consulted in accordance with the Gateway Determination?

No consultation has been carried out at this stage with any State and/or Commonwealth Public Authorities in relation to the subject Planning Proposal.

Having regard for the nature of the Planning Proposal, it is anticipated no public authority consultation at this level will be required. It is acknowledged that the Gateway determination may specify Council undertake consultation with public authorities.

#### 4.4. Mapping

The Planning Proposal seeks to amend the following maps of the LEP as follows:

- Amend the Land Zoning Map as it relates to Lot 611 in DP806704, from R5 Large Lot Residential to RU5 Village zone..
- Amend the Minimum Lot Size Map as it relates to Lot 611 in DP806704, from a minimum lot size
  of 4000m<sup>2</sup> to a minimum lot size of 450m<sup>2</sup>.

The draft LEP maps and associated Map Cover Sheet will be prepared in accordance with the NSW Department of Planning & Environment's: *Standard Technical Requirements for Spatial Datasets and Maps* (Version 2.0, August 2017).

#### 4.5. Community Consultation

This part of the planning proposal responds to Section 3.33(2)(e) of the Environmental Planning & Assessment Act 1979 which requires the details of the community consultation that is to be undertaken before consideration is given to the making of the proposed instrument.

The Planning Proposal will be exhibited in accordance with the requirements of Part 1, Division 1, Clause 4 of Schedule 1 of the EP&A Act, the NSW Department of Planning and Environment's: *Local Environmental Plan Making Guideline* and any conditions of the Gateway Determination (to be issued).

As the Planning Proposal is categorised as a 'standard' proposal, it expected to be placed on public exhibition for 20 working days or as otherwise outlined in Council's Community Engagement Strategy. The MRC Community Engagement Strategy requires planning proposal to be exhibited for a minimum of 28 days, or the period specified by a Gateway Determination.

Written notification of the community consultation will be provided in a local newspaper and on Councils' website. In addition to this, any affected landowner/s adjoining the subject land will be notified in writing, as well as any Public Authorities, Government Agencies and other key stakeholders as determined by the Gateway Determination.

The future consultation process is expected to include:

- written notification to landowners adjoining the subject land.
- public notices to be provided in local media, including in a local newspaper and on Councils' website
- · static displays of the Planning Proposal and supporting material in Council public buildings; and
- electronic copies of all documentation being made available to the community free of charge (preferably via downloads from Council's website).

The future consultation process is expected to include:

- written notification to landowners adjoining the subject land;
- public notices to be provided in local media, including in a local newspaper and on Council's website;
- static displays of the Planning Proposal and supporting material in Council public buildings; and
- electronic copies of all documentation being made available to the community free of charge (preferably via downloads from Council's website).

The written notice will contain:

- · a brief description of the intended outcomes of the Planning Proposal;
- · an indication of the land which is affected by the proposal;

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- information on where and when the Planning Proposal can be inspected;
- the name and address of Council for the receipt of submissions;
- · the closing date for submissions; and
- confirmation whether the Minister has chosen to delegate Plan Making powers to Council.

During the public exhibition period the following documents will be placed on public exhibition:

- the Planning Proposal;
- · the Gateway Determination;
- · any technical information relied upon by the Planning Proposal;
- relevant Council reports.

An electronic copy of all of the above information to be placed on public exhibition will be made available to the public free of charge.

At the conclusion of the public exhibition period Council staff will consider submissions made with respect to the Planning Proposal and matters raised as part of the public hearing and will prepare a report to Council.

#### 4.6. Project Timeline

The project timeline for the Planning Proposal is outlined in Table 3.

It is noted however, that there are many factors that can influence compliance with the timeframe including Council staffing resources, the cycle of Council meetings and submissions received, and issues raised. Consequently, the timeframe should be regarded as indicative only.

Table 4 Project Timeline (indicative)

| Project Milestone                                                                                                                                                                                                                          | Anticipated Timeframe                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Lodgement  Lodge Planning Proposal with council and make any necessary adjustments or changes prior to council accepting the plan                                                                                                          | 2 weeks for council to review and provide any comments regarding the submitted Planning Proposal and for the report to be updated. |
| Council Report (seeking Gateway Determination)  Council planning officers to prepare a report to council seeking council endorsement of the Planning Proposal and referral to the NSW DPIE seeking the issuing of a Gateway Determination. | 4 weeks to prepare council report and include on council agenda.                                                                   |
| Request Gateway Determination  Council to request a Gateway Determination from the NSW Department of Planning to proceed to Planning Proposal to public exhibition (including any delegation of plan-making powers to council)             | 5 weeks following Council resolution<br>and request for a Gateway<br>determination                                                 |
| Public Exhibition                                                                                                                                                                                                                          | 2 weeks to prepare and place a public notice in the paper and 4                                                                    |

| Project Milestone                                                                                                                                                                                                                  | Anticipated Timeframe                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Undertake public exhibition of Planning Proposal in accordance with the conditions of the Gateway Determination.                                                                                                                   | weeks to publicly exhibit the Planning Proposal.                           |
| Consider Submissions & Finalise Document  Council planning officers to consider, respond and report on submissions received and issues raised (if any) and where necessary, recommended relevant changes to the Planning Proposal. | 6 weeks to collate, consider and respond to submissions received (if any). |
| Council Report (consideration of submissions)  Council planning officers to prepare a report to council post public exhibition that considers any submissions received.                                                            | 4 weeks to prepare council report and include on council agenda.           |
| Submission to NSW DPIE/Parliamentary Counsel Forward Planning Proposal to NSW DPE/Parliamentary Counsel (if delegated) for finalisation following public exhibition.                                                               | 4 weeks                                                                    |
| Notification Finalisation/gazettal of Planning Proposal                                                                                                                                                                            | 2 weeks                                                                    |

### 5. Conclusion

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

This Planning Proposal provides an analysis of the physical and strategic planning constraints and opportunities of the site and considers the relevant environmental, social and economic impacts of the proposal and its strategic merit.

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

- The proposal is generally consistent with the strategic planning framework including State, Regional and local planning strategies for Murray River Shire.
- The proposal is consistent with the specific recommendations of the Murray Local Housing Strategy.
- The resultant development of the land will not create any unacceptable environmental or social impacts.
- The proposed changes in land use which will be appropriate to establish at the northern periphery
  of Mathoura and represent appropriate growth of the urban area;
- Development of this land as sought by this Planning Proposal will enable the land to be developed for diverse housing outcomes, supporting alternative segments of the housing market.
- The subject land can be provided with all urban services.

Therefore, the proposed amendment to LEP is appropriate and well-considered and warrants the support of Council before proceeding to a Gateway Determination.

# Attachment A: Consistency with Riverina-Murray Regional Plan 2041

Table 5 Consistency with Riverina-Murray Regional Plan 2041

| Part, Objective and Actions                                                    | Relevance to Planning Proposal                                                                   | Consistency                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Part 1 – Environment                                                           |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                 |
| Objective 1 – Protect, connect and enhance biodiversity throughout the region. | The land is sited within Mathoura's R5 zone, adjacent to the Murray Valley.                      | The subject land is located within a large area zoned R5 that is has been identified for residential purposes.  This proposal focuses residential development in an area and avoids land considered environmentally significant.  The development and landscaping stages represent an opportunity to further enhance the biodiversity in the local area beyond its current use. |
| Objective 2 – Manage development impacts within riverine environments          | The land is sited in Mathoura, adjacent to the Murray Valley and floodplains.                    | The proposal is located within an area set aside for future residential growth and is set well back from mapped riverine environments or wetlands.  It maintains access to the river, avoiding fragmentation of riverfront land or ribbon development.                                                                                                                          |
| Objective 3 – Increase natural hazard resilience                               | The land is sited in Mathoura, adjacent to the Murray Valley and floodplains.                    | The subject land is located outside of currently mapped areas of flood risk (NSW Flood Planning Map)                                                                                                                                                                                                                                                                            |
| Part 2 – Communities and places                                                |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                 |
| Objective 4 – Support Aboriginal aspirations through land use planning.        | Not yet applicable, as the subject land is not known to contain any culturally significant land. | In the absence of any broader strategy for the area, the proposal will adhere to current legislation. Consideration of matters regarding Aboriginal Cultural Heritage is                                                                                                                                                                                                        |

| Part, Objective and Actions                                                   | Relevance to Planning Proposal                                                     | Consistency                                                                                                                                                                                      |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                               |                                                                                    | required under the NSW National Parks and Wildlife Act 1974.                                                                                                                                     |
| Objective 5 – Ensure housing supply, diversity, affordability and resilience. | The proposal seeks to rezone R5 Large Lot<br>Residential Zone to RU5 Village Zone. | The proposal seeks to increase housing supply in the Mathoura, and provide a higher density, more affordable housing product for an under-served section of the community                        |
| Objective 6 – Support housing in regional cities and their sub-regions        | The proposal is not located in Wagga Wagga, Albury or Griffith.                    | N/A                                                                                                                                                                                              |
| Objective 7 – Provide for appropriate rural residential development.          | Not applicable, the proposal does not relate to rural residential development      | N/A                                                                                                                                                                                              |
| Objective 8 – Provide for short-term accommodation                            | Not applicable, the land is intended for long-term residential development         | N/A                                                                                                                                                                                              |
| Objective 9 - Plan for resilient places that respect local character          | The proposal seeks to rezone R5 Large Lot Residential Zone to RU5 Village Zone.    | The proposal is for land earlier utilised for agriculture. While there will be an intensification of land use and development, it will not disproportionately change the character of the place. |

| Part, Objective and Actions                                               | Relevance to Planning Proposal                                                                                                      | Consistency                                                                                                                         |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Objective 10 – Improve connections between Murray River communities       | Not relevant, as the proposal doesn't relate to connections between Murray River Communities                                        | N/A                                                                                                                                 |
| Objective 11 – Plan for integrated and resilient utility infrastructure   | Not relevant, as the proposal does not relate to utility infrastructure.                                                            | N/A                                                                                                                                 |
| Part 3 - Economy                                                          |                                                                                                                                     |                                                                                                                                     |
| Objective 12 – Strategically plan for rural industries                    | Not relevant, as the proposal does not relate to rural industries                                                                   | N/A                                                                                                                                 |
| Objective 13 - Support the transition to net zero by 2050                 | Not relevant, as the proposal does not relate to energy use.                                                                        | N/A                                                                                                                                 |
| Objective 14 – Protecting and promoting industrial and manufacturing land | The proposal is related to land already set aside for future residential growth and will protect industrial and manufacturing land. | The proposal is related to land already set aside for future residential growth and will protect industrial and manufacturing land. |
| Objective 15 – Support the economic vitality of CBDs and main streets     | Not relevant to the subject proposal.                                                                                               | N/A                                                                                                                                 |

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| Part, Objective and Actions                                          | Relevance to Planning Proposal                                                 | Consistency                                                                                                                                                               |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective 16 – Support the visitor economy                           | Not relevant, as the proposal relates to long term residential land use.       | N/A                                                                                                                                                                       |
| Objective 17 – Strategically plan for health and education precincts | Not relevant as the proposal does not relate to health and education precincts | N/A                                                                                                                                                                       |
| Objective 18 – Integrate transport and land use planning             | Access to and from the subject site will need to be considered.                | While of a small development scale, the subject site is within the established area of Mathoura, with road access to the Cobb Highway, neighbouring Moama and Deniliquin. |

Attachment C: Consistency with State Environmental Planning Policies

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#### Table 6 Consistency with State Environmental Planning Policies

| Policy                                                | Applicable to Planning Proposal                                                                 | Consistency                                                                                                                            |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| State Environmental Planning Policy (Biodiversity and | l Conservation) 2021                                                                            |                                                                                                                                        |
| Chapter 2 – Vegetation in non-rural areas             | Applies to part of the Murray River<br>Local Government Area                                    | The assessed properties have been completely cleared of indigenous remnant vegetation. No existing native vegetation is noted on site. |
| Chapter 3 – Koala habitat protection 2020             | Not applicable as the subject land is not within the RU1, RU2 or RU3 zones                      | Not applicable to the current Planning Proposal.                                                                                       |
| Chapter 4 – Koala habitat protection 2021             | Not applicable as the subject land is not identified as a prescribed zone within the 2021 SEPP. | Not applicable to the current Planning Proposal.                                                                                       |
| Chapter 5 – River Murray lands                        | Applies to part of the Murray River<br>Local Government Area                                    | Not applicable.                                                                                                                        |
| Chapter 6 – Bushland in urban areas                   | Not applicable to the Murray River<br>Local Government Area.                                    | Not applicable.                                                                                                                        |

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| Policy                                                                          | Applicable to Planning Proposal                              | Consistency                                      |
|---------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------|
| Chapter 7 – Canal estate development                                            | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| Chapter 8 – Sydney drinking water catchment                                     | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| Chapter 9 – Hawkesbury-Nepean River                                             | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| Chapter 10 – Sydney Harbour Catchment                                           | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| Chapter 11 – Georges River Catchment                                            | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| Chapter 12 – Willandra Lakes Region World Heritage<br>Property                  | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |
| State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004 | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. |

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| Policy                                                                                   | Applicable to Planning Proposal                              | Consistency                                                                                                                                   |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| State Environmental Planning Policy (Exempt and Complying Development Codes) 2008        | Applies to all land in the State.                            | The Planning Proposal does not conflict with the aims and functions of this SEPP with respect to exempt and complying development provisions. |
| State Environmental Planning Policy (Housing) 2021                                       |                                                              |                                                                                                                                               |
| Chapter 2 – Affordable housing                                                           | Applies to all land in the State.                            | Not applicable to the current Planning Proposal.                                                                                              |
| Chapter 3 – Diverse housing                                                              | Applies to all land in the State.                            | Not applicable to the current Planning Proposal.                                                                                              |
| State Environmental Planning Policy (Industry and Em                                     | ployment) 2021                                               |                                                                                                                                               |
| Chapter 2 – Western Sydney employment area                                               | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                                                                                                               |
| Chapter 3 – Advertising and signage                                                      | Applies to all land in the State.                            | Not applicable to the current Planning Proposal.                                                                                              |
| State Environmental Planning Policy No. 65 – Design<br>Quality of Residential Apartments | Applies to all land in the State.                            | Not applicable to the current Planning Proposal.                                                                                              |
| State Environmental Planning Policy (Planning Systen                                     | ns) 2021                                                     |                                                                                                                                               |

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|                                                      |                                                              |                                                  | habitat — F       |
|------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------|-------------------|
| Policy                                               | Applicable to Planning Proposal                              | Consistency                                      | Plannin           |
| Chapter 2 – State and Regional Development           | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. | Planning Proposal |
| Chapter 3 – Aboriginal land                          | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  | osal              |
| Chapter 4 – Concurrences and consents                | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. |                   |
| State Environmental Planning Policy (Precincts – Cen | tral River City) 2021                                        |                                                  |                   |
| Chapter 2 – State significant precincts              | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. |                   |
| Chapter 3 – Sydney region growth centres             | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |                   |
| Chapter 4 – Homebush Bay area                        | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |                   |
| Chapter 5 – Kurnell Peninsula                        | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |                   |

| Not applicable to the Murray River Local Government Area.    | Not applicable.                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                           |
| rn Harbour City) 2021                                        |                                                                                                                                                                                                                                                                           |
| Applies to all land in the State.                            | Not applicable to the current Planning Proposal.                                                                                                                                                                                                                          |
| Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                                                                                                                                                                                                                                           |
| Not applicable to the Murray River Local Government Area.    | Not applicable.                                                                                                                                                                                                                                                           |
| Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                                                                                                                                                                                                                                           |
| Not applicable to the Murray River Local Government Area.    | Not applicable.                                                                                                                                                                                                                                                           |
|                                                              |                                                                                                                                                                                                                                                                           |
|                                                              | Applies to all land in the State.  Not applicable to the Murray River ocal Government Area.  Not applicable to the Murray River ocal Government Area.  Not applicable to the Murray River ocal Government Area.  Not applicable to the Murray River ocal Government Area. |

|                                                                              |                                                              |                                                  | habitat —        |
|------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------|------------------|
| Policy                                                                       | Applicable to Planning Proposal                              | Consistency                                      | Plannir          |
| Chapter 7 – Moore Park Showground                                            | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  | Planning Proposa |
| State Environmental Planning Policy (Precincts – Regi                        | ional) 2021                                                  |                                                  | <u>a</u>         |
| Chapter 2 – State significant precincts                                      | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. |                  |
| Chapter 3 – Activation precincts                                             | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |                  |
| Chapter 4 – Kosciuszko National Park and alpine resorts                      | Not applicable to the Murray River Local Government Area.    | Not applicable.                                  |                  |
| Chapter 5 – Gosford city centre                                              | Not applicable to the Murray River<br>Local Government Area. | Not applicable.                                  |                  |
| State Environmental Planning Policy (Precincts – Western Parkland City) 2021 |                                                              |                                                  |                  |
| Chapter 2 – State significant precincts                                      | Applies to all land in the State.                            | Not applicable to the current Planning Proposal. |                  |
|                                                                              |                                                              |                                                  |                  |
|                                                                              |                                                              |                                                  |                  |
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| Chapter 3 – Sydney region growth centres  Not applicable to the Murray River Local Government Area.  Not applicable.  Not applicable.  Not applicable.  Not applicable.                                                                                                                                 |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                                                                                                                                                                                         |  |
|                                                                                                                                                                                                                                                                                                         |  |
| Chapter 5 – Penrith Lakes Scheme  Not applicable to the Murray River Local Government Area.  Not applicable.                                                                                                                                                                                            |  |
| Not applicable to the Murray River Local Government Area.  Not applicable.                                                                                                                                                                                                                              |  |
| Chapter 7 – Western Sydney Parklands  Not applicable to the Murray River Local Government Area.  Not applicable.                                                                                                                                                                                        |  |
| state Environmental Planning Policy (Primary Production) 2021                                                                                                                                                                                                                                           |  |
| Chapter 2 – Primary production and rural development  Not applicable as the subject land has not been identified as state significant agricultural land on the draft SSAL Map prepared by NSW  Not applicable as the subject land has not been identified as state significant agricultural land on the |  |

| olicy                                                            | Applicable to Planning Proposal                           | Consistency                                                                                                                                                                                                |
|------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chapter 3 – Central Coast plateau areas                          | Not applicable to the Murray River Local Government Area. | Not applicable.                                                                                                                                                                                            |
| tate Environmental Planning Policy (Resilience and               | Hazards) 2021                                             |                                                                                                                                                                                                            |
| Chapter 2 – Coastal management                                   | Not applicable to the Murray River Local Government Area. | Not applicable.                                                                                                                                                                                            |
| Chapter 3 – Hazardous and offensive development                  | Applies to all land in the State.                         | Not applicable to the current Planning Proposal.                                                                                                                                                           |
| Chapter 4 – Remediation of land                                  | Applies to all land in the State.                         | Based on the historical use of land, the potential contamination risk for the site is considered low. The land is suitable for occupation of residential dwellings in the future.                          |
| tate Environmental Planning Policy (Resources and                | Energy) 2021                                              |                                                                                                                                                                                                            |
| Chapter 2 – Mining, petroleum production and extractive dustries | Applies to all land in the State.                         | The Planning Proposal does not conflict with the aims, permissibility, development assessment requirements relating to mining, petroleum production and extractive industries as provided for in the SEPP. |
|                                                                  |                                                           |                                                                                                                                                                                                            |
|                                                                  |                                                           |                                                                                                                                                                                                            |

| olicy                                                               | Applicable to Planning Proposal                           | Consistency                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chapter 3 – Extractive industries in Sydney area                    | Not applicable to the Murray River Local Government Area. | Not applicable.                                                                                                                                                                                                                                             |
| state Environmental Planning Policy (Transport and I                | nfrastructure) 2021                                       |                                                                                                                                                                                                                                                             |
| Chapter 2 – Infrastructure                                          | Applies to all land in the State.                         | The Planning Proposal does not conflict with the aims, permissibility, development consent, assessment and consultation requirements, capacity to undertake additional uses, adjacent, exempt and complying development provisions as provided in the SEPP. |
| Chapter 3 – Educational establishments and child care acilities     | Applies to all land in the State.                         | Not applicable to the current Planning Proposal.                                                                                                                                                                                                            |
| Chapter 4 – Major infrastructure corridors                          | Not applicable to the Murray River Local Government Area. | Not applicable.                                                                                                                                                                                                                                             |
| Chapter 5 – Three ports – Port Botany, Port Kembla and<br>lewcastle | Not applicable to the Murray River Local Government Area. | Not applicable.                                                                                                                                                                                                                                             |
| Praft State Environmental Planning Policies                         |                                                           |                                                                                                                                                                                                                                                             |
|                                                                     |                                                           |                                                                                                                                                                                                                                                             |

Attachment D: Consistency with Section 9.1 Ministerial Directions

01895 Amendment to Murray Local Environment Plan 2011

#### **Table 7 Consistency with Ministerial Directions**

| No. | Title                                          | Applicable to Planning Proposal                                                                                                                 | Consistency                                                                                                                                                                                                                               |
|-----|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Planning Systems                               |                                                                                                                                                 |                                                                                                                                                                                                                                           |
| 1.1 | Implementation of Regional<br>Plans            | Yes, as this Direction applies to all Planning<br>Proposals that apply to land where a<br>Regional Plan has been prepared.                      | The Planning Proposal is consistent with the goals, directions and actions as contained within the <i>Riverina Murray Regional Plan 2036</i> . A full response in relation to this Regional Plan has been provided as <b>Appendix C</b> . |
| 1.2 | Development of Aboriginal<br>Land Council Land | Not applicable, as the subject land is not identified on the Land Application Map of State Environmental Planning Policy (Aboriginal Land) 2019 | Not applicable.                                                                                                                                                                                                                           |
| 1.3 | Approval and Referral<br>Requirements          | Yes, as this Direction applies to all Planning Proposals.                                                                                       | The Planning Proposal is consistent with this direction because it does not propose any referral or concurrence requirements or nominate any development as 'designated development'.                                                     |
| 1.4 | Site Specific Provisions                       | Not applicable as the proposal does not propose any site-specific provisions.                                                                   | Not applicable.                                                                                                                                                                                                                           |
| 1.  | Planning Systems – Place Bas                   | sed                                                                                                                                             |                                                                                                                                                                                                                                           |

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| No. | Title                                                                                                             | Applicable to Planning Proposal                                              | Consistency     |
|-----|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------|
| 1.5 | Parramatta Road Corridor<br>Urban Transformation Strategy                                                         | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.6 | Implementation of North West<br>Priority Growth Area Land Use<br>and Infrastructure<br>Implementation Plan        | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.7 | Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.8 | Implementation of Wilton<br>Priority Growth Area Interim<br>Land Use and Infrastructure<br>Implementation Plan    | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.9 | Implementation of Glenfield to<br>Macarthur Urban Renewal<br>Corridor                                             | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |

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Item 9.4.2 - Attachment 1 - Director Planning and Environment - 28 November 2023

| No.  | Title                                                                   | Applicable to Planning Proposal                                              | Consistency     |
|------|-------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------|
| 1.10 | Implementation of Western<br>Sydney Aerotropolis Plan                   | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.11 | Implementation of Bayside<br>West Precincts 2036 Plan                   | Not applicable, does not apply to the Murray River Local Government Area.    | Not applicable. |
| 1.12 | Implementation of Planning<br>Principles for the Cooks Cove<br>Precinct | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.13 | Implementation of St Leonards and Crows Nest 2036 Plan                  | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.14 | Implementation of Greater<br>Macarthur 2040                             | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.15 | Implementation of the Pyrmont<br>Peninsula Place Strategy               | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |
| 1.16 | North West Rail Link Corridor<br>Strategy                               | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable. |

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|       | Title                                         | Applicable to Planning Proposal                                              | Consistency                                                                                                                                                                                                                                                                                                                               |
|-------|-----------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17    | Implementation of Bays West<br>Place Strategy | Not applicable, does not apply to the Murray<br>River Local Government Area. | Not applicable.                                                                                                                                                                                                                                                                                                                           |
| esiç  | gn and Place Systems                          |                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| lil   |                                               |                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| Biodi | versity and Conservation                      |                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| 3.1   | Conservation Zones                            | Yes, as this Direction applies to all Planning Proposals.                    | The Planning Proposal is consistent with this Direction because it does not involve land identified as environmentally sensitive and does not seek to reduce the environmental protection standards that apply to the land.                                                                                                               |
| 3.2   | Heritage Conservation                         | Yes, as this Direction applies to all Planning Proposals.                    | The Planning Proposal is consistent with this direction because it does not affect existing provisions within MLEP 2011 relating to the protection of known European and Aboriginal heritage.                                                                                                                                             |
|       |                                               |                                                                              | The planning proposal is consistent with this direction because the subject land does not contain any known 'items, places, buildings, works, relics, moveable objects or precincts of environmental heritage significance'. A heritage study has been undertaken for the Shire with all items of significance identified in the MLEP and |

| No.   | Title                                                                              | Applicable to Planning Proposal                                                        | Consistency                                                                                                                                                                                                                                           |
|-------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                                                                                    |                                                                                        | afforded protection by clause 5.10. None of these items are incorporated in the subject land.                                                                                                                                                         |
| 3.3   | Sydney Drinking Water<br>Catchment                                                 | Not applicable, as the land is not located within the Sydney Drinking Water Catchment. | Not applicable.                                                                                                                                                                                                                                       |
| 3.4   | Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs. | Not applicable, does not apply to the Murray<br>River Local Government Area.           | Not applicable.                                                                                                                                                                                                                                       |
| 3.5   | Recreation Vehicle Areas                                                           | Yes, as this Direction applies to all Planning Proposals.                              | The Planning Proposal is consistent with this direction because it does not advocate the designation of the subject land as a recreation vehicle area pursuant to an order in force under section 11 (1) of the <i>Recreation Vehicles Act 1983</i> . |
| Resil | ience and Hazards                                                                  |                                                                                        |                                                                                                                                                                                                                                                       |
| 4.1   | Flooding                                                                           | No, as the subject site is not known to be flood prone.                                | Not applicable.                                                                                                                                                                                                                                       |

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**Applicable to Planning Proposal** 

Not applicable as the subject land is not

located in a coastal management area.

Not applicable as the subject land is not

Yes, Clause 4.4(b) of the direction triggers

Not applicable, as the subject land is not

Not applicable, as the subject land is not

within a Mine Subsistence District.

identified as containing acid sulphate soils.

mapped as bushfire prone.

consideration of this matter.

Consistency

Not applicable.

Not applicable.

Not applicable.

Not applicable.

|                                                                                                                                              | habitat — Planning Proposa |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| onsistency                                                                                                                                   | olannin                    |
| ot applicable.                                                                                                                               | g Propos                   |
| ot applicable.                                                                                                                               | <u>a</u>                   |
| ne Planning Proposal is considered to be consistent with this direction as:                                                                  |                            |
| the subject land is not identified as an investigation area under the Contaminated Land Management Act 1997, and                             |                            |
| An initial assessment of previous land uses was undertaken and found that the site was suitable for the purposes of residential development. |                            |
| ot applicable.                                                                                                                               |                            |
|                                                                                                                                              |                            |

#### **Transport and Infrastructure**

Acid Sulphate Soils

Mine Subsidence & Unstable

No. Title

4.3

4.4

Coastal Management

Planning for Bushfire

Remediation of Contaminated

Protection

Land

Land

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| ο.  | Title                                                        | Applicable to Planning Proposal                                                                                                                                                   | Consistency                                                                                                                                                                                                                                                                          |
|-----|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Integrating Land Use and Transport                           | Not applicable as does not propose to create, alter or remove a zone or provision relating to urban land                                                                          | Not applicable.                                                                                                                                                                                                                                                                      |
| 2   | Reserving Land for Public<br>Purposes                        | Not applicable,                                                                                                                                                                   | Not applicable.                                                                                                                                                                                                                                                                      |
| .3  | Development Near Regulated<br>Airports and Defence Airfields | Not applicable, the planning proposal does not seek to create, alter or remove a zone or a provision relating to land near a regulated airport which includes a defence airfield. | Not applicable.                                                                                                                                                                                                                                                                      |
| .4  | Shooting Ranges                                              | Not applicable, as the subject land is not located in the vicinity of a shooting range.                                                                                           | Not applicable.                                                                                                                                                                                                                                                                      |
| ous | ing                                                          |                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                      |
| .1  | Residential Zones                                            | Yes, as the Planning Proposal seeks to rezone land for residential purposes.                                                                                                      | The Planning Proposal is consistent with this Direction because it will provide the opportunity for a greater diversity of housing and make use of existing urban infrastructure. In addition, the LEP already contains a provision requiring development to be adequately serviced. |
|     |                                                              |                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                      |

| No.   | Title                                                                          | Applicable to Planning Proposal                                                                                                                                                                        | Consistency                                                                                                                                                           |
|-------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2   | Caravan Parks &<br>Manufactured Home Estates                                   | Yes, as this Direction applies to all Planning Proposals.                                                                                                                                              | The Planning Proposal is consistent with this Direction as it does not reduce the opportunities for caravan parks and manufactured homes estates on the subject land. |
| Indus | stry and Employment                                                            |                                                                                                                                                                                                        |                                                                                                                                                                       |
| 7.1   | Business and Industrial Zones                                                  | Not applicable, the planning proposal does not affect land within an existing or proposed business or industrial zone (including the alteration of any existing business or industrial zone boundary). | Not applicable                                                                                                                                                        |
| 7.2   | Reduction in non-hosted short term rental accommodation period                 | Not applicable to the Murray River Local<br>Government Area.                                                                                                                                           | Not applicable.                                                                                                                                                       |
| 7.3   | Commercial and Retail<br>Development along the Pacific<br>Highway, North Coast | Not applicable, as the subject land is not located within proximity to the Pacific Highway.                                                                                                            | Not applicable.                                                                                                                                                       |
| Reso  | ources and Energy                                                              |                                                                                                                                                                                                        |                                                                                                                                                                       |
|       |                                                                                |                                                                                                                                                                                                        |                                                                                                                                                                       |
|       |                                                                                |                                                                                                                                                                                                        |                                                                                                                                                                       |

| habi                       |
|----------------------------|
| itat —                     |
| <ul><li>Planning</li></ul> |
| Proposal                   |

| No.                | Title                                                     | Applicable to Planning Proposal                                                                        | Consistency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.1                | Mining, Petroleum Production<br>and Extractive Industries | Not applicable as the Planning Proposal does not impact on mining, petroleum or extractive industries. | The subject planning proposal will not  (a) prohibit the mining of coal or other minerals, production of petroleum, or winning or obtaining of extractive materials, or  (b) restrict the potential development of resources of coal, other minerals, petroleum or extractive materials which are of State or regional significance by permitting a land use that is likely to be incompatible with such development.                                                                                |
| Primary Production |                                                           |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 9.1                | Rural Zones                                               | Yes, the subject site is located in a rural zone.                                                      | This direction applies when a relevant planning authority prepares a planning proposal that will affect land within an existing or proposed rural zone (including the alteration of any existing rural zone boundary). In particular Direction (1)(a) applies to all relevant planning authorities, including Murray River Council LGA.  Direction 9.1(1)(a) states a planning proposal must: (a) not rezone land from a rural zone to a residential, business, industrial, village or tourist zone. |
| 9.2                | Rural Lands                                               | Yes, the subject site is located in a rural zone.                                                      | This direction applies to a relevant planning authority outside of the local government areas of lake Macquarie, Newcastle, Wollongong and LGAs in the Greater Sydney Region (as defined in the Greater Sydney Commission Act 2015) other than Wollondilly and Hawkesbury, that: (a) will affect land within an existing or proposed rural or conservation zone (including the alteration of any existing rural or                                                                                   |

| No. | Title                                                                      | Applicable to Planning Proposal                                                                                                                                                       | Consistency                                                                                                                                                                                                                                                                              |
|-----|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                            |                                                                                                                                                                                       | conservation zone boundary) or (b) changes the existing minimum lot size on land within a rural or conservation zone.  The proposal is consistent with subsections 1(a) to (i), inclusive. Responses relating to each have been provided in previous sections of this planning proposal. |
| 9.3 | Oyster Aquaculture                                                         | Not applicable as the subject site is not identified as a 'Priority Oyster Aquaculture Area' and is not identified in the NSW Oyster Industry Sustainable Aquaculture Strategy (2006) | Not applicable.                                                                                                                                                                                                                                                                          |
| 9.4 | Farmland of State & Regional<br>Significance on the NSW Far<br>North Coast | Not applicable, does not apply to the Murray<br>River Local Government Area.                                                                                                          | Not applicable.                                                                                                                                                                                                                                                                          |

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# Monteath & Powys

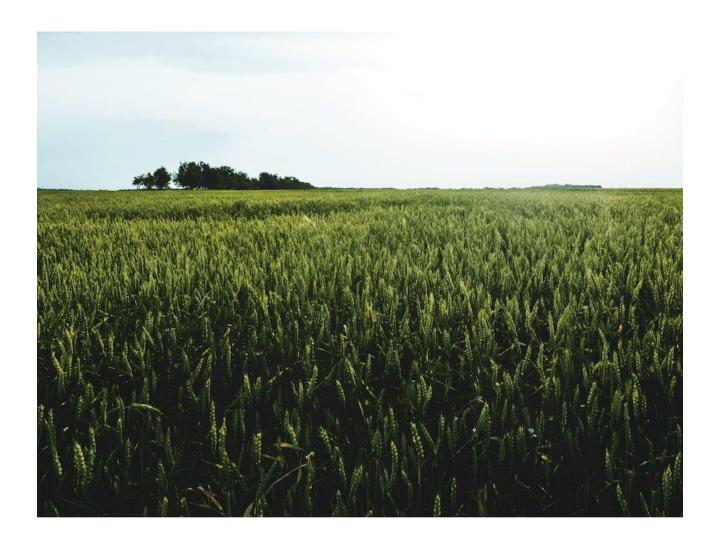
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# Murray River Economic Development and Tourism Strategy

**Background Report** 

Report prepared for

**Murray River Council** 

May 2023





# **lucid**

/'lu:sid/ adjective

1. expressed clearly; easy to understand

2. bright or luminous



#### **Document Control**

Job Name: MURRAY RIVER Economic Development and Tourism Strategy

Client: Murray River Council

Client Contact:

#### **Version Control**

| Version  | Date    | Authorisation |
|----------|---------|---------------|
| Draft v1 | 17/5/23 | MC            |
|          |         |               |
|          |         |               |

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#### **Acknowledgement of Country**

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

i

## **Executive Summary**

The Murray River region is large and diverse, stretching from Moama in the south, along the Murray River to Swan Hill (on the Victorian side) and stretching inland into New South Wales across a number of towns and villages.

The region is vibrant and growing. Population growth has been solid over the last decade, often on par with the State and accelerating during (and since) the COVID-19 pandemic. Growth has been focused around Moama and is supported by relatively affordable housing. Population growth has supported the economy and particularly the construction sector, with building approvals steadily increasing and then accelerating during the pandemic. Housing stocks have been depleted and the residential vacancy rate is now below 1%.

At the same time, the local unemployment rate is at a 10-year low while job advertisements in the broader region are almost at an all-time high, almost three times higher than the 10-year average. The combination of a shortage of housing, low unemployment and high job vacancies results in staff shortages and many businesses likely struggling to find staff.

Agriculture has been the key industry traditionally and it still plays a critical role today, representing a quarter of the economy and providing the single largest source of employment. The agricultural sector is diverse, including a range of agricultural products, particularly wheat, sheep and cattle. Supported by strong population growth, the construction sector is the second largest contributor to the economy, followed by manufacturing (focused on food and/or agriculture). Combined these three sectors make up over 40% of the economy.

In terms of employment, accommodation and food services follows agriculture as the second largest employing industry, representative of the strong local tourism industry. Health care, construction and education round out the top five largest employment sectors, demonstrating the importance of Moama as a regional hub.

Small businesses make up 98% of all registered businesses in the Council area, which is typical of many local governments across regional Australia.

Tourism is an important local industry, representing over 10% of employment and the third largest export (behind agriculture and manufacturing). Based on Tourism Research Australia (TRA) data, it is estimated that a quarter of a million visitors were attracted to the area in 2022, which created over 434,000 visitor nights. The majority of visitors are from Victoria and most are travelling for leisure purposes, however, visiting friends and relatives (VFR) and business travellers make contributions to the market as well. The majority of the accommodation is focused on Moama and Moama has the majority of caravan park style accommodation in the Echuca-Moama destination.

As tourism is focused on the Echuca-Moama destination, the cross-river region functions and acts in many ways as one region, given the proximity and access to each area. The two economies (Campaspe and Murray River) are linked in many ways. Various economic trends (i.e. economic growth, unemployment, etc.) move almost in unison as businesses on both sides of the region trade with each other and the broader State/national economy. A quarter of workers in Murray River live in the Campaspe Shire area and 30% of Murray River residents work in the Campaspe Shire.

Based on recent growth trends, the future appears bright for the Murray River economy.



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| Poforoncos |      |                                      |    |  |
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|            |      |                                      |    |  |

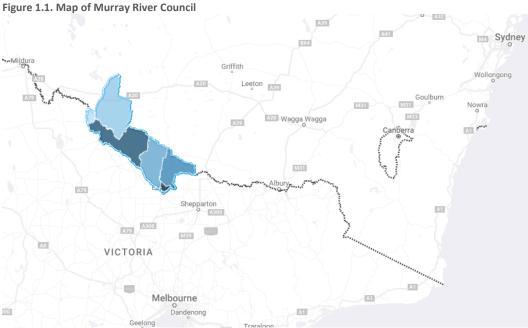


#### 1. Introduction

Lucid Economics Pty Ltd (Lucid Economics) has been engaged to review a proposed Economic Development and Tourism Strategy on behalf of the Murray River Council.

The Murray River Council local government area (LGA) is located on the New South Wales and Victoria border, covering the northern bank of the Murray River and hinterland from Moama to Tooleybuc. The region is bounded by LGAs including Campaspe (Victoria) to the south, Moira (Victoria) and Berrigan (New South Wales) to the east, Edward River (New South Wales) and Hay (New South Wales) to the north, Balranald (New South Wales) to the north-west and Swan Hill (Victoria) and Gannawarra (Victoria) to the south-west.

The Murray River Council encompasses a total land area of about 11,865 square kilometres. The largest town in Murray River Council is Moama in the far southeast. Other towns and localities in the area include Barham, Bunnaloo, Burraboi, Caldwell, Cunninyeuk, Koraleigh, Kyalite, Mathoura, Moulamein, Murray Downs, Speewa, Tantonan, Tooleybuc, Wakool and Womboota.



Source: REMPLAN (2023).

This report provides a detailed analysis of local economic and industry data as well as an investigation into broader economic and industry trends across Australia. It provides an evidence base for the identification of key targeted areas for future strategic development that are aligned to local competitive advantages and broader industry trends.

References to Murray River or the Murray River region refer to the local government area of the Murray River Council.



### 2. Population and Demographics

#### 2.1 Historical Population

The Murray River Council had an estimated resident population of 13,007 persons as of June 30, 2022 (Figure 2.1). Population growth has consistently strengthened over the past two decades, even throughout the COVID-19 period. Population growth remained elevated at 1.9% and 1.8% in the COVID-19 impacted 2021 and 2022 years, up from an average of 1.3% per annum over the decade to 2021 and 0.2% per annum in the decade to 2011.

While population growth in Murray River has consistently outperformed the neighbouring Campaspe Shire over the past 15 years, Murray River's population growth has also been considerably stronger than the NSW average over the COVID-period (2020 to 2022), having generally been slower in the preceding two decades.

Strong population growth since 2020 indicates the Murray River region has benefited from post-pandemic trends including greater take up of 'work from home' job opportunities and a general migration toward regional centres as more people look for space following extended lockdowns across Australia.

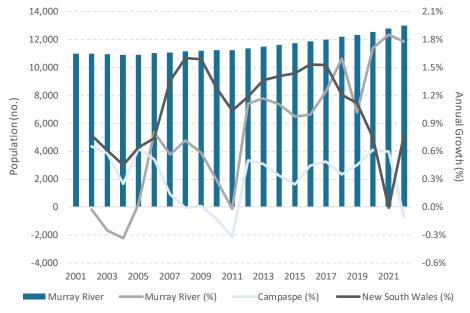


Figure 2.1. Historical Population, Murray River

Source: ABS (2023).

#### **Population Matters**

Population growth is important to support economic growth in the local area. An increasing number of local residents will increase demand for a range of products and services offered from local businesses. Roughly one-third of the economy is directly related to local residents and includes local services such as retail trade, education, healthcare and others.



# 2.2 Projected Population

Population growth forecasts show the Murray River region's population is expected to continue to grow solidly over the 20 years to 2041 (averaging 1.1% per annum). Using the most current projections, the population in the region is expected to rise to 15,900 people by 2041, an increase of 24%, marginally above the New South Wales average of 21% over this period.

However, most of the population growth is expected to be in the older age groups, with the number of residents aged 65 years and over expected to increase by more than 50% between 2021 and 2041. This equates to the proportion of the region's population aged 65 years and over increasing from 28% in 2021 to 34% in 2041, or from 3,603 to 5,456.

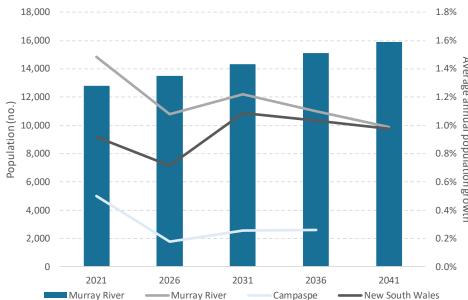


Figure 2.2. Projected Population, Murray River

Note: Victoria Department of Transport and Planning forecasts only extend to the year 2036. Sources: ABS (2023), NSW Department of Planning and Environment (2022), Victoria Department of Transport and Planning (2022).



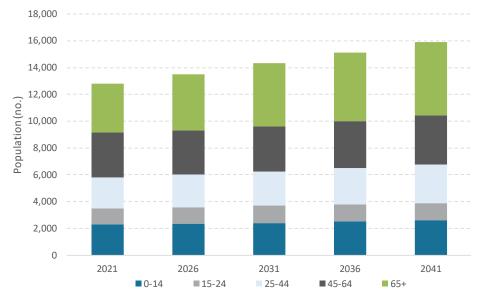


Figure 2.3. Projected Population by Age, Murray River

Sources: ABS (2023), NSW Department of Planning and Environment (2022).

# 2.3 Demographics

Figure 2.4. Median Age, Murray River

The median age in Murray River is 49 years, compared to 39 years at the State level (Figure 2.4). The data shows that Murray River's population has been considerably older than the state average, however, this higher age has been relatively consistent over the last decade (as opposed to increasing like many other region areas in Australia).

60 -----



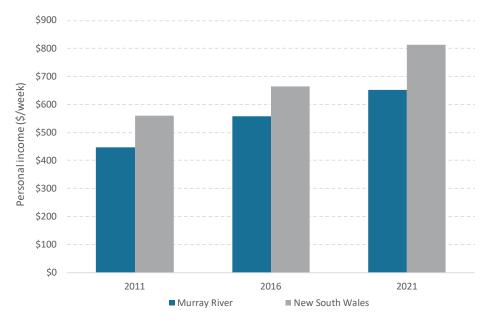
Sources: ABS (2022a).



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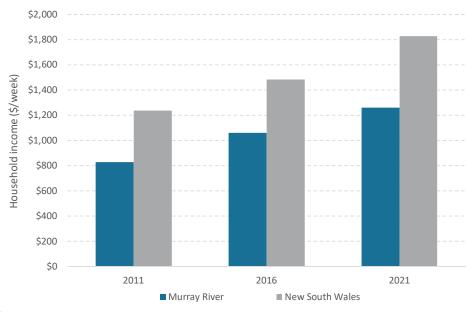
Both individual and household income in Murray River is less than the median levels at the State level, however. Further, from 2016 to 2021, household income in Murray River grew by an average annual rate of 3.5%, below the 4.2% average at the New South Wales level. While inflation during this period was just 1.8%, meaning increases in household income levels have been delivering real value in the community, the much slower rate of income growth than the state average is a concern for the Murray River region.

Figure 2.5. Median Individual Income, Murray River



Sources: ABS (2022a).

Figure 2.6. Median Household Income, Murray River



Sources: ABS (2022a).



# 3. Economy

## 3.1 Size and Structure of the Economy

The Murray River Council's Gross Regional Product (GRP) was \$715 million in the 2021-2022 financial year, up 2.2% from 2020-21 (Figure 3.1). The Murray River's economy has been impacted by the COVID-19 pandemic, with slight declines across 2019-20 and 2020-21, however, over the last ten years, the economy has performed well, growing at an average annual rate of 3.7%.

Given the proximity and similar characteristics, the Murray River economy has often moved at a similar rate to the Campaspe economy (across the river), except for the large economic decline faced in Campaspe during the COVID-19 pandemic.

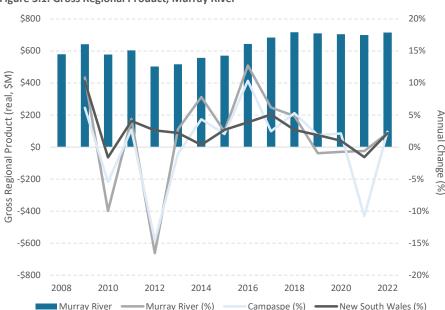


Figure 3.1. Gross Regional Product, Murray River

Note: Real terms. Source: REMPLAN (2023).

The largest industries by Industry Value-Add (IVA) in the Murray River region in 2020-2021 were:

- · Agriculture, forestry and fishing
- Construction
- Manufacturing
- Public administration and safety
- Health care and social assistance

Agriculture is by far the largest industry in the local economy, and also provides a strong export industry. The industry accounted for 28% of the local economy in 2022. The region has a diverse range of agricultural commodities, with the largest being 'wheat for grain' (15% of the total value of agricultural production in 2020-21, 1.3% of NSW total), 'sheep and lams slaughtered' (9%, 2.3% of NSW) and cattle and calves slaughtered (9%, 1.0% of NSW).



Several commodities produced in the region account for a significant proportion of the NSW total. 'Carrots' are the 13<sup>th</sup> largest commodity produced in the region (by value in 2020-21, at \$9.3 million), but the Murray River region accounted for 46% of total NSW production in the year. Further, 'Tomatoes' are the 9<sup>th</sup> largest agricultural commodity in the Murray River by value (at \$15.5 million), however the region accounts for 18% of the NSW total value of production for the commodity. Similarly, 'Rice for grain' if the 8<sup>th</sup> largest commodity in Murray River (at \$17.7 million), and accounts for 12% of NSW's total value of production for the commodity.

The construction industry accounted for 11% of the local economy in 2022 and has been supported by strong population growth in recent years.

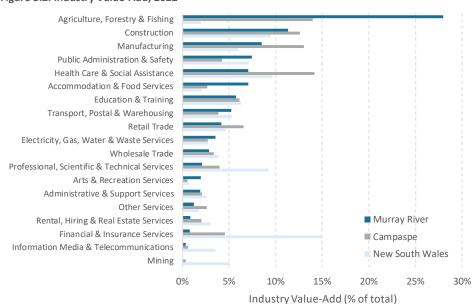


Figure 3.2. Industry Value-Add, 2022

Source: REMPLAN (2023).



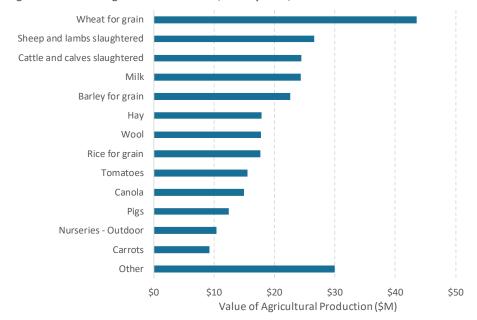


Figure 3.3. Value of Agricultural Production, Murray River, 2020-21

Source: ABS (2022e).

## 3.2 Trade

Exports are important as they provide value to a local business based on a customer that is not within the local region, increasing revenues through a larger market and often commanding a premium price. At the same time, imports may represent an opportunity to replace a product or service from outside the local economy with one provided by a local business, thereby creating considerable value for the local economy.

Unsurprisingly 'agriculture, forestry and fishing' is the Murray River region's largest export sector, exporting \$330 million in 2022. 'Manufacturing' is the second largest export sector, with \$136 million in exports.

Murray River's imports are more diverse; however 'manufacturing' and 'agriculture, forestry and fishing' are still the top two importing industries.

Importantly, Murray River ran a trade surplus in 2022, resulting in a significant inflow of income into the region. Having a trade surplus at the local level is relatively unique within Australia and demonstrates the strength of the local economy.



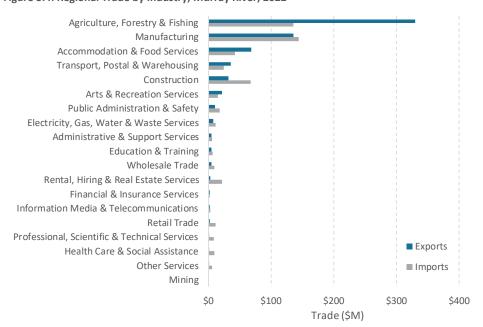


Figure 3.4: Regional Trade by Industry, Murray River, 2022

Source: REMPLAN (2023).

## 3.3 Business Counts

The Murray River economy is dominated by small businesses (97.6% of all businesses have 19 employees or fewer, Figure 3.5). This structure is similar to most local economies in Australia. Most of the top industries by number of businesses ('agriculture', 'construction' and 'rental, hiring and real estate') are typical industries where there is a great number of individual traders and small businesses.



### **Business Counts from the ABS**

It is important to keep in mind that this data reflects the registered business address of companies (only), so larger businesses such as Coles, Woolworths and other major retail businesses may not be captured in the data. Furthermore, the ABS excludes sole traders and focuses on businesses with an active Australian Business Number (ABN) that are registered for Goods and Services Tax (GST). This methodology usually underestimates the total number of businesses in a local economy, specifically many of the sole traders and/or home-based businesses.

8.4% 2.4% 0.0%

Non employing

1-4 Employees

5-19 Employees

20-199 Employees

Figure 3.5. Business Counts, Murray River, 2022

Note: Location based on registered address of businesses. 'Non employing' business is an owner operator business. Source: ABS (2022b)

64.0%

■ 200+ Employees

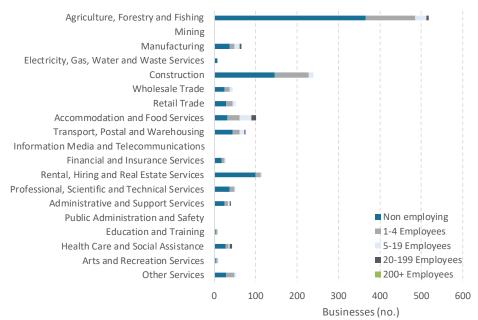


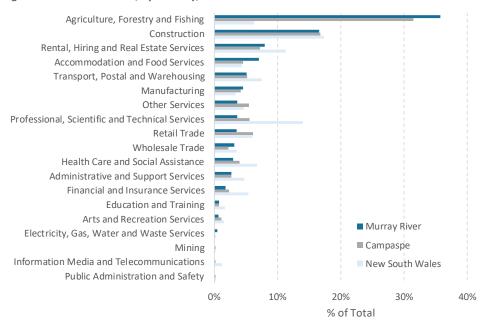
Figure 3.6. Business Counts, by Industry, Murray River, 2022

Source: ABS (2022b).



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Figure 3.7. Business Counts, by Industry, 2022



Source: ABS (2022b).



#### 4. **Visitor Economy**

#### Visitation 4.1

Tourism visitation to the Murray River region was showing signs of solid trend growth before the COVID-19 pandemic. Tourism Research Australia (TRA, 2023) data show visitor numbers rose to around 290,000 in each year from 2017-2018, up from just over 200,000 per year in 2012 and 2013. Visitation to the region is dominated by domestic overnight visitors (65% in 2019). Less than 1% of visitors are international, with growth in this visitor type a potential area of opportunity for the region moving forward.

Government-mandated social distancing measures and international border closures following the onset of the COVID-19 pandemic greatly impacted visitation to the region. As of 2022, visitor numbers and nights still have not fully recovered to their pre-pandemic level.

The main purpose of visit to the region is for a holiday (around 55% of visitation pre- and postpandemic). Due to Murray River's position close to the New South Wales and Victoria state border, a significant majority of visitors are sourced from outside of New South Wales, with around 75% from Victoria.

In terms of lifecycle groups, older demographics, particularly the two 'older married person' categories dominated visitation to the region prior to the pandemic, accounting for a combined total of more than a third of visitors.

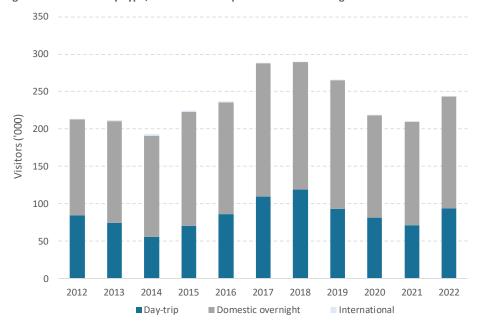


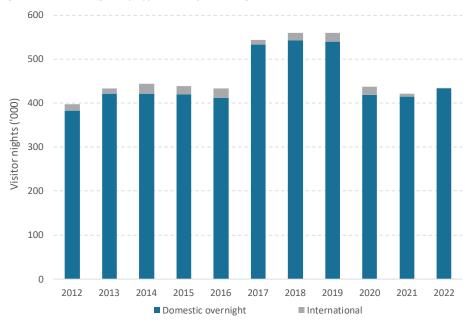
Figure 4.1. Visitation by Type, Moama + Deniliquin Surrounds SA2 Regions

Note: Rolling 3-year average due to low sample sizes.

Source: TRA (2023)



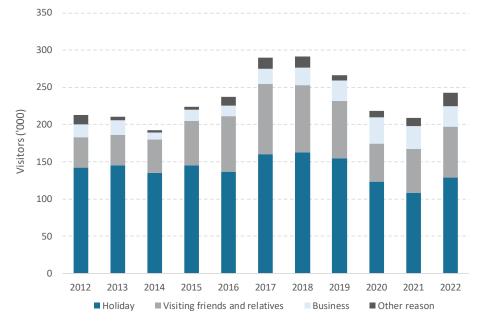
Figure 4.2. Visitor Nights by Type, Murray River Region



Note: Rolling 3-year average due to low sample sizes.

Source: TRA (2023)

Figure 4.3. Visitation by Purpose of Visit, Moama + Deniliquin Surrounds SA2 Regions

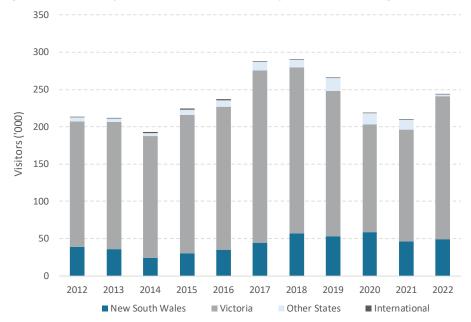


Note: Rolling 3-year average due to low sample sizes.

Source: TRA (2023)



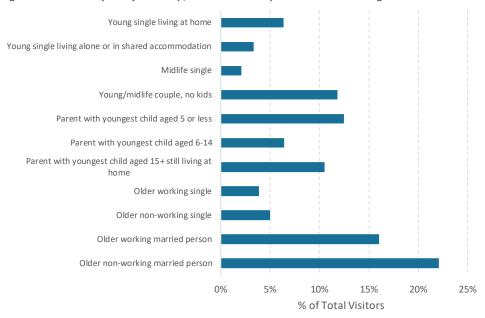
Figure 4.4. Visitation by Source Market, Moama + Deniliquin Surrounds SA2 Regions



Note: Rolling 3-year average due to low sample sizes.

Source: TRA (2023)

Figure 4.5. Visitors by Lifecycle Group, Moama + Deniliquin Surrounds SA2 Regions



Note: Due to data limitations, the graph reflects an average of visitors from 2017 to 2019. Source: TRA (2023)



## 4.2 Accommodation

#### 4.2.1 Accommodation Audit

The Murray River and Campaspe LGAs have a diverse range of accommodation options for visitors to the region. An accommodation audit found there were over 850 rooms in hotels/ motels, at least 421 Caravan Park rooms, 31 holiday rentals and 26 houseboat rooms. Further, 55% of these rooms are in Murray River, although Murray River does dominate the Caravan Park market in the region (70% of total caravan park rooms). The total number of rooms in both LGAs is estimated to have a total sleeping capacity of 7,027 persons.

Table 4.1. Accommodation Audit, Murray River / Campaspe

| Company                          | LGA          | Location | Rooms |
|----------------------------------|--------------|----------|-------|
| Hotel/Motel                      |              |          |       |
| Acacia Terraces                  | Campaspe     | Echuca   | 4     |
| Golden River Motor Inn           | Murray River | Moama    | 14    |
| ADELPHI Apartments               | Campaspe     | Echuca   | 10    |
| Big River Motel                  | Campaspe     | Echuca   | 13    |
| Billabong Ranch Accommodation    | Campaspe     | Echuca   | 25    |
| Caledonian Hotel/Motel           | Campaspe     | Echuca   | 14    |
| Campaspe Lodge/Echuca Hotel      | Campaspe     | Echuca   | 12    |
| Cock N Bull Boutique Hotel       | Campaspe     | Echuca   | 5     |
| Echuca Holiday Units             | Campaspe     | Echuca   | 6     |
| Echuca Motel                     | Campaspe     | Echuca   | 23    |
| Elinike Guest Cottages           | Campaspe     | Echuca   | 4     |
| Georgian Motor Lodge             | Campaspe     | Echuca   | 20    |
| High Street Motel                | Campaspe     | Echuca   | 7     |
| Little Hopwood Apartments        | Campaspe     | Echuca   | 4     |
| Mercure Port of Echuca Motel     | Campaspe     | Echuca   | 55    |
| Nirebo Motel                     | Campaspe     | Echuca   | 37    |
| Old Coach Motor Inn              | Campaspe     | Echuca   | 11    |
| Paddlewheel Motel                | Campaspe     | Echuca   | 30    |
| Pevensey Motor Lodge             | Campaspe     | Echuca   | 18    |
| Philadelphia Motor Inn           | Campaspe     | Echuca   | 24    |
| Quest Echuca Serviced Apartments | Campaspe     | Echuca   | 61    |
| Riverboat Lodge Motor Inn        | Campaspe     | Echuca   | 17    |
| Settlement Motor Inn             | Campaspe     | Echuca   | 34    |
| Shamrock Hotel Accommodation     | Campaspe     | Echuca   | 5     |
| Border Inn Hotel                 | Murray River | Moama    | 12    |
| Bridges on Meninya               | Murray River | Moama    | 27    |
| Bright on the Murray             | Murray River | Moama    | 1     |
| Cadell on the Murray             | Murray River | Moama    | 26    |
| Echuca Moama Holiday Villas      | Murray River | Moama    | 7     |
| Madison Spa Resort               | Murray River | Moama    | 40    |
| Meninya Palms Moama              | Murray River | Moama    | 42    |
| Moama Central Motel              | Murray River | Moama    | 15    |
| Murray River Resort              | Murray River | Moama    | 26    |
| Moama Motel                      | Murray River | Moama    | 24    |



| Company                                | LGA          | Location | Rooms |
|----------------------------------------|--------------|----------|-------|
| Perricoota Vines Retreat               | Murray River | Moama    | 21    |
| Sportslander Motor Inn                 | Murray River | Moama    | 30    |
| Rich River Golf Club Resort            | Murray River | Moama    | 63    |
| River Country Inn                      | Murray River | Moama    | 25    |
| Tindarra                               | Murray River | Moama    | 31    |
| Redgum Country Motor Inn               | Murray River | Mathoura | 13    |
| Sub-Total                              |              |          | 856   |
| Caravan Park                           |              |          |       |
| Discovery Parks Echuca                 | Campaspe     | Echuca   | 37    |
| NRMA Echuca Holiday Park               | Campaspe     | Echuca   | 34    |
| Rich River Tourist Park                | Campaspe     | Echuca   | 5     |
| River Bend Caravan Park                | Campaspe     | Echuca   | 16    |
| Kyabram Western Gums TP                | Campaspe     | Kyabram  | 4     |
| Coco Bend Caravan and Camping Ground   | Murray River | Moama    |       |
| Discovery Park Maiden's Inn Moama      | Murray River | Moama    | 90    |
| Discovery Parks Moama West             | Murray River | Moama    | 22    |
| Horseshoe Lagoon                       | Murray River | Moama    |       |
| Merool on the Murray                   | Murray River | Moama    | 30    |
| Moama Riverside Holiday & Tourist Park | Murray River | Moama    | 24    |
| Moama Waters                           | Murray River | Moama    | 41    |
| Morning Glory River Resort             | Murray River | Moama    | 12    |
| Murray River Holiday Park              | Murray River | Moama    | 28    |
| Cohuna Waterfront Holiday Park         | Campaspe     | Cohuna   | 20    |
| Moama on Murray Resort                 | Murray River | Moama    | 36    |
| Talo Retreat                           | Murray River | Moama    | 12    |
| Gunbower Caravan Park                  | Campaspe     | Gunbower | 10    |
| Sub-Total                              |              |          | 421   |
| Holiday Rental                         |              | l.       |       |
| 10 on Leslie                           | Campaspe     | Echuca   | 1     |
| 5 Connelly                             | Campaspe     | Echuca   | 1     |
| Campaspe Retreat                       | Campaspe     | Echuca   | 1     |
| Cape Horn Vineyard Villa               | Campaspe     | Echuca   | 1     |
| Central Charm                          | Campaspe     | Echuca   | 1     |
| Charlottes Cottage                     | Campaspe     | Echuca   | 1     |
| Clocktower Suites                      | Campaspe     | Echuca   | 1     |
| Francis Retreat                        | Campaspe     | Echuca   | 1     |
| Hansen Street Retreat                  | Campaspe     | Echuca   | 1     |
| Luxury on the Esplanade                | Campaspe     | Echuca   | 1     |
| Magic Murray Apartment                 | Campaspe     | Echuca   | 1     |
| Mandel on High                         | Campaspe     | Echuca   | 1     |
| Murray House                           | Campaspe     | Echuca   | 1     |
| Murray River Cottage                   | Campaspe     | Echuca   | 1     |
| Murray's Place on Pakenham             | Campaspe     | Echuca   | 1     |
| No 40                                  | Campaspe     | Echuca   | 1     |
|                                        |              |          |       |



| Company                         | LGA          | Location   | Rooms |
|---------------------------------|--------------|------------|-------|
| Rivers Edge                     | Campaspe     | Echuca     | 1     |
| Sunrise in Echuca               | Campaspe     | Echuca     | 1     |
| The Taylors                     | Campaspe     | Echuca     | 1     |
| The Wesley                      | Campaspe     | Echuca     | 1     |
| The White House Echuca          | Campaspe     | Echuca     | 1     |
| Trotters Retreat                | Campaspe     | Echuca     | 1     |
| Wandew                          | Campaspe     | Echuca     | 1     |
| Elements                        | Murray River | Moama      | 1     |
| Green View Villa                | Murray River | Moama      | 1     |
| Kilkerrin Vines                 | Murray River | Moama      | 1     |
| Moama Manor                     | Murray River | Moama      | 1     |
| Nepeta Cataria                  | Murray River | Moama      | 1     |
| Old Charm Holiday Villa         | Murray River | Moama      | 1     |
| RL Apartments                   | Murray River | Moama      | 1     |
| Sub-Total                       |              |            | 31    |
| Houseboats                      |              |            |       |
| Houseboat for two               | Campaspe     | Echuca     | 1     |
| Murray River Houseboats         | Campaspe     | Echuca     | 6     |
| Bella Casa Houseboats           | Murray River | Moama      | 4     |
| Executive Houseboats            | Murray River | Moama      | 5     |
| Luxury on the Murray Houseboats | Murray River | Moama      | 8     |
| Edward River Houseboats         | Murray River | Deniliquin | 2     |
| Sub-Total                       |              |            | 26    |

Source: EMT (2023)

## 4.3 Economic Value Tourism

Tourism is an important export sector for the Murray River economy, ranking third highest behind agriculture and manufacturing. Direct employment in tourism locally represents almost 500 jobs, or 11% of the total, which represents the second largest source of jobs behind agriculture. As an industry sector, tourism directly contributes \$40.3 million to the economy, or 6.8% of the total industry value.

Table 4.2. Economic Contribution of Tourism, Murray River

|                            | Tourism | % of Total |
|----------------------------|---------|------------|
| Industry Value Added (\$m) | \$40.30 | 5.8%       |
| Employment (No.)           | 497     | 10.2%      |

Source: REMPLAN (2023)



#### 5. Workforce and Skills

#### 5.1 **Employment and Unemployment**

The Murray River region's unemployment rate is incredibly low, having fallen to 2.0% in June quarter 2022, even lower than its pre-COVID level (2.3%), having peaked at 4.1% in June quarter 2021. However, employment has fallen 2.5% over the past year and is 4.9% lower than the pre-COVID level (March quarter 2020). This shows that the unemployment rate has been driven lower by an even sharper fall in the Murray River's labour force over this period. This trend is troubling in the context of the region's population growth having strengthened since 2019 (indicating a fall in the region's participation rate) and also the strong employment growth recorded in NSW since March quarter 2020.

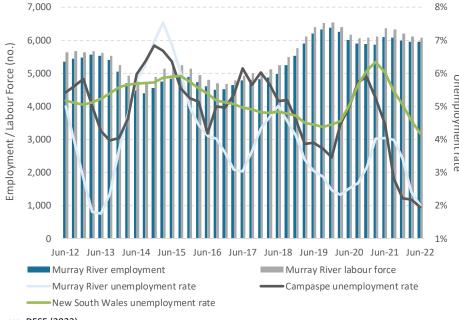
It is worth noting that pre-COVID, the Murray River region's labour market had strengthened considerably over several years, with the unemployment rate falling from 5.0% in June quarter 2018 to 2.3% in March guarter 2020 just before the pandemic began.

### **Labour Force and Unemployment Data**

These data sets are from the Department of Education, Skills and Employment (DESE) and track the number of people in the labour force (total), employed and unemployed. This data is based on place of residence, which differs from the analysis above regarding Gross Regional Product/Industry Value-Add as well as the analysis below regarding employment, which focuses on data based on place of work. For the labour force survey, the definition of 'employed' includes all persons aged 15 years and over who worked for one hour or more during the reference week.

7,000 6,000

Figure 5.1. Labour Force, Employment and Unemployment Rates



Source: DESE (2022).



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# 5.2 Employment

Employment within the 'agriculture, forestry and fishing', 'accommodation and food services', and 'health care' industries accounted for 48% of total employment in the Murray River region in 2021. This compares to around 24% of employment in New South Wales, highlighting the importance of agriculture, the visitor economy and health care industries to the Murray River economy.

Certain industries in the Murray River region have undergone significant change over the past decade. Public sector employment has grown strongly, with employment within the 'health care' industry having risen 77% over this period (up 159 persons), 'public administration and safety' employment up 72% (or 104 persons), and 'education and training' employment is up 31% (or 73 persons). Meanwhile, accommodation and food services employment has fallen 5% (or 34 persons) in the decade to 2021, although employment in this industry would have recently been impacted by COVID-19 restrictions.

Agriculture employment is up strongly over the decade to 2021 (202 persons, or 24%), however employment declined slightly between 2016 and 2021.

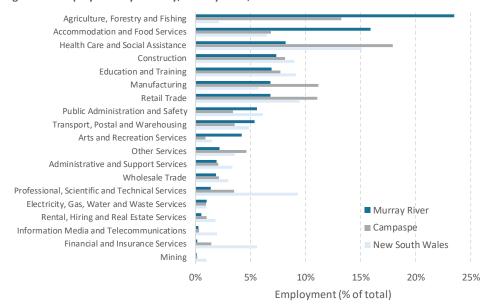
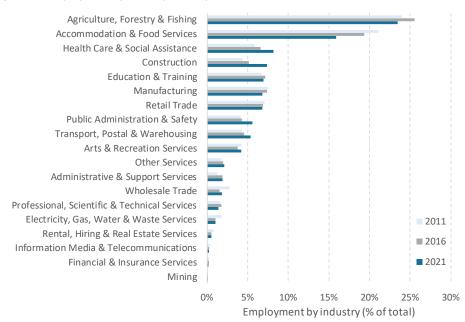


Figure 5.2. Employment by Industry, Murray River, 2021



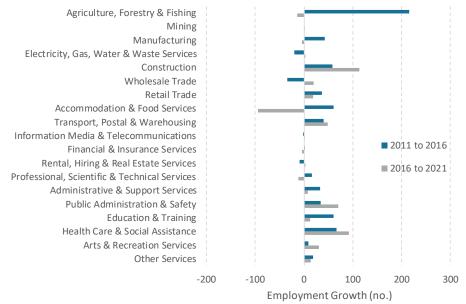


Figure 5.3. Employment by Industry, Murray River



Source: ABS (2022a).

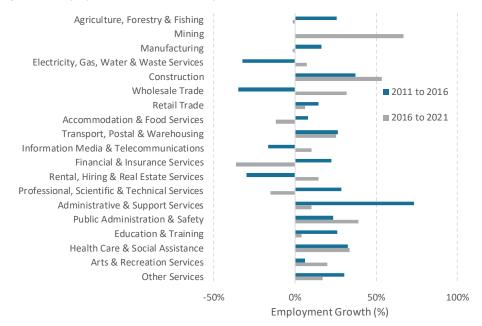
Figure 5.4. Employment Growth (no.), Murray River



Source: ABS (2022a).



Figure 5.5. Employment Growth (%), Murray River



Source: ABS (2022a).



## 5.3 Value of Employment

Different industries contribute varying degrees of value to the local economy based on a variety of factors including supply chains, price of goods sold and overall position in the economy. Based on REMPLAN (2023) data, 'utility services' and 'financial services' are amongst the highest value-adding industries in the local economy.

However, some of the key employing industries in the region including 'health care', 'accommodation and food services' and 'education and training' are amongst the lowest value-adding industries in the local economy.

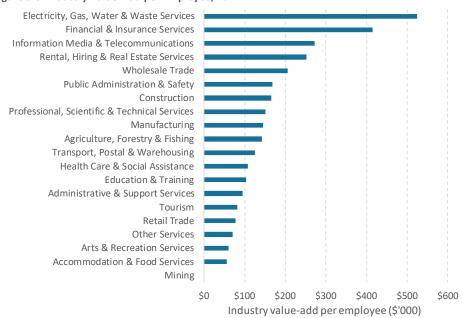


Figure 5.6. Industry Value-Add per Employee, 2022

Source: REMPLAN (2023).

#### **High Value-Adding Jobs**

In terms of economic development, growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference is related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support additional businesses, creating more value in the local economy.

Because one job may offer greater value than another, it does not mean that lower value-adding jobs are not important. These jobs often provide employment for youth and offer an entry point into the workforce for many residents. Rather, understanding the value of employment should guide the balance of effort and resources in terms of various industry development and investment attraction activities.



## 5.4 Journey to Work

**Error! Reference source not found.** and **Error! Reference source not found.** show the close connection between Murray River and the neighbouring Campaspe region in terms of shared a shared labour force. Almost 80% of workers in Murray River live in either Murray River or Campaspe, while 76% of employed residents in Murray River work in either Murray River or Campaspe.

Journey to Work, Murray River Workers, 2021

|                                            | Number | %      |
|--------------------------------------------|--------|--------|
| Live and work in Murray River              | 2,579  | 55.8%  |
| Work in Murray River, but live in Campaspe | 1,088  | 23.5%  |
| Work in Murray River, but live elsewhere   | 957    | 20.7%  |
| Total workers in Murray River              | 4,624  | 100.0% |

Source: ABS (2022a)

Journey to Work, Murray River Employed Residents, 2021

|                                            | Number | %      |
|--------------------------------------------|--------|--------|
| Live and work in Murray River              | 2,579  | 45.9%  |
| Live in Murray River, but work in Campaspe | 1,689  | 30.1%  |
| Live in Murray River, but work outside     | 1,062  | 18.9%  |
| No fixed place of work                     | 290    | 5.2%   |
| Total employed residents in Murray River   | 5,620  | 100.0% |

Source: ABS (2022a)

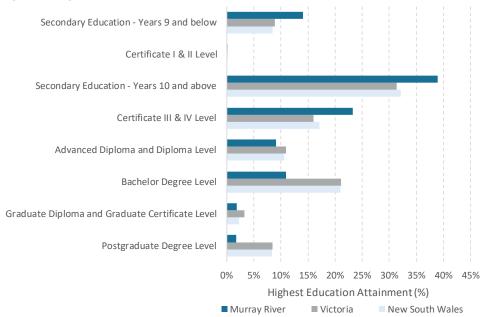
## 5.5 Skills

Unsurprisingly given the nature of the local economy, Murray River has a higher proportion of resident workers listing 'Secondary Education' and 'Certificate Level III & IV' as their highest education attainment in 2021 compared with the Victoria and New South Wales averages.

Additionally, the region has a higher proportion of resident workers listing their occupation as 'Managers' or 'Labourers' compared to the Victoria and New South Wales averages. This is consistent with Agriculture being a key employing industry in the region.

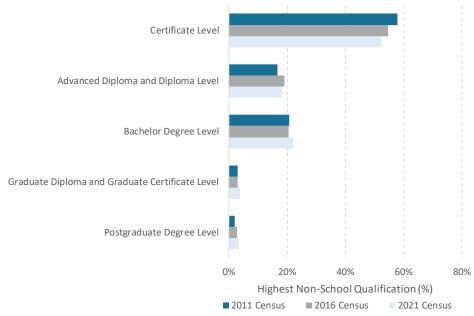






Source: ABS (2022a).

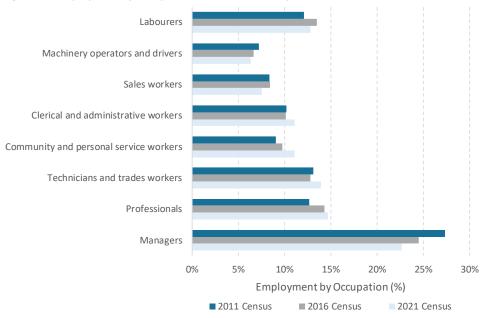
Figure 5.8. Highest Non-School Qualification, Murray River



Source: ABS (2022a).

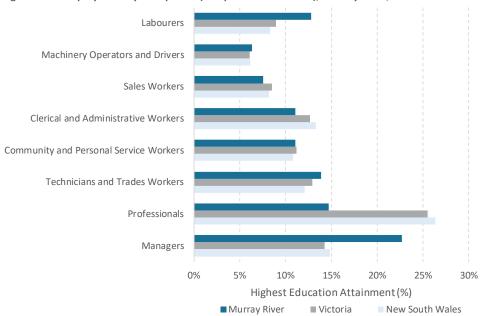


Figure 5.9. Employment by Occupation (over time), Murray River



Source: ABS (2022a).

Figure 5.10. Employment by Occupation (comparison with State), Murray River, 2021



Source: ABS (2022a).



# 6. Property and Housing

## 6.1 Housing

Housing in Murray River is inexpensive relative to the rest of the State. In June quarter 2022, the median house price in Murray River was \$520,000, 80% the median price in regional NSW and less than half the Sydney metropolitan region's median price.

Rental prices were 14% lower in Murray River than in regional NSW and 25% lower than the Sydney metropolitan region in September quarter 2022.

However, prices have risen sharply since the onset of the COVID-19 pandemic, likely reflecting the strengthening population growth / demand for the region over this period and the initial lowering of mortgage rates at the beginning of the pandemic.

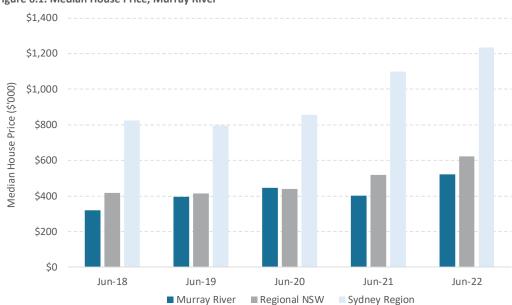


Figure 6.1. Median House Price, Murray River

Note: June quarterly data.

Source: NSW Communities and Justice (2023).



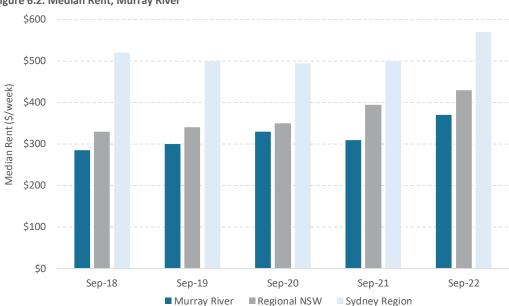


Figure 6.2. Median Rent, Murray River

Note: September quarterly data. Source: NSW Communities and Justice (2023).

# 6.2 Building Approvals

Consistent with strong population and price growth in Murray River, residential building approvals have surged since 2019. Construction costs have escalated significantly during this period. In fact, in 2021-22 alone, the value per residential building approval increased 14%.

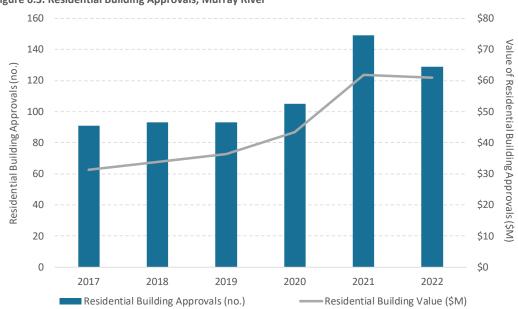


Figure 6.3. Residential Building Approvals, Murray River

Note: Financial year data. Source: REMPLAN (2023).



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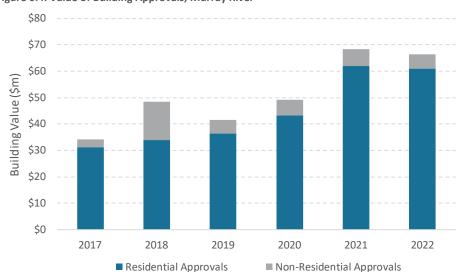


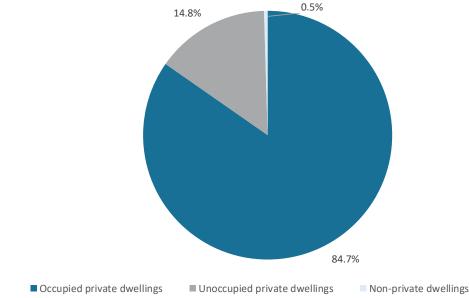
Figure 6.4. Value of Building Approvals, Murray River

Note: Financial year data. Source: REMPLAN (2023).

## 6.3 Vacancy

Vacancy rates are near historical lows in Murray River, placing upward pressure on rents in the region.

Figure 6.5. Dwelling Type, Murray River, 2021



Source: ABS (2022a).



Figure 6.6. Vacancy Rate, Murray Region



Source: SQM Research (2023).



#### 7. **Important Trends**

#### 7.1 **COVID-19 Pandemic**

On 31 December 2019, the World Health Organisation (WHO) was alerted to a pneumonia of unknown causes detected in Wuhan, China. The outbreak spread quickly and was declared a Public Health Emergency of International Concern on 30 January 2020 and a Pandemic on 11 March 2020. The WHO named the new virus COVID-19.

There have been millions of deaths from COVID-19 around the world and the emergence of variants of the virus including the Delta-variant and more recently the Omicron-variant has created more uncertainty about the outlook for the global economy.

Restrictions brought in by the Australian and various state governments have changed the way that people live and work. The current crisis will have a lasting effect on the lives of the people who are living through it. It will likely become a defining element of the current generation, similar to the Great Depression or World War II for earlier generations.

In reaction to the coronavirus pandemic, the Australian Government and the state governments have taken drastic action and implemented a series of restrictions that have severely changed the economic landscape, including:

- Forced social distancing and self-isolation rules
- Closure and/or restrictions on places of social gathering including registered and licensed clubs, licensed premises in hotels and bars, entertainment venues including cinemas, casinos and nightclubs, and places of worship. Cafes and restaurants could remain open, but were limited to takeaway only
- Closure of Australian borders, while Queensland also closed the State borders
- People were required to stay at home unless they have to leave for an essential purpose

The initial wave of the pandemic was followed by waves of various COVID-19 variants including the Delta and Omicron variants. The Delta variant saw case numbers rise sharply in the second half of 2021, despite strict lockdowns mandated throughout much of the country. Soon after, the Omicron wave reached Australia seeing cases surge to new record peaks, due to both the relaxation of COVID-lockdowns and the increased contagiousness of the variant.

While Australia is highly vaccinated (with over 90% of the country double vaccinated, reducing the severity of the virus), case numbers surged through the 2022 Winter period, putting pressure on the nation's health care system.



Figure 7.1. COVID-19 Cases and Deaths, Australia 2.0 3.0 1.8 2.7 Cases (Rolling 30-day sum, millions) 1.6 2.4 1.4 1.2 1.0 0.8 0.6 0.9 0.4 0.2 0.0 0.0

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Source: WHO (2023).

Feb-20

### 7.2 Global Trends

Jun-20

Nov-20

Cases (rolling 30-day sum, lhs)

In 2021, McKinsey published a report (McKinsey, 2021) highlighting the key trends that will emerge following the COVID-19 pandemic. A summary of the key future trends, includes:

• Part 1: How the COVID-19 crisis and the recovery are shaping the global economy:

Aug-21

Mar-21

o The return of confidence unleashes a consumer rebound (given the constraints put on to the economy through the COVID-19 crisis, consumers will spend heavily)

Jan-22

Feb-23

Oct-22

May-22

Deaths (rolling 30-day sum, rhs)

- Leisure travel bounces bank but business travel lags
- o The crisis sparks a wave of innovation and launches a generation of entrepreneurs
- o Digitally enabled productivity gains accelerate the Fourth Industrial Revolution
- Part 2: How businesses are adjusting to the changes prompted by the COVID-19 crisis:
  - Pandemic-induced changes in shopping behaviour forever alter consumer businesses
  - Supply chains rebalance and shift (with many multi-national corporations seeking to shorten their supply chains and produce more products closer to their key markets)
  - The future of work arrives ahead of schedule (with an acceleration of working remotely and other technological solutions in the workplace)
  - The biopharma revolution takes a hold (with a generation of new drugs unfolding)
  - Portfolio restructuring accelerates (with capital flowing from some traditional industries into others, based on the risks and experiences from the COVID-19 crisis)
  - Green, with a touch of brown, is the colour of recovery (that expects sustainability to become as pervasive throughout the economy as technology has been over the last decade)



- Part 3: How the COVID-19 crisis could change society:
  - Healthcare systems take stock and make changes (with most governments seeking to prepare for future pandemics and ensure that the healthcare system is stronger)
  - The hangovers begin as governments tackle rising debt (so much stimulus has been provided that governments will need to consider how to effectively deal with the ensuing debt)
  - Stakeholder capitalism comes of age (the requirement for businesses to ensure they are acting in a morally responsible manner will become more important)

All of these trends will have impact on the Australian, New South Wales and Murray River economies.

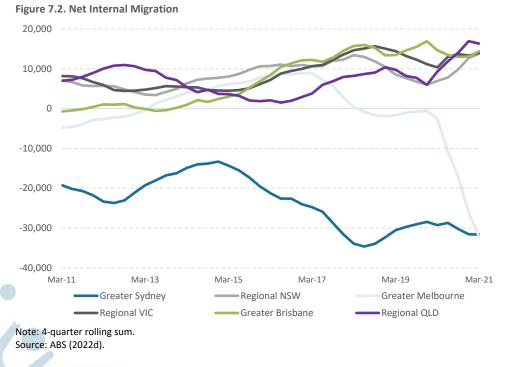
#### 7.3 **National Trends**

Figure 7.2 below shows various population trends linked to the effects of COVID-19 to March 2021 (latest data available). As highlighted, there has been a net internal migration away from Sydney and Melbourne in favour of regional areas, with regional New South Wales, regional Queensland and regional Victoria being beneficiaries of this trend.

Many parts of regional Australia are adjacent to capital cities, offering people the option of still travelling into the capital city, when required, but enjoying the local lifestyle and working remotely. Many regional areas have seen strong increases in house prices, which may be linked to these recent migration trends.

The latest regional population data (ABS, 2022) show Murray River's population rose 1.9% (or 233 persons) in the year to 30 June 2021, with net internal migration accounting for virtually all this total increase.

The recent trend towards living in more regional areas may be an area of opportunity for Murray River to attract additional residents.



CONOMICS

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### 7.4 Local Trends

Figure 7.3 shows total payroll jobs by the Upper Murray (excluding Albury) Statistical Area Level 3 (SA3) region which includes most of the Murray River region compared to the Victoria and New South Wales averages.

The data shows the Upper Murray (excluding Albury) SA3 region has recovered their payroll job levels since the onset of the pandemic. As of the week ending 11 February 2023, payrolls were almost 2% above the level recorded in the week ending 14 March 2020 (the beginning of the pandemic). It is worth keeping in mind this data is not seasonally adjusted and the start of the year is the seasonal low for payrolls. However, payrolls in the Murray region have not recovered as strongly as the Victoria or New South Wales averages (both up 7-8%).



Figure 7.3. Payroll Job Index by Upper Murray (excluding Albury) SA3 Region

Source: ABS (2022c).

## 7.5 Paddock to Plate

There has been a growing consumer movement where consumers want to know where their food comes from and have a strong desire to purchase locally produced goods. Part of this trend involves the consumer market's move to more sustainable products, whereby locally produced food and beverage products have a shorter distance to travel, thereby producing fewer emissions. Equally, the movement of people desiring to live a healthier life have led to consumers seeking, natural, locally produced food.

Research has found that 52% of Australians trying to buy local all or most of the time (Goodfood, 2020) and other research from Roy Morgan found that 80% of Australians prefer locally produced food and beverages (Roy Morgan, 2019).



## 7.6 Sustainability and Renewable Power Generation

As highlighted in Section 7.2, sustainability will become as pervasive across the economy, just as digital technologies have touched every industry sector. The Australian Government has announced plans to reach zero emissions by 2050. Many large corporations established net zero emission targets even earlier. Almost all mining companies in Australia have announced plans to become net zero carbon emitters before 2050. The Australian red meat industry has set the goal to be carbon neutral by 2030.

The quest for sustainability has moved beyond carbon emissions as well. PricewaterhouseCoopers (PWC, 2022) has outlined the following trends for corporate Environmental, Social, and Governance (ESG) standards, including:

- Global move to align capital markets with sustainability goals through standards and regulation
- Biodiversity and natural capital becoming a greater focus with increasing recognition of risks and opportunities
- Focus on Scope 3 emissions in climate change related reporting
- Science based net-zero targets becoming the norm
- Australian regulators set to look seriously at ESG credentials and exposure to ESG-related risks

ESG has become a major feature of corporate real estate and become a key factor for large businesses in their day-to-day operations.

Renewable energy is a large component of sustainability and how business and industry seek to contribute to it. Renewable power generation contributed just 27% of Australia's total electricity requirement in 2020-21, however, has been growing at an average annual rate of 10% over the past decade. Solar power has grown dramatically, representing almost 40% of renewable power generation with wind power representing another third (Figure 7.4).

Australia's main electricity grid is predicted to surpass 50% renewable generation by 2025 and reach 69% by 2030. A similar pattern has been identified for Queensland, reaching 61% renewable generation by 2030 (Department of Industry, Science, Energy and Resources, 2023).



Figure 7.4. Renewable Power Generation, Australia 80,000 70,000 60,000 Gigawatt Hours (GwH) 50,000 40,000 30.000 20,000 10.000 2020-21

■ Wind

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■ Hydro Source: Department of Industry, Science, Energy and Resources (2023).

#### 7.7 Working from Home

While the technology to host and conduct virtual meetings has existed for some time, until the COVID-19 pandemic, it was not widely used. The Melbourne Institute's Household, Income and Labour Dynamics in Australia (HILDA) Survey identified that around 8% of employees in 2019 had formal work from home arrangements, which equated to around 2% of total hours worked. These results were supported by the 2021 Census, which indicated that 24% of employees working on Census Day worked from home.

Solar

■ Bioenergy

The ABS identified that 41% of workers in Australia regularly worked from home in August 2021 (ABS, 2021). The Productivity Commission found that 75% of workers identified that they were just as productive at home as they were in the office. Flexibility and avoiding the daily commute are highly prized by employees, but few workers prefer to fully work remotely with most wanting to spend some time in the office. The corporate real estate industry is now focused on 'giving employees a reason to come to the office' with considerable attention paid to office amenity and initiatives to support collaboration and interaction of staff.

The majority of jobs that can work remotely tend to be associated with various 'knowledge intensive industries' such as professional business services, finance and technology. The Central Business Districts (CBDs) in Australia have been most impacted through this major shift as fewer workers in the city means fewer customers for the businesses located there. Property Council of Australia (PCA) surveys have continually showed that occupancy rates in major CBDs have yet to reach their pre-pandemic levels (PCA, 2022).



While CBDs will not 'die' as has been reported in the media previously, the shift of office workers to their suburban residential locations will create new opportunities in these locations for retail, hospitality and personal services. As at March 2023, SEEK was showing over 10,000 worked from home jobs currently advertised across Australia.

# 7.8 Labour Shortages

Closed international borders and the strong economic rebound has resulted in severe labour shortages across several industries throughout Australia. Figure 7.5 shows a sharp increase in the proportion of New South Wales and Victoria employers recruiting since the height of the pandemic in 2020. Further, the proportion of employers nationally reporting difficulty in finding suitable labour has also risen sharply since 2020.

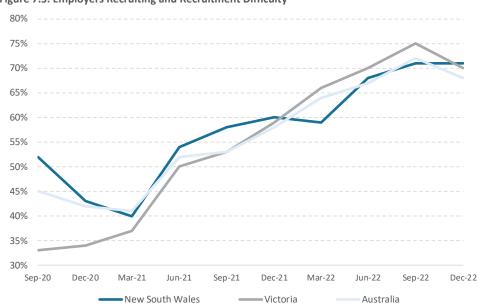


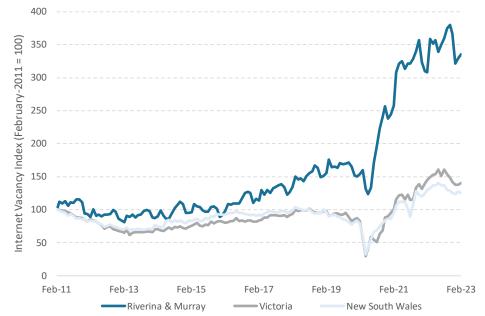
Figure 7.5. Employers Recruiting and Recruitment Difficulty

Source: National Skills Commission (2022).

At a more localised level, Figure 7.6 shows demand for labour in the Riverina and Murray at near its highest levels on record, having risen sharply since the height of the pandemic. By occupation, demand has increased since the onset of the pandemic the most for 'machinery operators and drivers' and 'labourers' and 'community and personal service workers'.







Source: National Skills Commission (2022a).



#### 8. **Competitive Advantages and Opportunities**

#### 8.1 **Local Competitive Advantages**

#### **Identifying Competitive Advantages**

Identifying and leveraging competitive advantages is important for successful economic development efforts at the local level. Competitive advantages can exist in many forms including location, natural resources, industry specialisation and/or infrastructure. This section seeks to identify the unique competitive advantages of the Murray River region using various analytical techniques, including:

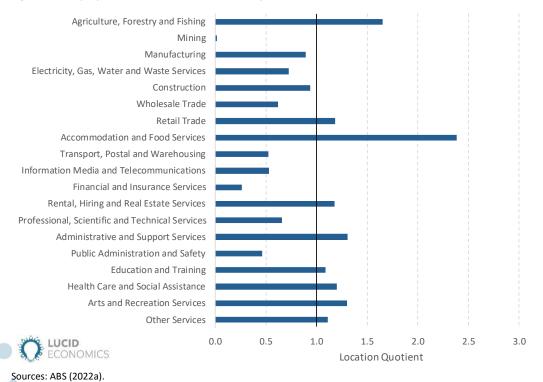
- Location quotient analysis
- Cluster mapping

This analysis will identify various industry opportunities for the Murray River region to be tested and verified through consultation.

The following graphs show the Murray River region's competitive advantages by industry due to local employment specialisation. Essentially, the location quotients show the proportion of workers in individual industries with the '1' line representing parity with New South Wales. Industries showing a specialisation above the '1' line indicate areas of natural competitive advantage.

The analysis shows the largest natural competitive advantages for the Murray River region in accommodation and food services and agriculture.

Figure 8.1. Employment Location Quotients, Murray River (benchmarked to New South Wales), 2020-2021



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# 8.2 Cluster Mapping

The following cluster maps help us to understand the relative competitive advantage against a backdrop of future expected employment growth, as well as existing local employment strengths.

#### **Cluster Mapping**

Cluster mapping is an analytical tool to consider future economic growth opportunities and to show the importance and growth opportunities for various clusters or industries within the economy. The cluster maps for the Murray River region show the significance and importance of the existing agriculture cluster. The mapping also shows the growth potential of various other clusters such as the professional, scientific and technical services, accommodation and food services, education and health care and social services industries.

#### **Interpreting the Cluster Map**

Cluster mapping is an analytical tool that can simultaneously present the size and scale of a location's competitive advantages with future anticipated growth trends by industry. In cluster mapping, a location's competitive advantage is viewed through labour specialisation (i.e. the relative scale of employment in specific industries). There are three main components to the cluster map:

- Location quotient: the community's location quotients are presented along the vertical
  axis and these points represent the proportional employment in the community versus a
  comparison, in this instance New South Wales (i.e. compared with New South Wales, how
  many people are employed in the sector; 1 = the same, 1.2 = 20% more than the state,
  etc.).
- Employment Growth: future employment growth expectations per industry, from 2021 to 2026, form the horizontal axis and tell us the percentage growth expected for a sector. In this instance, projections from the Department of Education, Skills and Employment (2021) have been used.
- **The Cluster**: or the 'bubble' represents the size of local employment in that given sector, which shows the significance of the sector locally.

Overall, cluster mapping helps to identify industry areas of focus for further development in the future.



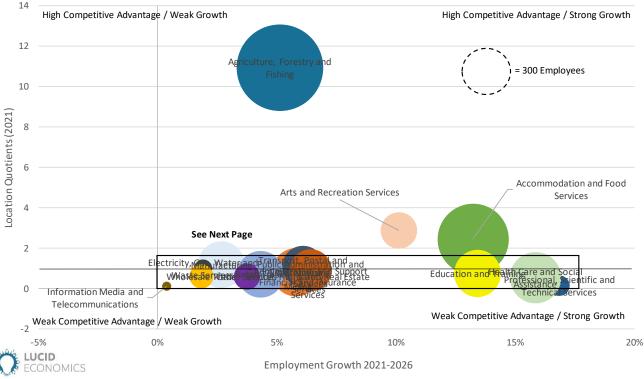


Figure 8.2. Cluster Map (1-digit), Murray River

Note: Location quotient calculated by proportion of Murray River employment divided by proportion of New South Wales employment. Location quotient of greater than 1 indicates industry makes up larger proportion of Murray River employment than it does across New South Wales.

Sources: ABS (2022a), DESE (2021).



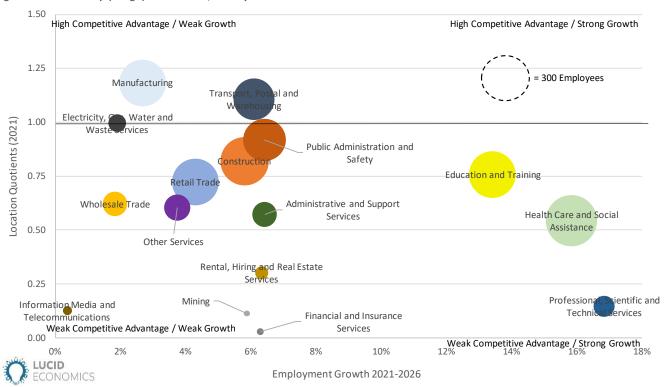


Figure 8.3. Cluster Map (1-digit) – Zoomed-In, Murray River

Note: Location quotient calculated by proportion of Murray River employment divided by proportion of New South Wales employment. Location quotient of greater than 1 indicates industry makes up larger proportion of Murray River employment than it does across New South Wales.

Sources: ABS (2022a), DESE (2021).



The analysis above indicates that there are future economic development growth opportunities in a number of industries, including:

- Agriculture
- Food productions
- Tourism (evidenced through accommodation and food services and retail trade)
- Professional services
- Health care



# 9. Next Steps

This information provides an evidence base for the Economic Development and Tourism Strategy and will become the basis for the future strategy and actions.



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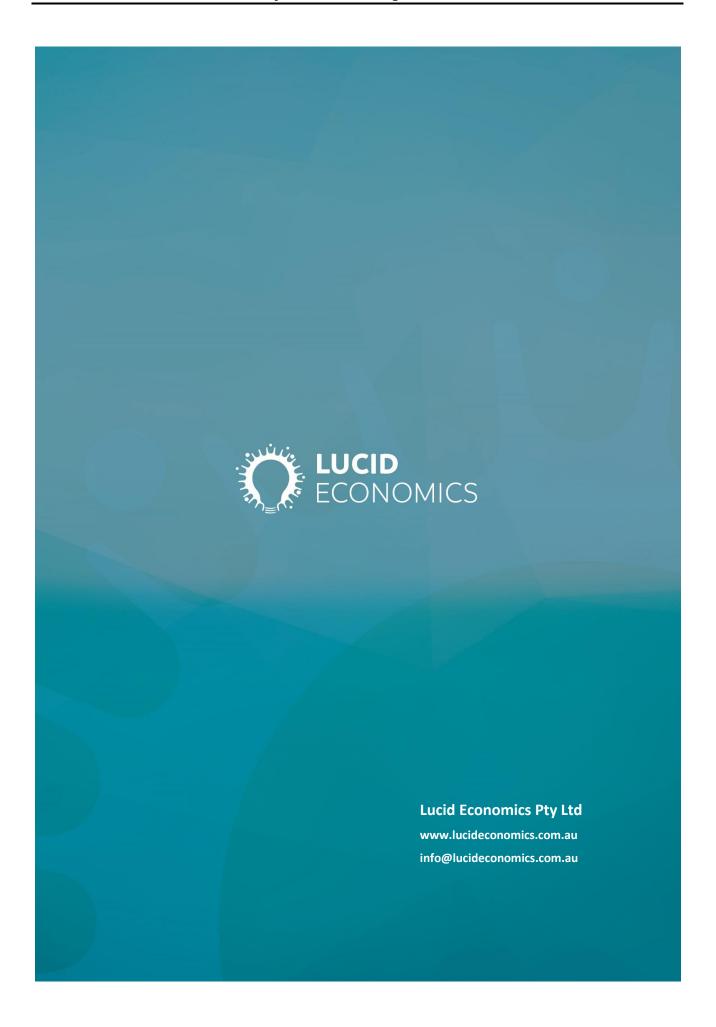
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# Message from the Mayor

I am delighted to introduce Murray River Council's Economic Development and Tourism Strategy; a visionary blueprint designed to foster sustained economic growth within our region. This comprehensive strategy has been developed to support local industry and further position our municipality as a thriving, diverse, and premier destination for businesses and visitors alike.

Murray River Council is home to a vibrant and prosperous community, offering an extensive array of inspiring prospects for both residents and businesses. This strategy is designed to build-on these advantages, whilst also addressing existing challenges and focusing the direction of Council activities into areas that can provide benefit and value to the whole community.

Things like marketing and promotion, attracting investment into the region, networking, advocacy for infrastructure, and expanding on the current tourism offering.

While business decisions will largely be guided by market forces outside of Council's control, Council can seek to influence industry expansion through promotion, advocacy and facilitation. These actions are at the heart of this Strategy as we look to support the generation of local jobs across a range of industries whilst equipping our residents with the skills and knowledge necessary to seize future business opportunities.

Murray River Council eagerly anticipates ongoing engagement with businesses and industries as we continue to nurture a robust and thriving local economy. Together, we shall forge ahead towards a future defined by growth, prosperity and resilience.

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## 1. Introduction

The Economic Development and Tourism Strategy 2023-2028 has been prepared to provide Murray River Council, in its role as promoter and facilitator of economic development, with a high-level plan of action to ensure the region is a Place of Prosperity and Resilience.

This strategy links to the Community Strategic Plan (CSP) 2022-2032 and will support the community to achieve the Community's vision for the future:

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

Together with the Local Housing Strategy and the Employment Lands Strategy, these documents seek to collectively provide a strong road map for future growth, seeking to provide the required infrastructure to meet future growth and demands from the community.

The Murray Rivier Council was formed in 2016 as the result of the amalgamation of the Murray Shire and Wakool Shire Councils and is located approximately 2 hours north of Melbourne. The Council area is large (11,865 square kilometres) and roughly a third of the New South Wales side of the Murray River, which includes a number of cross border towns including Moama, Barham, Murray Downs and Tooleybuc. While Moama is the largest town, the Council area includes a number of smaller towns and villages across an expansion agricultural area.

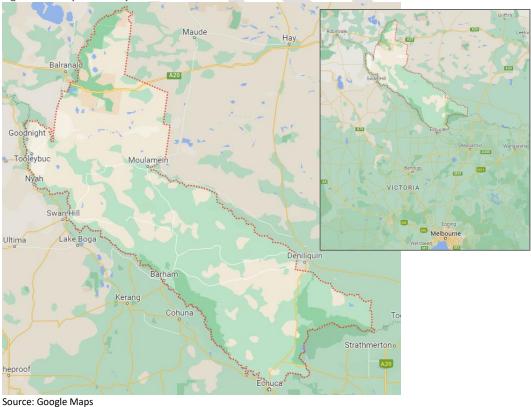


Figure 1.1. Map of Murray River Council

1

The Economic Development and Tourism Strategy 2023-2028 has been developed based on extensive research, analysis and consultation. It presents a plan of action that builds on our existing strengths to stimulate, support, attract and maintain business activity in the Murray River Council area. The strategy provides focus to direct Council's activities where they can have the most benefit and best add value to the community.

Figure 1.2. Economic Development and Tourism Strategy Process



# 2. What is Local Economic Development?

There are multiple definitions for economic development that help to explain a complex and inclusive framework for guiding the future development of the local economy. According to the International Economic Development Council (IEDC), economic development is:

the intentional practice of improving a community's economic well-being and quality of life. It includes a broad range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy. The practice of economic development comprises of a collaborative effort involving industry, government and myriad community stakeholders.

The Doughnut Economics model below (Figure 2.1) provides further insights relevant to the local economy creating a place of prosperity and resilience. The model shows:

- The Importance of Community: demonstrated here through the social foundations that provide the basis for a thriving community. Without the provision of these elements in the community, the Murray River communities will not become places of prosperity and resilience.
- The Importance of the Environment: demonstrated below through all of the environmental impacts that are caused by human existing and traditional concepts of progress. Without living within the sustainable levels of our natural environment, the Murray River communities will not become places of prosperity and resilience.
- The Importance of the Local Economy: The local economy will be built on the social foundations within the community and not extend past the sustainable levels that the local environment can bear.

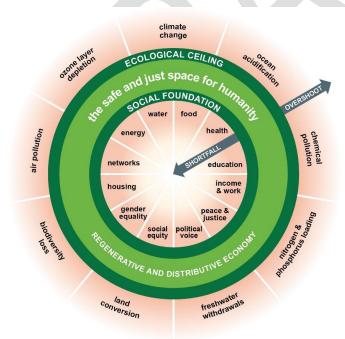
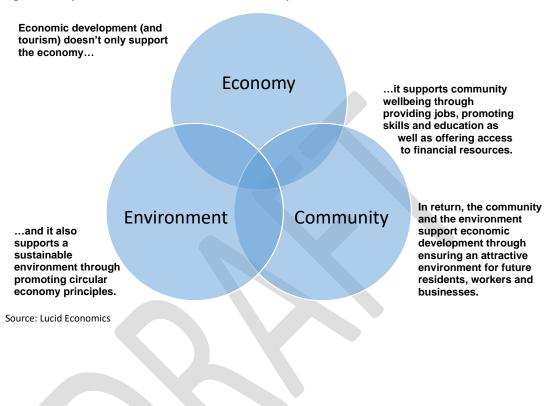


Figure 2.1. Doughnut Economics Model

Source: DEAL (2023)

From an economic development perspective, it is important to consider a triple bottom line approach, where a balance can be established between the economy, community and the environment. All three elements of the destination should thrive and recognise that without a strong community and healthy environment, economic growth will not deliver positive outcomes for the destination.

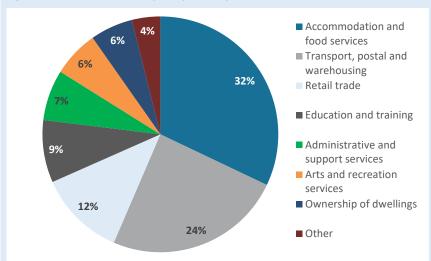
Figure 2.2. Triple Bottom Line Model for Economic Development



#### What About Tourism?

Tourism is not considered by the Australian Bureau of Statistics to be an industry sector, but rather, an injection of visitor expenditure into the economy that benefits various existing industry sectors. Figure 2.3 shows how visitor expenditure benefits the economy. The figure effectively represents in what industry sectors overall tourism expenditure is spent, or how \$1 of visitor expenditure is distributed across to various industries that are involved in tourism. As highlighted, accommodation and food services, transport and retail trade receive over two-thirds of visitor expenditure.

Figure 2.3. Direct Tourism Output, by Industry (Australia)



Note: 'Other' includes rental, hiring and real estate services, Information media and telecommunications, health care and social assistance, other services, financial and insurance and professional, scientific and technical services. Source: ABS (2022b)

As such, tourism becomes part of a comprehensive economic development strategy and can provide numerous benefits to a local economy including economic growth, jobs and encouraging new investment into the local area. For these reasons, tourism often forms part of a diversified economic strategy.

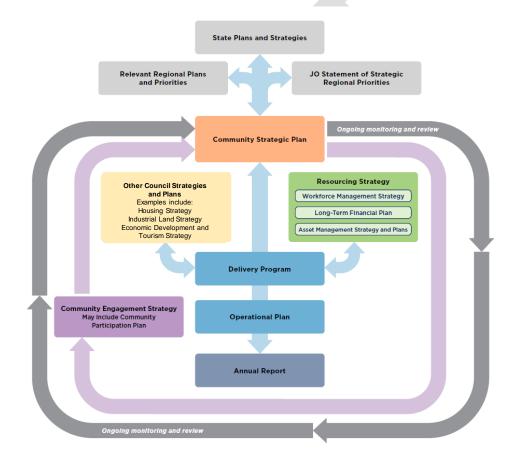
# 3. Strategic Context

The following documents set the strategic context for the development of this strategy.

# 3.1 Local

## **Integrated Planning and Reporting Framework**

All local governments in New South Wales must adhere to the integrated planning and reporting framework. It focuses on the community's aspirations and goals (as expressed in the Community Strategic Plan) and provides a structured framework for local governments to develop delivery programs, operational plans and budgets to achieve these aspirations. Other strategies, such as the Economic Development and Tourism Strategy, are included in this framework and provide further guidance to Council's delivery programs and operational plans.



## Community Strategic Plan 2022-2032

The Community Strategic Plan sets out the community's vision for the future:

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

The Plan has seven themes that provide direction for Council's operations (to deliver the future vision for the community), including:

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



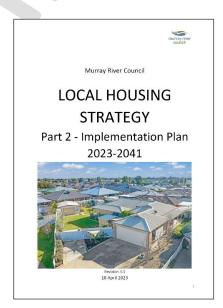
This plan directs Council's operational planning, it also provides direction for this Economic Development and Tourism Strategy. And at the same time, this Economic Development and Tourism Strategy provides inputs into Council's operational planning to support the outcomes identified in the Community Strategic Plan.

### **Local Housing Strategy**

The Draft Local Housing Strategy provides a long-term planning framework to ensure there is an adequate supply of housing to meet the needs of the growing community. The Strategy recognises the strong demand for housing experienced in the Murray River region over the recent past as the population has grown strongly in the wake of the COVID-19 pandemic as many people have sought out areas of high local amenity and lifestyle advantages.

This Strategy is important for the Economic Development and Tourism Strategy as it seeks to ensure there is available residential properties to support future population growth, which will also allow for additional workers to be attracted to the area to address the current workforce shortages.

Additionally, as a long-term plan, it establishes raw land supply that can then entice future investment into housing.



# 3.2 Regional

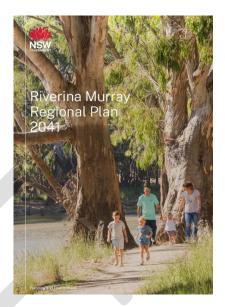
#### Riverina Murray Regional Plan 2041

The Riverina Murray Regional Plan outlines the NSW Government's vision for land uses across the Riverina Murray region. It provides a 20-year land use plan outlining areas for the natural environment, housing and related infrastructure, industry, employment areas and town centres.

The Regional Plan sets out clear land-use objectives for the environment, communities and the economy.

This Economic Development and Tourism Strategy has been informed by the Regional Plan and seeks to meet a number of the economic objectives identified, including:

- Objective 12: Strategically plan for rural industries
- Objective 13: Support the transition to net zero by 2050
- Objective 14: Protecting and promoting industrial and manufacturing land
- Objective 15: Support the economic vitality of CBDs and mainstreets
- Objective 16: Support the visitor economy



### Riverina Murray Destination Management Plan 2022-2030

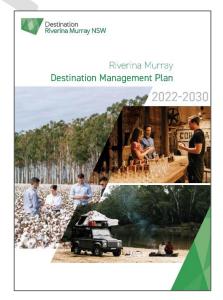
The Destination Management Plan (DMP) provides a collaborative framework to guide the work of local, regional and state visitor economy stakeholders to grow, develop and promote the region's visitor economy. It aligns with the NSW Visitor Economy Strategy 2030 and provides a regional road map for the visitor economy in the region to provide economic prosperity, create new jobs and enhance the lifestyle in the region.

The Plan has five strategic pillars:

- Road to Recovery
- Build the Brand
- Showcase our Strengths
- Invest in World Class Events
- Facilitate Growth

Specifically, for this Economic Development and Tourism Strategy, the DMP supports building the local brand and focusing on current strengths, while at the same time

supporting the event sector and encouraging investment into visitor infrastructure.



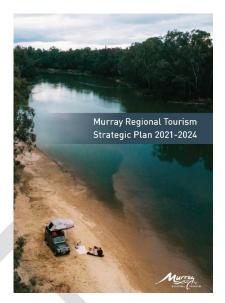
#### Murray Regional Tourism Strategic Plan 2021-2024

The Murray Regional Tourism Strategic Plan builds on the COVID-19 recovery and seeks to attract 7.3 million visitors, generate \$2.25 billion in visitor expenditure and support 22,500 jobs in the region by 2024.

The Plan has five key strategic pillars:

- Regional marketing
- Product development
- Leadership and advocacy
- Industry development
- Governance and sustainability

The Plan informs this Economic Development and Tourism Strategy through strongly supporting destination marketing, tourism product development and local tourism industry development.



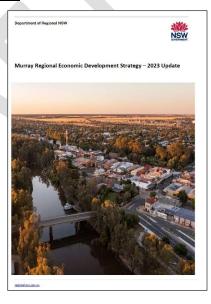
#### Murray Regional Economic Development Strategy (and Update)

In 2018, the NSW Government created Regional Economic Development Strategies (REDS) for each region across the State to identify a unique vision for the region as well as a framework for identifying actions to achieve the vision. The vision established for the Muray region stated, 'The Murray Region will sustainably grow its economy focusing on agriculture, food production and tourism, while improving infrastructure and developing a skilled workforce to support these sectors.'

The 2023 Update accounted for the significant changes and events that took place since 2018 and established the following amended strategies:

- Enhance market access and competitiveness for the agriculture and food product manufacturing sectors through strong transport infrastructure
- Sustain and enhance utilities such as water, energy and telecommunications to strengthen the agriculture and food product manufacturing sectors
- Continue to develop and grow the visitor economy to diversify the region's economy
- Boost and sustain the supply of skilled workers for the core industries of agriculture, manufacturing and tourism with regional skills development and attraction programs.
- Invest in infrastructure which enhances livability and improves capacity to support population growth

The REDS informs this Economic Development and Tourism Development Strategy. The focus around agriculture, food manufacturing and tourism as well as the support for water, energy and telecommunications infrastructure will be important. Additionally, the focus on livability to support population growth and skills attraction should also be recognized.



#### **NSW Regional Development Framework**

The NSW Regional Development Framework provides a more coordinated and cooperative approach to regional development. It outlines three programs of investment:

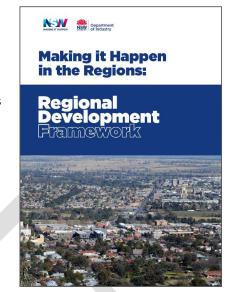
- Providing quality services and infrastructure in regional NSW
- Aligning effort to support growing regional centers
- Identifying and activating economic potential

Furthermore, the Framework has a number of important implementation areas, including:

- Improved regional structure to facilitate regional development
- Building the evidence-base for investment in regional development
- Attracting investment and co-investment
- Capability building

This Framework will be important for the Economic

Development and Tourism Strategy as it provides the framework to attract investment from the NSW Government and aligns to how the NSW Government seeks to driver investment into regional NSW.



### 3.3 State

# NSW Small Business Strategy 2023-26

The NSW Small Business Strategy 2023-26 outlines the steps how the NSW Government seeks to help small businesses to start, grow and thrive. It recognises the important role that small business plays (34% of all Australian small businesses are located in NSW) and the difficult impacts that COVID-19 generated for the sector.

The Strategy identifies seven core areas to support small business:

- Keeping NSW as the home of small business
- Skilling business to start, grow and thrive
- Building resilience
- Connecting with customers
- Easier access to services
- Increasing diversity and participation
- Boosting opportunities to contract with NSW Government

This Strategy will inform how the Economic Development

and Tourism Strategy can align with the State strategy to support local small businesses.



## 4. Environmental Scan

# 4.1 Population and Demographics

#### 4.1.1 Historical Population

The Murray River Council had an estimated resident population of 13,007 persons as of June 30, 2022 (Figure 4.1). Population growth has consistently strengthened over the past two decades, even throughout the COVID-19 period. Population growth remained elevated at 1.9% and 1.8% in the COVID-19 impacted 2021 and 2022 years, up from an average of 1.3% per annum over the decade to 2021 and 0.2% per annum in the decade to 2011.

While population growth in Murray River has consistently outperformed the neighbouring Campaspe Shire over the past 15 years, Murray River's population growth has also been considerably stronger than the NSW average over the COVID-period (2020 to 2022), having generally been slower in the preceding two decades.

Strong population growth since 2020 indicates the Murray River region has benefited from post-pandemic trends including greater take up of 'work from home' job opportunities and a general migration toward regional centres as more people look for space following extended lockdowns across Australia.



Figure 4.1. Historical Population, Murray River

Source: ABS (2023).

#### **Population Matters**

Population growth is important to support economic growth in the local area. An increasing number of local residents will increase demand for a range of products and services offered from local businesses. Roughly one-third of the economy is directly related to local residents and includes local services such as retail trade, education, healthcare and others.

## 4.1.2 Projected Population

Population growth forecasts show the Murray River region's population is expected to continue to grow solidly over the 20 years to 2041. Using the most current State Government projections, the population in the region is expected to rise to 15,900 people by 2041, an increase of 24%, marginally above the New South Wales average of 21% over this period (Figure 4.2). Alternative population projections created by REMPLAN show even stronger growth, with the population rising to over 16,800, an increase of 32% during the same time period (Figure 4.3).

18,000 1.8% 16,000 1.6% 1.4% 14,000 12,000 1.2% Population (no.) 1.0% 10,000 8,000 0.8% 6,000 0.6% 4,000 0.4% 2,000 0.2% 0.0% 0 2021 2026 2031 2036 2041 Murray River Murray River Campaspe New South Wales

Figure 4.2. Projected Population, Murray River

Note: Victoria Department of Transport and Planning forecasts only extend to the year 2036. Sources: ABS (2023), NSW Department of Planning and Environment (2022), Victoria Department of Transport and Planning (2022).

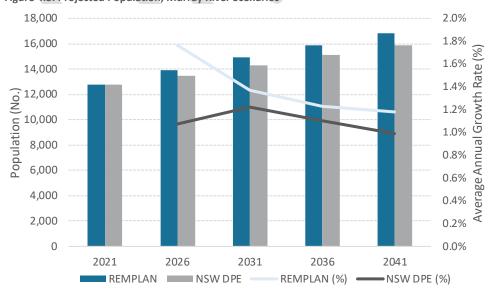


Figure 4.3. Projected Population, Murray River Scenarios

Source: NSW Department of Planning and Environment (2022), REMPLAN (2023).

Most of the population growth is expected to be in the older age groups, with the number of residents aged 65 years and over expected to increase by more than 50% between 2021 and 2041. This equates to the proportion of the region's population aged 65 years and over increasing from 28% in 2021 to 34% in 2041, or from 3,603 to 5,456.

18.000 16,000 14,000 12,000 Population (no.) 10,000 8,000 6,000 4,000 2,000 0 2021 2026 2031 2036 2041 **0**-14 **15-24** 25-44 **45-64 65**+

Figure 4.4. Projected Population by Age, Murray River

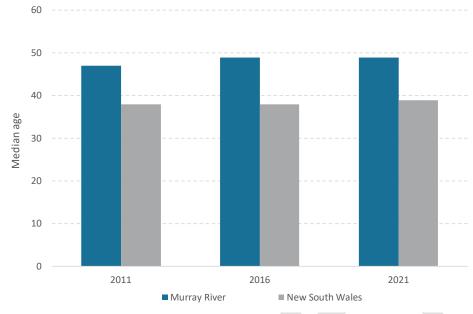
Note: NSW DPE projections used.

Sources: ABS (2023), NSW Department of Planning and Environment (2022).

## 4.1.3 Demographics

The median age in Murray River is 49 years, compared to 39 years at the State level (Figure 4.5). The data shows that Murray River's population has been older than the state average, however, this higher age has been relatively consistent over the last decade (as opposed to increasing like many other region areas in Australia) (Figure 4.5), which signals that the region has been successful in attracting young families into the region.

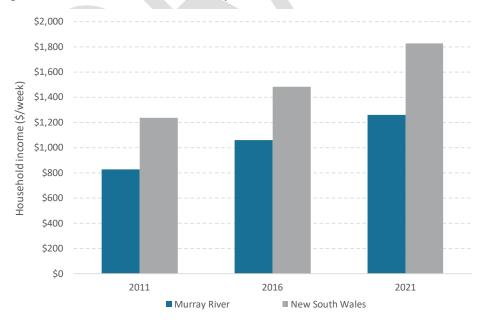




Sources: ABS (2022a).

Both individual and household income in Murray River is less than the median levels at the State level. Further, from 2016 to 2021, household income in Murray River grew by an average annual rate of 3.5%, below the 4.2% average at the New South Wales level. While inflation during this period was just 1.8%, meaning increases in household income levels have been delivering real value in the community, the much slower rate of income growth than the state average is a concern for the Murray River region.

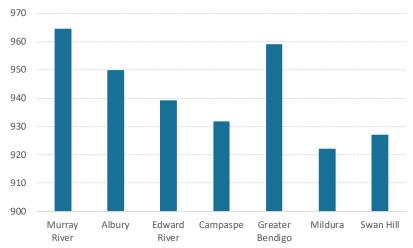
Figure 4.6. Median Household Income, Murray River



Sources: ABS (2022a).

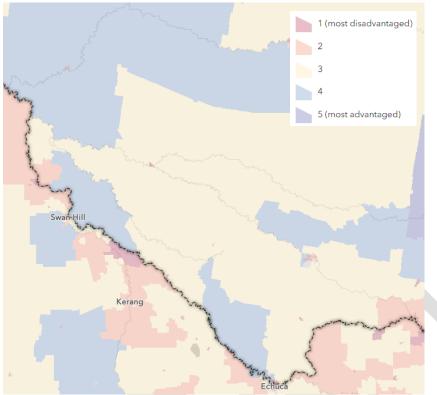
The Socio-Economic Index for Areas (SEIFA) compiles a range of demographic indicators and scores areas based on their relative socio-economic disadvantage or advantage. Compared to surrounding communities, the Murray River region is more advantaged but remains below the Australian average (score of 1,000). However, a closer analysis of the Murray River region (Figure 4.8) shows several pockets of socio-economic disadvantage, including parts of Moama, Mathoura, Barham, Wakool, Moulamein and Tooleybuc. Some of these communities are in the lowest 10% of all communities within Australia.

Figure 4.7. SEIFA Score, by LGA 2021



Sources: ABS (2022a).

Figure 4.8. SEIFA Score, by SA1 Regions, Murray River LGA



Note: the socio-economic index for areas (SEIFA) compiles a range of demographic indicators and scores areas based on their relative socio-economic disadvantage or advantage. The average score in Australia is 1,000. Sources: ABS (2022a).

#### 4.2 **Economy**

#### 4.2.1 Size and Structure of the Economy

The Murray River Council's Gross Regional Product (GRP) was \$715 million in the 2021-2022 financial year, up 2.2% from 2020-21 (Figure 4.9). The Murray River's economy has been impacted by the COVID-19 pandemic, with slight declines across 2019-20 and 2020-21, however, over the last ten years, the economy has performed well, growing at an average annual rate of 3.7%.

Given the proximity and similar characteristics, the Murray River economy has often moved at a similar rate to the Campaspe economy (across the river), except for the large economic decline faced in Campaspe during the COVID-19 pandemic.

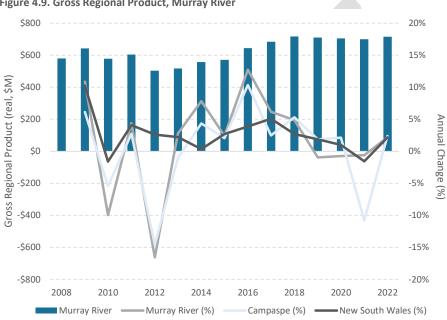


Figure 4.9. Gross Regional Product, Murray River

Note: Real terms. Source: REMPLAN (2023).

The largest industries by Industry Value-Add (IVA) in the Murray River region in 2020-2021 were:

- Agriculture, forestry and fishing
- Construction
- Manufacturing
- Public administration and safety
- Health care and social assistance

Agriculture is by far the largest industry in the local economy, and also provides a strong export industry. The industry accounted for 28% of the local economy in 2022. The region has a diverse range of agricultural commodities, with the largest being 'wheat for grain' (15% of the total value of agricultural production in 2020-21, 1.3% of NSW total), 'sheep and lams slaughtered' (9%, 2.3% of NSW) and cattle and calves slaughtered (9%, 1.0% of NSW).

Industry Value-Add (% of total)

Several commodities produced in the region account for a significant proportion of the NSW total. 'Carrots' are the 13<sup>th</sup> largest commodity produced in the region (by value in 2020-21, at \$9.3 million), but the Murray River region accounted for 46% of total NSW carrot production in the year. Further, 'Tomatoes' are the 9<sup>th</sup> largest agricultural commodity in the Murray River by value (at \$15.5 million), however the region accounts for 18% of the NSW total value of production for the commodity. Similarly, 'Rice for grain' if the 8<sup>th</sup> largest commodity in Murray River (at \$17.7 million), and accounts for 12% of NSW's total value of production for the commodity.

The construction industry accounted for 11% of the local economy in 2022 and has been supported by strong population growth in recent years.

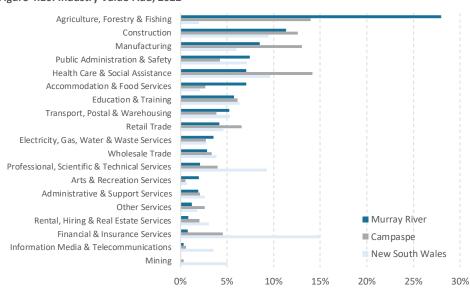


Figure 4.10. Industry Value-Add, 2022

Source: REMPLAN (2023).

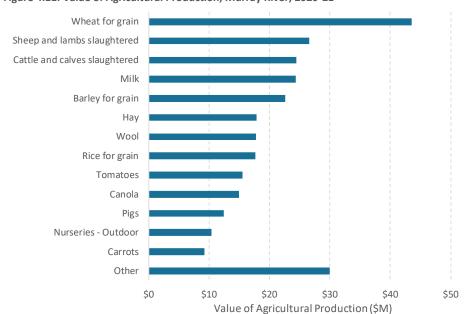


Figure 4.11. Value of Agricultural Production, Murray River, 2020-21

Source: ABS (2022e).

#### 4.2.2 Trade

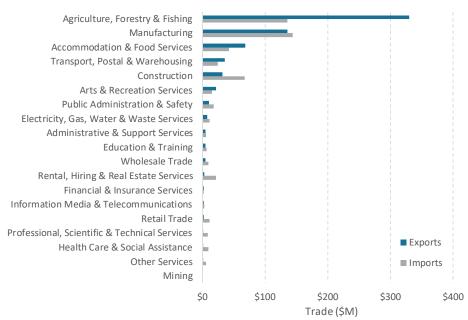
Exports are important as they provide value to a local business based on a customer that is not within the local region, increasing revenues through a larger market and often commanding a premium price. At the same time, imports may represent an opportunity to replace a product or service from outside the local economy with one provided by a local business, thereby creating considerable value for the local economy through minimising economic leakage.

Unsurprisingly 'agriculture, forestry and fishing' is the Murray River region's largest export sector, exporting \$330 million in 2022. 'Manufacturing' is the second largest export sector, with \$136 million in exports.

Murray River's imports are more diverse; however 'manufacturing' and 'agriculture, forestry and fishing' are still the top two importing industries.

Importantly, Murray River ran a trade surplus in 2022, resulting in a significant inflow of income into the region. Having a trade surplus at the local level is relatively unique within Australia and demonstrates the strength of the local economy.

Figure 4.12: Regional Trade by Industry, Murray River, 2022



Source: REMPLAN (2023).

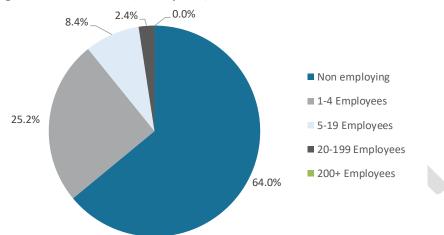
#### 4.2.3 Business Counts

The Murray River economy is dominated by small businesses (97.6% of all businesses have 19 employees or fewer, Figure 4.13). This structure is similar to most local economies in Australia. Most of the top industries by number of businesses ('agriculture', 'construction' and 'rental, hiring and real estate') are typical industries where there is a great number of individual traders and small businesses.

#### **Business Counts from the ABS**

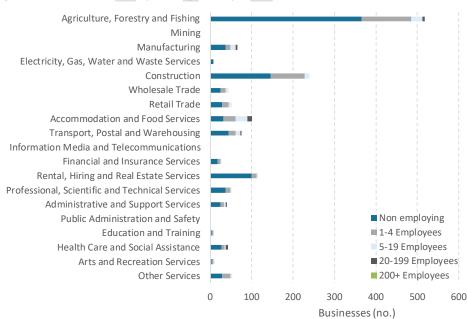
It is important to keep in mind that this data reflects the registered business address of companies (only), so larger businesses such as Coles, Woolworths and other major retail businesses may not be captured in the data. Furthermore, the ABS excludes sole traders and focuses on businesses with an active Australian Business Number (ABN) that are registered for Goods and Services Tax (GST). This methodology usually underestimates the total number of businesses in a local economy, specifically many of the sole traders and/or home-based businesses.

Figure 4.13. Business Counts, Murray River, 2022



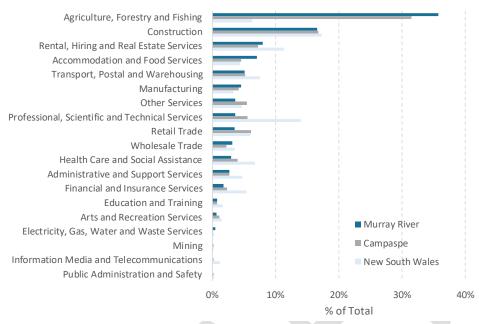
Note: Location based on registered address of businesses. 'Non employing' business is an owner operator business. Source: ABS (2022b)

Figure 4.14. Business Counts, by Industry, Murray River, 2022



Source: ABS (2022b).

Figure 4.15. Business Counts, by Industry, 2022



Source: ABS (2022b).

#### Twin Towns, One Community

The Murray River region has a number of cross-border communities. While the Murray River may separate many communities, the areas function as individual regions. Key demographic and economic indicators such as population growth, economic growth, unemployment and others tend to move in the same direction when compared across the Murray River Council and its cross border neighbours. The reason for these similarities is that despite the political border between these areas, they function as a singular, functional regional unit.

37% of workers in Murray River live in cross border areas, and 40% of employed residents in Murray River work in cross border areas. In a similar exercise, residents from both sides of the river would access services from the other side. Businesses will trade likely at a similar level, across the border.

While often cross-border communities are made up of two towns, the area is in fact one region that has a shared history, strong similarities in their economic structure and very close economic ties. The future fate and economic evolution of one side of the river will undoubtedly impact the other and vice versa. The only economic future that either side of the river can have is a shared one.

### 4.3 Tourism

#### 4.3.1 Visitation

Tourism visitation to the Murray River region was showing signs of solid trend growth before the COVID-19 pandemic. Tourism Research Australia (TRA, 2023) data show visitor numbers rose to around 290,000 in each year from 2017-2018, up from just over 200,000 per year in 2012 and 2013. Visitation to the region is dominated by domestic overnight visitors (65% in 2019). Less than 1% of visitors are international, with growth in this visitor type a potential area of opportunity for the region moving forward.

Government-mandated social distancing measures and international border closures following the onset of the COVID-19 pandemic greatly impacted visitation to the region. Additionally, the significant flooding event of 2022 further curtailed visitation to the region (during its peak period). Visitor numbers and nights in the region still have not fully recovered to their pre-pandemic level.

The main purpose of visit to the region is for a holiday (around 55% of visitation pre- and post-pandemic). Due to Murray River's position along the New South Wales and Victoria state border, a significant majority of visitors are sourced from outside of New South Wales, with around 75% from Victoria (and many from around Melbourne).

In terms of lifecycle groups, older demographics, particularly the two 'older married person' categories dominated visitation to the region prior to the pandemic, accounting for a combined total of more than a third of visitors.

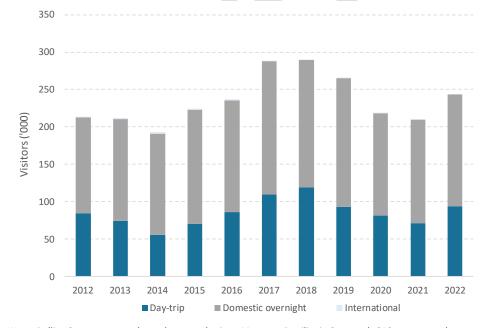
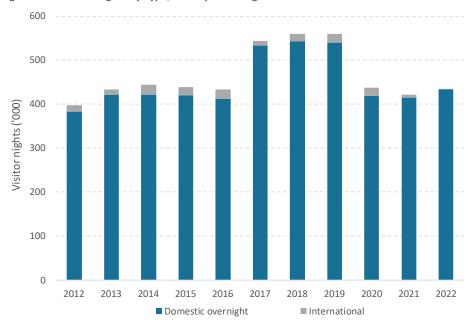


Figure 4.16. Visitation by Type, Murray River Region

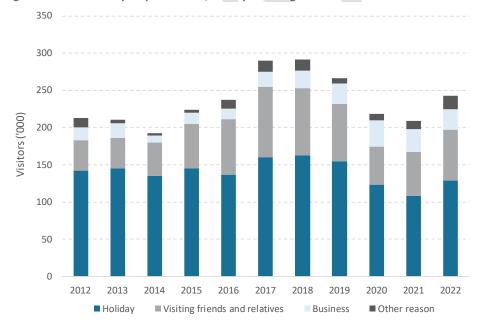
Note: Rolling 3-year average due to low sample sizes. Moama + Deniliquin Surrounds SA2 represented. Source: TRA (2023)

Figure 4.17. Visitor Nights by Type, Murray River Region



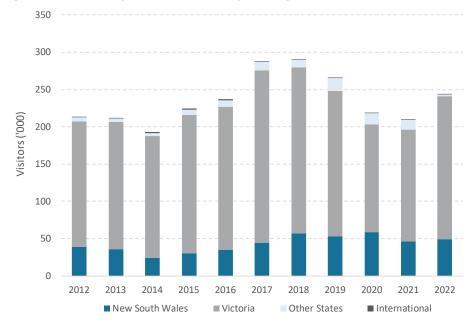
Note: Rolling 3-year average due to low sample sizes. Moama + Deniliquin Surrounds SA2 represented. Source: TRA (2023)

Figure 4.18. Visitation by Purpose of Visit, Murray River Region



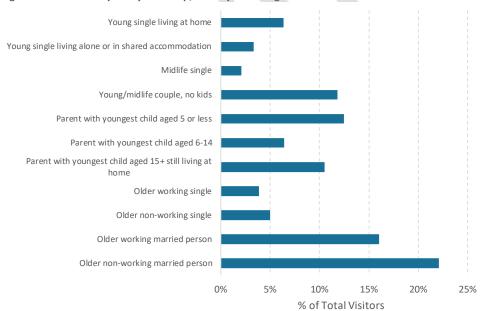
Note: Rolling 3-year average due to low sample sizes. Moama + Deniliquin Surrounds SA2 represented. Source: TRA (2023)

Figure 4.19. Visitation by Source Market, Murray River Region



Note: Rolling 3-year average due to low sample sizes. Moama + Deniliquin Surrounds SA2 represented. Source: TRA (2023)

Figure 4.20. Visitors by Lifecycle Group, Murray River Region



Note: Due to data limitations, the graph reflects an average of visitors from 2017 to 2019. Moama + Deniliquin Surrounds SA2 represented.

Source: TRA (2023)

#### 4.3.2 Accommodation

The Murray River region has a diverse range of accommodation ranging from hotel/motel style accommodation to caravan parks, holiday rentals and houseboats. In total, there are 1,441 rooms/sites in the Murray River region. The majority of these rooms/sites (64%) are in caravan parks.

The Echuca-Moama destination offers visitors the opportunity to stay on either side of the border and access the entire region. The Campaspe side of the region has less total accommodation rooms/sites, but a greater balance of traditional hotel/motel style rooms versus caravan park sites.

The total sleeping capacity of the entire destination is estimated to be 8,700 persons.

Table 4.1. Accommodation Audit, Murray River / Campaspe

|                        | Campaspe Shire | Murray River Shire | Total |
|------------------------|----------------|--------------------|-------|
| <b>Rooms and Sites</b> |                |                    |       |
| Hotel/Motel            | 566            | 449                | 1,015 |
| Caravan Park           | 651            | 923                | 1,574 |
| Holiday Rental         | 129            | 50                 | 179   |
| Houseboats             | 7              | 19                 | 26    |
| Total                  | 1,353          | 1,441              | 2,794 |

Source: EMT (2023)

#### 4.3.3 Economic Value Tourism

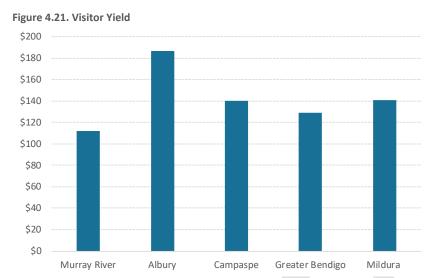
Tourism is an important export sector for the Murray River economy, ranking third highest behind agriculture and manufacturing. Direct employment in tourism locally represents almost 500 jobs, or 11% of the total, which represents the second largest source of jobs behind agriculture. As an industry sector, tourism directly contributes \$40.3 million to the economy, or 6.8% of the total industry value. REMPLAN estimates that visitor expenditure is \$84.4 million, which much of this money going to locally owned, small businesses.

Table 4.2. Economic Contribution of Tourism, Murray River

|                            | Tourism | % of Total |
|----------------------------|---------|------------|
| Industry Value Added (\$m) | \$40.30 | 5.8%       |
| Employment (No.)           | 497     | 10.2%      |

Source: REMPLAN (2023)

While tourism is an important industry locally, the visitor yield (i.e. visitor expenditure per night) in Murray River is \$112 per night, which is relatively less than many other nearby destinations (Figure 4.21). The lower yield may be reflective of the types of visitors attracted to the Murray River region as well as the visitor experiences currently on offer. By contrast, Mildura and Albury have a larger proportion of their visitor market in the business traveller segment, compared to the Murray River region, which has a greater share of leisure visitors. Compared to Campaspe Shire, the Murray River region has a larger proportion of caravan sites in the overall accommodation mix. These travellers tend to be more self-sufficient, spending less money in local cafes and restaurants compared to those visitors staying in traditional hotel/motel style accommodation.



Note: Yield = visitor expenditure per night

Source: TRA (2019).

#### 4.4 Workforce and Skills

#### 4.4.1 Employment and Unemployment

The Murray River region's unemployment rate is incredibly low, having fallen to 2.0% in June quarter 2022, even lower than its pre-COVID level (2.3%), having peaked at 4.1% in June quarter 2021. However, employment has fallen 2.5% over the past year and is 4.9% lower than the pre-COVID level (March quarter 2020). This shows that the unemployment rate has been driven lower by an even sharper fall in the Murray River's labour force over this period. This trend is troubling in the context of the region's population growth having strengthened since 2019 (indicating a fall in the region's participation rate) and also the strong employment growth recorded in NSW since March quarter 2020. The strong increase in labour force and employment from 2018 signals that people are either moving to the Murray River region for a new job or that they are bringing their employment with them and relocating a small business to the area.

It is worth noting that pre-COVID, the Murray River region's labour market had strengthened considerably over several years, with the unemployment rate falling from 5.0% in June quarter 2018 to 2.3% in March quarter 2020 just before the pandemic began.

#### **Labour Force and Unemployment Data**

These data sets are from the Department of Education, Skills and Employment (DESE) and track the number of people in the labour force (total), employed and unemployed. This data is based on place of residence, which differs from the analysis above regarding Gross Regional Product/Industry Value-Add as well as the analysis below regarding employment, which focuses on data based on place of work. For the labour force survey, the definition of 'employed' includes all persons aged 15 years and over who worked for one hour or more during the reference week.

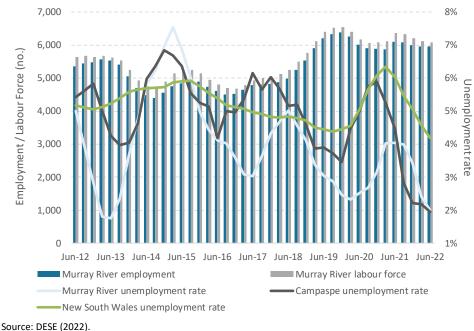


Figure 4.22. Labour Force, Employment and Unemployment Rates

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#### 4.4.2 Employment

Employment within the 'agriculture, forestry and fishing', 'accommodation and food services', and 'health care' industries accounted for 48% of total employment in the Murray River region in 2021. This compares to around 24% of employment in New South Wales, highlighting the importance of agriculture, tourism and health care industries to the Murray River economy.

Certain industries in the Murray River region have undergone significant change over the past decade. Public sector employment has grown strongly, with employment within the 'health care' industry having risen 77% over this period (up 159 persons), 'public administration and safety' employment up 72% (or 104 persons), and 'education and training' employment is up 31% (or 73 persons). Meanwhile, accommodation and food services employment has fallen 5% (or 34 persons) in the decade to 2021, although employment in this industry would have recently been impacted by COVID-19 restrictions.

Agriculture employment is up strongly over the decade to 2021 (202 persons, or 24%), however employment declined slightly between 2016 and 2021.

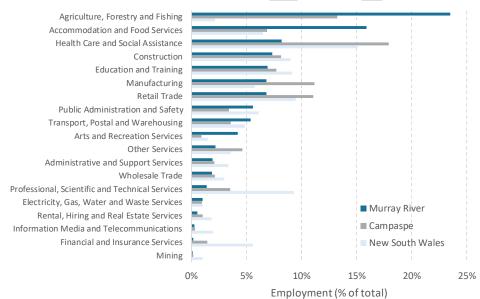
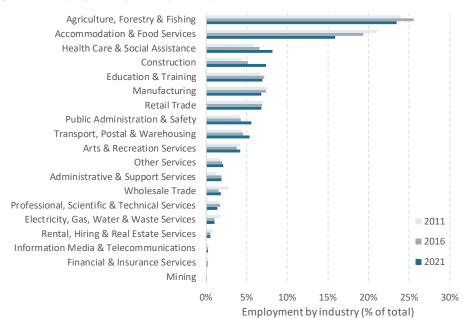


Figure 4.23. Employment by Industry, Murray River, 2021

Figure 4.24. Employment by Industry, Murray River



Source: ABS (2022a).

Figure 4.25. Employment Growth (no.), Murray River

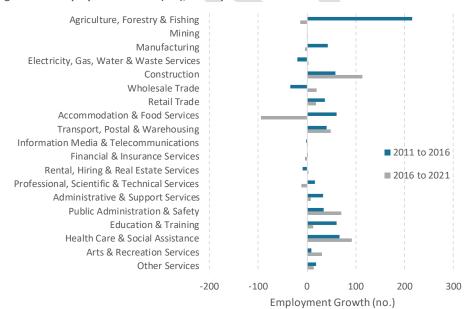
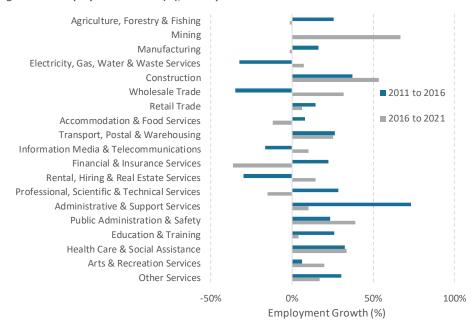


Figure 4.26. Employment Growth (%), Murray River



#### 4.4.3 Value of Employment

Different industries contribute varying degrees of value to the local economy based on a variety of factors including supply chains, price of goods sold and overall position in the economy. Based on REMPLAN (2023) data, 'utility services' and 'financial services' are amongst the highest value-adding industries in the local economy.

However, some of the key employing industries in the region including 'health care', 'accommodation and food services' and 'education and training' are amongst the lower value-adding industries in the local economy.

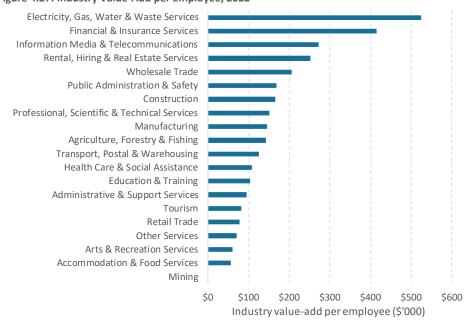


Figure 4.27. Industry Value-Add per Employee, 2022

Source: REMPLAN (2023).

#### **High Value-Adding Jobs**

In terms of economic development, growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference is related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support additional businesses, creating more value in the local economy.

Because one job may offer greater value than another, it does not mean that lower value-adding jobs are not important. These jobs often provide employment for youth and offer an entry point into the workforce for many residents. Rather, understanding the value of employment should guide the balance of effort and resources in terms of various industry development and investment attraction activities.

#### 4.4.4 Journey to Work

Table 4.3 and Table 4.4 show the close connection between Murray River and its cross border neighbours in terms of shared a shared labour force. 37% of workers in Murray River live in cross border areas, while 40% of employed residents in Murray River work in cross border areas.

Table 4.3. Journey to Work, Murray River Workers, 2021

|                                              | Number | %      |
|----------------------------------------------|--------|--------|
| Live and work in Murray River                | 2,579  | 55.8%  |
| Work in Murray River, but live in Campaspe   | 1,088  | 23.5%  |
| Work in Murray River, but live in Gannawarra | 346    | 7.5%   |
| Work in Murray River, but live in Swan Hill  | 276    | 6.0%   |
| Work in Murray River, but live elsewhere     | 335    | 7.2%   |
| Total workers in Murray River                | 4,624  | 100.0% |

Source: ABS (2022a)

Table 4.4. Journey to Work, Murray River Employed Residents, 2021

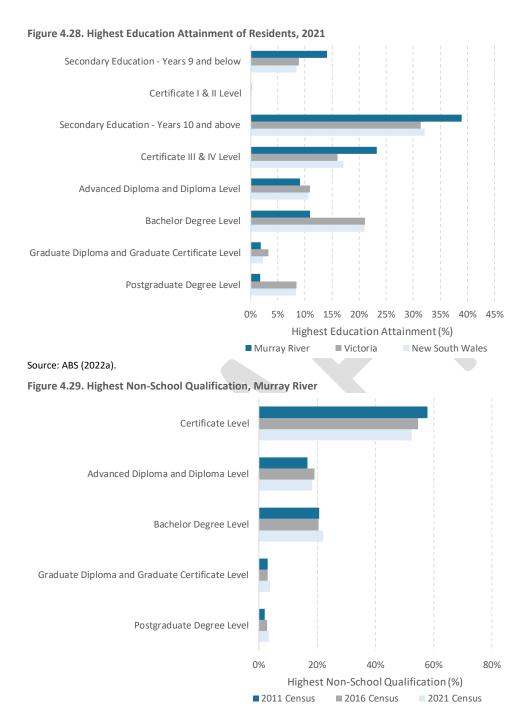
|                                              | Number | %      |
|----------------------------------------------|--------|--------|
| Live and work in Murray River                | 2,579  | 45.9%  |
| Live in Murray River, but work in Campaspe   | 1,689  | 30.1%  |
| Live in Murray River, but work in Gannawarra | 148    | 2.6%   |
| Live in Murray River, but work in Swan Hill  | 358    | 6.4%   |
| Live in Murray River, but work outside       | 556    | 9.9%   |
| No fixed place of work                       | 290    | 5.2%   |
| Total employed residents in Murray River     | 5,620  | 100.0% |

Source: ABS (2022a)

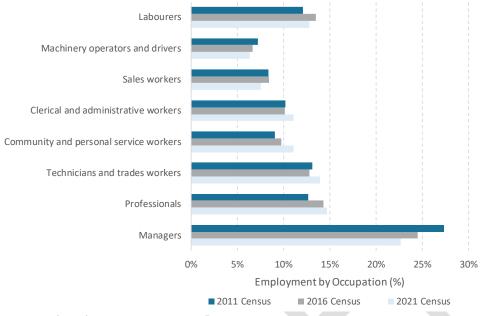
#### 4.4.5 Skills

Unsurprisingly given the nature of the local economy, Murray River has a higher proportion of resident workers listing 'Secondary Education' and 'Certificate Level III & IV' as their highest education attainment in 2021 compared with the Victoria and New South Wales averages.

Additionally, the region has a higher proportion of resident workers listing their occupation as 'Managers' or 'Labourers' compared to the Victoria and New South Wales averages. This is consistent with Agriculture being a key employing industry in the region.

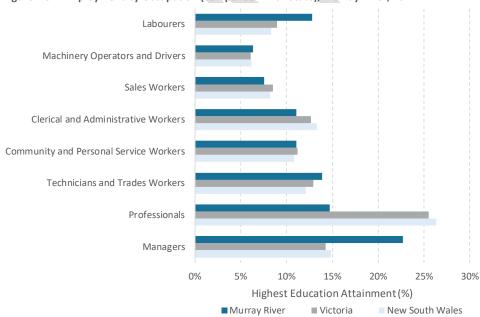






Source: ABS (2022a).

Figure 4.31. Employment by Occupation (comparison with State), Murray River, 2021



#### 4.5 **Property and Housing**

#### 4.5.1 Housing

Housing in Murray River is inexpensive relative to the rest of the State. In June quarter 2022, the median house price in Murray River was \$520,000, 80% of the median price in regional NSW and less than half the Sydney metropolitan region's median price.

Rental prices were 14% lower in Murray River than in regional NSW and 25% lower than the Sydney metropolitan region in September quarter 2022.

However, prices have risen sharply since the onset of the COVID-19 pandemic, likely reflecting the strengthening population growth / demand for the region over this period and the initial lowering of mortgage rates at the beginning of the pandemic.

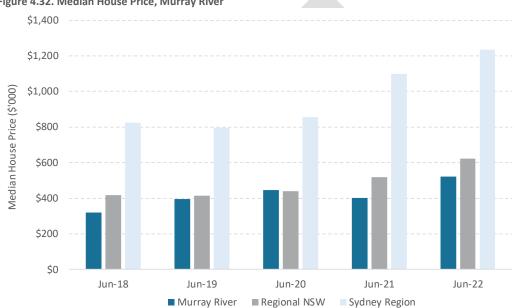


Figure 4.32. Median House Price, Murray River

Note: June quarterly data.

Source: NSW Communities and Justice (2023).



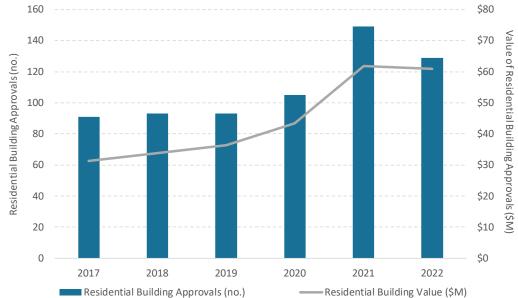
Note: September quarterly data.

Source: NSW Communities and Justice (2023).

#### 4.5.2 Building Approvals

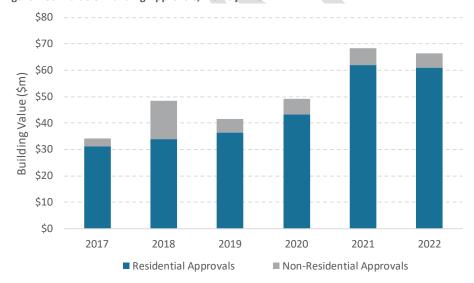
Consistent with strong population and price growth in Murray River, residential building approvals have surged since 2019. Construction costs have escalated significantly during this period. In fact, in 2021-22 alone, the value per residential building approval increased 14%. Anecdotal evidence from the Housing Strategy indicates that in 2021 there were at least 308 residential land lots sold 'off the plan', while in 2022 there were only 128 residential building approvals, which indicates that additional houses are yet to be built. The strong sale of residential lots would also indicate that strong population growth is likely to continue.





Note: Financial year data. Source: REMPLAN (2023).

Figure 4.35. Value of Building Approvals, Murray River



Note: Financial year data. Source: REMPLAN (2023).

#### 4.5.3 Vacancy

Vacancy rates are near historical lows in Murray River, placing upward pressure on rents in the region.

Figure 4.36. Vacancy Rate, Murray Region



Source: SQM Research (2023).

#### 4.5.4 Surplus Council Property

Council has recently conducted an audit of all land and buildings, which identified a number of properties for potential disposal and/or development. This process would not only provide a financial income to Council but these properties could be used to encourage new business investment and job creation, as well as a range of community benefits.

Table 4.5. Surplus Council Property for Disposal/Development

|           | Land | Buildings |
|-----------|------|-----------|
| Barham    | 2    | 2         |
| Goodnight | 1    | 0         |
| Mathoura  | 4    | 1         |
| Moama     | 21   | 10        |
| Moulamein | 7    | 10        |
| Tooleybuc | 3    | 0         |
| Wakool    | 1    | 0         |
| Womboota  | 3    | 0         |
| Total     | 42   | 23        |

Source: Murray River Council

# 4.6 Important Trends

#### 4.6.1 Migration Towards Regional Areas

Figure 4.37 below shows various population trends linked to the effects of COVID-19 to March 2021 (latest data available). As highlighted, there has been a net internal migration away from Sydney and Melbourne in favour of regional areas, with regional New South Wales, regional Queensland and regional Victoria being beneficiaries of this trend.

Many parts of regional Australia are adjacent to capital cities, offering people the option of still travelling into the capital city, when required, but enjoying the local lifestyle and working remotely. Many regional areas have seen strong increases in house prices, which may be linked to these recent migration trends.

The latest regional population data (ABS, 2023) show Murray River's population rose 1.8% (or 231 persons) in the year to 30 June 2022, with net internal migration accounting for virtually all this total increase.

The recent trend towards living in more regional areas may be an area of opportunity for Murray River to attract additional residents.



Figure 4.37. Net Internal Migration

**Payroll Jobs** 

4.6.2

Note: 4-quarter rolling sum. Source: ABS (2022d).

Figure 4.38 shows total payroll jobs by the Upper Murray (excluding Albury) Statistical Area Level 3 (SA3) region which includes most of the Murray River region compared to the Victoria and New South Wales averages.

The data shows the Upper Murray (excluding Albury) SA3 region has recovered their payroll job levels since the onset of the pandemic. As of the week ending 11 February 2023, payrolls were almost 2% above the level recorded in the week ending 14 March 2020 (the beginning of the pandemic). It is worth keeping in mind this data is not seasonally adjusted and the start of the year is

the seasonal low for payrolls. However, payrolls in the Murray region have not recovered as strongly as the Victoria or New South Wales averages (both up 7-8%).

115 Employment Index (14-Mar-20 = 100)110 105 100 95 90 85 Jan-20 May-20 Sep-20 Jan-21 lan-22 Sep-22 Jan-23 Upper Murray exc. Albury SA3 Victoria New South Wales

Figure 4.38. Payroll Job Index by Upper Murray (excluding Albury) SA3 Region

Source: ABS (2022c).

#### 4.6.3 Renewable Power Generation

The northern portion of the Murray River Council area is part of the South West Renewable Energy Zone and the Council area borders the Murray River Renewable Energy Zone on the Victorian side of the border. This area will see considerable investment into various renewable energy projects in the near future. In total, there are \$7.7 billion of renewable energy projects currently planned or proposed in the Murray River region. These projects have the potential to inject a considerable economic stimulus into the region during their construction phase, however, very limited operational employment.

Table 4.6. Renewable Power Projects in Murray River Region

| Project Name                    | Capacity (MW) | Туре                    | Investment |
|---------------------------------|---------------|-------------------------|------------|
| Kerri Kerri (Acciona Energia)   | 1,200         | Wind, solar and battery | \$2,300    |
| Wilan Wind Farm (Kilara Energy) | 800           | Wind, battery           | \$2,100    |
| Sunraysia Solar Farm            | 255           | Solar                   | \$208      |
| Baldon Wind Farm (Goldwind)     | 1,000         | Wind                    | \$1,917    |
| Burrawong Wind Farm (Windlab)   | 750           | Wind                    | \$960      |
| Moama Solar Farm                | 30            | Solar                   | \$30       |
| Southdown Solar Farm (Juwi)     | 130           | Solar                   | \$160      |
| Total                           | 4,165         |                         | \$7,675    |

Note: The Baldon and Burrawong Wind Farm projects have the ability to Source: Various corporate webpages and Infrastructure Partnerships Australia

The Victoria to New South Wales Interconnector West (VNI West) is a proposed new high capacity 500 kilovolt (kV) double circuit overhead transmission line, providing a connection between renewable energy generation in Victoria with the existing network at Dinawan substation in New South Wale. The current preferred route for VNI West is to cross the Murray River near Kerang and

proceed to the Dinawan substation via Moulamein, in the Murray River region. This transmission line has the potential to greatly disrupt a number of land owners in the Murray River region.

#### 4.6.4 Labour Shortages

Closed international borders and the strong economic rebound has resulted in severe labour shortages across several industries throughout Australia. Figure 4.39 shows a sharp increase in the proportion of New South Wales and Victoria employers recruiting since the height of the pandemic in 2020. Further, the proportion of employers nationally reporting difficulty in finding suitable labour has also risen sharply since 2020.

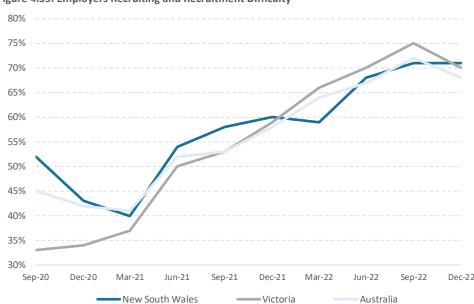
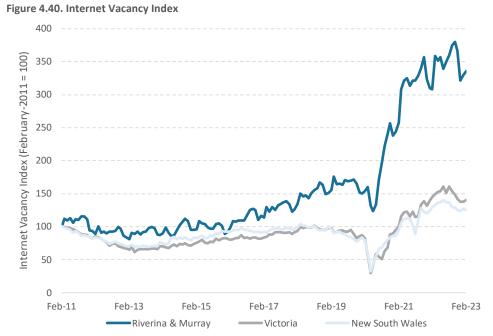


Figure 4.39. Employers Recruiting and Recruitment Difficulty

Source: National Skills Commission (2022).

At a more localised level, Figure 4.40 shows demand for labour in the Riverina and Murray at near its highest levels on record, having risen sharply since the height of the pandemic. By occupation, demand has increased since the onset of the pandemic the most for 'machinery operators and drivers' and 'labourers' and 'community and personal service workers'.

Labour and staff availability is a considerable issue in the Murry River region and was identified as the largest barrier for local business growth in the Murray River Business Survey (refer Section 5).



Source: National Skills Commission (2022a).

#### 4.6.5 Circular Economy

The Ellen Macarthur Foundation defines the Circular Economy as follows:

The circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste, and pollution, by decoupling economic activity from the consumption of finite resources.

The World Economic Forum has identified that a transition to the circular economy could generate \$4.5 trillion in additional economic output by 2030. NSW Circular has identified that the circular economy could provide \$210 billion and 50,000 jobs to the Australian economy by 2048.

The circular economy seeks to preserve natural capital (i.e. land, water, air, etc.) through a number of ways including product design, innovation, reuse, recycling, repurposing and remanufacturing. The ultimate goal is to reduce carbon emissions and reduce waste to landfill. By seeking these goals, the economy will naturally become more circular in nature and preserve greater proportions of natural capital.

The quest for sustainability has moved beyond carbon emissions as well. PricewaterhouseCoopers (PWC, 2022) has outlined the following trends for corporate Environmental, Social, and Governance (ESG) standards, including:

- Global move to align capital markets with sustainability goals through standards and regulation
- Biodiversity and natural capital becoming a greater focus with increasing recognition of risks and opportunities
- Focus on Scope 3 emissions in climate change related reporting
- Science based net-zero targets becoming the norm

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 Australian regulators set to look seriously at ESG credentials and exposure to ESG-related risks

ESG has become a major feature of corporate real estate and become a key factor for large businesses in their day-to-day operations.

Sustainability, ESG and circular economy will become as pervasive throughout our economy over the next ten years as digital technologies has over the last 10 years.



## 4.7 Competitive Advantages

#### 4.7.1 Local Competitive Advantages

#### **Identifying Competitive Advantages**

Identifying and leveraging competitive advantages is important for successful economic development efforts at the local level. Competitive advantages can exist in many forms including location, natural resources, industry specialisation and/or infrastructure. This section seeks to identify the unique competitive advantages of the Murray River region using various analytical techniques, including:

- Location quotient analysis
- Cluster mapping

Sources: ABS (2022a).

This analysis will identify various industry opportunities for the Murray River region to be tested and verified through consultation.

The following graphs show the Murray River region's competitive advantages by industry due to local employment specialisation. Essentially, the location quotients show the proportion of workers in individual industries with the '1' line representing parity with New South Wales. Industries showing a specialisation above the '1' line indicate areas of natural competitive advantage.

The analysis shows the largest natural competitive advantages for the Murray River region in accommodation and food services and agriculture.

Agriculture, Forestry and Fishing Mining Manufacturing Electricity, Gas, Water and Waste Services Construction Wholesale Trade Retail Trade Accommodation and Food Services Transport, Postal and Warehousing Information Media and Telecommunications Financial and Insurance Services Rental, Hiring and Real Estate Services Professional, Scientific and Technical Services Administrative and Support Services Public Administration and Safety **Education and Training** Health Care and Social Assistance Arts and Recreation Services Other Services 0.0 1.0 2.5 3.0 0.5 1.5 2.0 Location Quotient

Figure 4.41. Employment Location Quotients, Murray River (benchmarked to New South Wales), 2020-2021

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#### 4.7.2 Cluster Mapping

The following cluster maps help us to understand the relative competitive advantage against a backdrop of future expected employment growth, as well as existing local employment strengths.

#### **Cluster Mapping**

Cluster mapping is an analytical tool to consider future economic growth opportunities and to show the importance and growth opportunities for various clusters or industries within the economy. The cluster maps for the Murray River region show the significance and importance of the existing agriculture cluster. The mapping also shows the growth potential of various other clusters such as the professional, scientific and technical services, accommodation and food services, education and health care and social services industries.

#### **Interpreting the Cluster Map**

Cluster mapping is an analytical tool that can simultaneously present the size and scale of a location's competitive advantages with future anticipated growth trends by industry. In cluster mapping, a location's competitive advantage is viewed through labour specialisation (i.e. the relative scale of employment in specific industries). There are three main components to the cluster map:

- Location quotient: the community's location quotients are presented along the vertical
  axis and these points represent the proportional employment in the community versus a
  comparison, in this instance New South Wales (i.e. compared with New South Wales, how
  many people are employed in the sector; 1 = the same, 1.2 = 20% more than the state,
  etc.).
- Employment Growth: future employment growth expectations per industry, from 2021 to 2026, form the horizontal axis and tell us the percentage growth expected for a sector. In this instance, projections from the Department of Education, Skills and Employment (2021) have been used.
- The Cluster: or the 'bubble' represents the size of local employment in that given sector, which shows the significance of the sector locally.

Overall, cluster mapping helps to identify industry areas of focus for further development in the future.

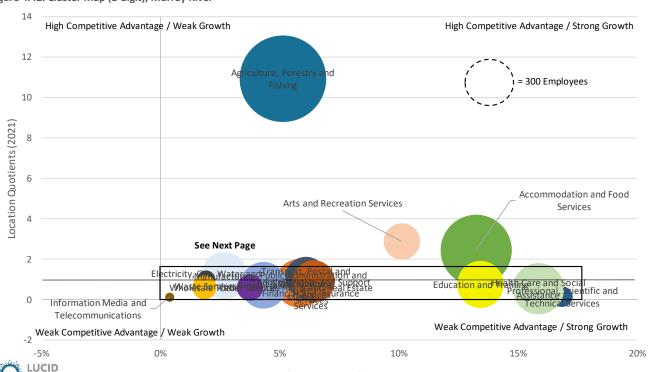


Figure 4.42. Cluster Map (1-digit), Murray River

**ECONOMICS** 

Note: Location quotient calculated by proportion of Murray River employment divided by proportion of New South Wales employment. Location quotient of greater than 1 indicates industry makes up larger proportion of Murray River employment than it does across New South Wales.

Sources: ABS (2022a), DESE (2021).

Employment Growth 2021-2026

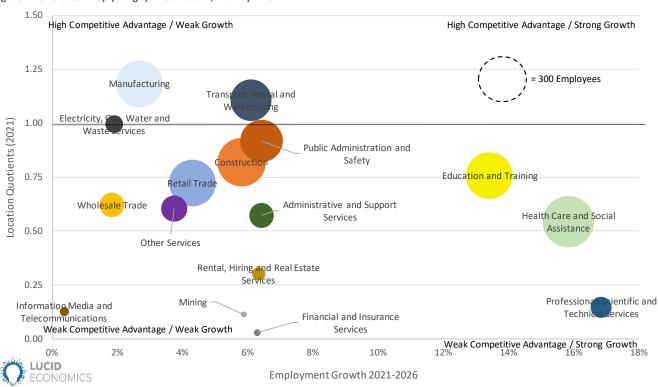


Figure 4.43. Cluster Map (1-digit) - Zoomed-In, Murray River

Note: Location quotient calculated by proportion of Murray River employment divided by proportion of New South Wales employment. Location quotient of greater than 1 indicates industry makes up larger proportion of Murray River employment than it does across New South Wales.

Sources: ABS (2022a), DESE (2021).

The analysis above indicates that there are future economic development growth opportunities in a number of industries, including:

- Agriculture
- Tourism (evidenced through accommodation and food services and retail trade)
- Professional services
- Health care
- Manufacturing



# 5. Stakeholder Engagement

This strategy was informed by consultation with community, business representatives, tourism industry representatives and other stakeholders.

Over 200 local businesses attended focused workshops as part of the development of the Community Strategic Plan. These workshops generated over 1,000 ideas for the future of the Shire.

Additionally, an online business survey was conducted in May 2023 to assist and inform this strategy. The survey had 58 responses.

The following responses provide insights regarding barriers to business growth, future growth opportunities as well as future initiatives for economic development.

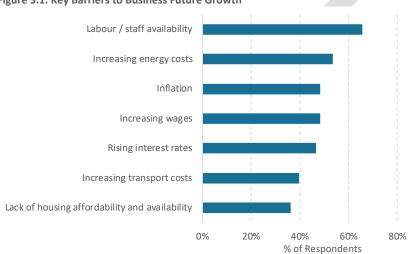
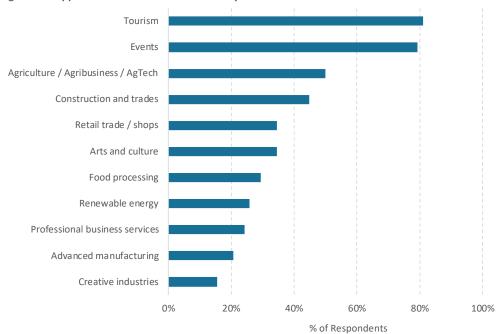


Figure 5.1. Key Barriers to Business Future Growth

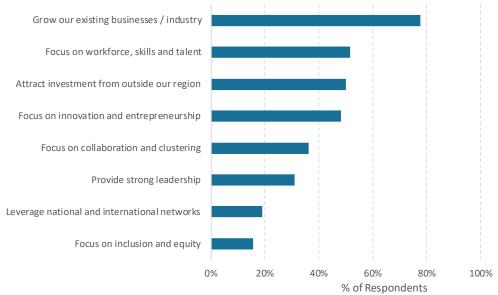
Source: Murray River Business Survey

Figure 5.2. Opportunities to Grow Local Economy



Source: Murray River Business Survey

Figure 5.3. Economic Development Initiatives



Source: Murray River Business Survey

# 6. **SWOT Analysis**

Based on the analysis above, the following strengths, weaknesses, opportunities and threats (SWOT) analysis has been conducted for the Murray River region.

#### **Strengths**

- Strategic, central location with 13 million people within 1 day of road freight
- A strong local economy, outperforming the state in terms of economic growth
- Strong, diversified agricultural sector producing nearly \$300 million annually
- Good climate and soils for growing and access to water
- Attractive natural environment and 'clean and green' reputation
- Strong existing visitation and tourism sector
- Rapidly growing population
- Relatively younger population compared to other regional areas (that is not aging as fast)
- Attractive lifestyle (30% of business owners chose Murray River due to the lifestyle)
- Housing is more affordable than Sydney and Melbourne

#### **Opportunities**

- Attracting more visitors and increasing visitor yield
- Attracting investment in visitor accommodation
- Growing existing events and supporting new events
- Expanding nature-based visitor experiences
- Creating new tours and visitor experiences as well as expanding local food and beverage offering
- Growing local agribusiness sector including AgTech and value-added processing on farm
- Attracting and developing more food and beverage production
- Increasing local health care industry and professional business services
- Circular economy opportunities

#### Weaknesses

- Lack of housing availability and affordability
- Poor workforce availability
- Income levels that are below the State average and growing at a slower rate
- Pockets of high socio-economic disadvantage
- Areas of poor internet and mobile phone coverage
- Aging agricultural workforce
- Relatively low visitor yield (tourism)
- Lack of industrial land

#### Threats

- Adverse events (i.e. floods, fires and drought)
- · Climate change and variability
- Increasing energy costs
- Rising inflation and interest rates
- Increasing wages and transport costs
- Changing government policy
- Geo-political factors (conflicts in Ukraine and Middle East, tariffs in China, etc.)

# 7. Competitor Benchmarking

The Murray River region competes with a number of surrounding destinations for new jobs and business investment. While Australia operates in the global economy and local businesses (and the local destination) compete with firms on a national and international stage, there is also competition with other communities in the broader Murray River region across New South Wales and Victoria.

The following tables compare these competing destinations across a range of indicators. The analysis shows that Murray River is the smallest community with the smallest economy and visitation market. The analysis also shows that while Murray River has the lowest unemployment rate, it also has the lowest rate of GRP per capita, which can be used to measure the productivity in the economy and/or its sophistication. In terms of the economic structure of the competing areas, they are all somewhat similar to Murray River, however, only Mildura has the largest sector of the economy in agriculture and only Wodonga shows a strength in manufacturing.

Another differentiating factor would be that Mildura and the Albury/Wodonga regions have airports that provide direct passenger service to Melbourne and Sydney.

Table 7.1. Competitor Benchmarking

|                    | Population (No.) | Gross<br>Regional<br>Product<br>(\$m) | GRP per<br>Capita<br>(\$) | Median<br>Household<br>Income<br>(\$/week) | Unemployment<br>Rate (%) | Visitation<br>('000) |
|--------------------|------------------|---------------------------------------|---------------------------|--------------------------------------------|--------------------------|----------------------|
| Murray River       | 13,016           | \$753                                 | \$57,890                  | \$1,260                                    | 2.1%                     | 211                  |
| Mildura            | 57,216           | \$3,517                               | \$61,468                  | \$1,341                                    | 4.6%                     | 846                  |
| Greater Bendigo    | 122,647          | \$8,434                               | \$68,770                  | \$1,448                                    | 3.3%                     | 3,018                |
| Greater Shepparton | 68,925           | \$4,137                               | \$60,022                  | \$1,400                                    | 2.4%                     | 1,314                |
| Albury             | 56,666           | \$4,262                               | \$75,216                  | \$1,430                                    | 4.5%                     | 1,436                |
| Wodonga            | 43,694           | \$3,580                               | \$81,939                  | \$1,498                                    | 3.4%                     | 371                  |

Note: Population and GRP information is YE June 2022, Median household income is 2021, unemployment rate is June 2023 and visitation is for YE June 2023.

Source: REMPLAN (2023); EconomyID (2023); ABS (2023); ABS (2022); Jobs and Skills Australia (2023); TRA (2023)

Table 7.2. Competitor Benchmarking, Largest Industry Contributors to Gross Regional Product

|                           | Largest Industry        | 2nd Largest Industry | 3rd Largest Industry  |
|---------------------------|-------------------------|----------------------|-----------------------|
|                           | Agriculture, Forestry & |                      |                       |
| Murray River              | Fishing                 | Construction         | Manufacturing         |
|                           | Agriculture, Forestry & | Health Care & Social |                       |
| Mildura                   | Fishing                 | Assistance           | Construction          |
|                           | Health Care & Social    |                      |                       |
| Greater Bendigo           | Assistance              | Retail Trade         | Construction          |
|                           | Health Care and Social  |                      | Agriculture, Forestry |
| <b>Greater Shepparton</b> | Assistance              | Construction         | and Fishing           |
|                           | Health Care & Social    |                      | Public Administration |
| Albury                    | Assistance              | Construction         | & Safety              |
|                           | Public Administration   |                      |                       |
| Wodonga                   | & Safety                | Construction         | Manufacturing         |

Note: Population and GRP information is YE June 2022, Median household income is 2021, unemployment rate is June 2023 and visitation is for YE June 2023.

Source: REMPLAN (2023); EconomyID (2023); ABS (2023); ABS (2022); Jobs and Skills Australia (2023); TRA (2023)

### 8. Infrastructure Priorities

Through on-going engagement with the community, a variety of important infrastructure projects have emerged that will be important for the future economic development and tourism growth of the region. These projects align to the Community Strategic Plan and will provide considerable benefits to the community.

The key infrastructure priorities for the Murray River region are highlighted across the following pages.

#### **Meninya Street Upgrade**

The Meninya Street Upgrade will transform the area into an innovative and sustainable precinct, through targeted investments into infrastructure, parks and open spaces and surrounding points of interest. The multi-million dollar investments into public infrastructure will attract further private sector investment into new multi-level developments, creating new opportunities for business and creating employment.

The project has been designed across various precincts, including:

- Meninya Street: the backbone of the redevelopment, providing an activated 1km corridor connecting precincts.
- Bridge Art Project: a creative core Moama, centred on a new gallery but providing connections through to the bushland behind and the new Echuca/Moama Bridge
- Moama Beach: an upgraded riverside recreational precinct.
- Horseshoe Lagoon: redeveloped pedestrian walkways and boardwalks as well as commercial activation.
- Southern Gateway: this precinct contains the prime redevelopment site across the
  precinct, the former Council administrative building. The Kerrabee Soundshell park will
  also be redeveloped to include additional parking, amphitheatre, picnic areas and visitor
  amenities.



#### **Improved Communication Services**

Currently, modern communication services available to rural and remote areas is well behind that within the larger cities. The Murray region - particularly on the NSW side - is no exception. Even where there are services, the quality of such services (speed, reliability etc.) leaves much to be desired.

The rural and remote areas of Murray River Council require targeted assistance to improve access to voice and data connectivity of an adequate quality.

The availability, speed and parity of broadband services on the NSW side of the Murray River are significantly lower than on the Victorian side of the river. Many on the NSW side of the river, in communities like Moulamein, Wakool and Kyalite can only access broadband via satellite technology. There should not be such a disparity as digital connectivity is the key to driving stronger regional economies.

Remote areas, with their large land masses, have the capacity to contribute to Australia gaining more control over essential supply chains. These areas can contribute to nationally significant objectives such as food and energy security. One element that is holding back these areas is the lack of good, reliable communications infrastructure

In our efforts to seek improvements in this space, Council will continue to work with Governments and telecommunications networks to advocate for:

- Updated telecommunication service guarantees and adequate service performance standards.
- The continuation of programs to expand mobile coverage and upgrading into 5G.
- High speed, equitably priced internet connectivity for regional, rural and remote Australia.
- Financial assistance for low-income households to access telecommunication services.

#### **Barham Flood Levee Works**

A recent Floodplain Risk Management Study and Plan report for Barham identified that an urban levee system upgrade is required to improve the structural integrity of the existing levee system.

As such, Council has been considering appropriate strategies for implementing levee rectification and improvement measures, and ways to progress with a staged delivery of works.

The improved Barham levee would provide security and certainty for the local community that would contribute to increasing business confidence and could lead to increases in investor confidence, encouraging future investment and growth.



#### **Moama Water Filtration Plant Upgrades**

The Moama Water Filtration Plant is set to undergo an upgrade that will significantly enhance the volume of treated water output. This crucial development aims to address the growing demand for a secure water supply and cater to the future expansion plans of the thriving Moama area.

The project will deliver:

- Increased output volumes
- Support for future community expansion
- Collaboration with NSW Statutory authority
- Future-proofing the infrastructure

This infrastructure is required not only support the future population of Moama but also to support all of the current and future businesses that will require water (as well as people in the future to fill their employment roles).

### **Moama Lights**

Moama Lights - Lighting up the Murray in Echuca Moama - is an immersive sound and light trail sharing stories from across the region through state-of-the-art installations, projections and cutting edge moving light and sound technology.

Set to the backdrop of Moama's Horseshoe Lagoon, the annual event sees over 25,000 visitors pass through the nighttime spectacular to celebrate our indigenous culture, riverboat heritage, the natural bush environment and the majestic Murry River.

Beginning in 2021, this annual Council-run event has produced an enormous amount of economic value with over \$11.5 million coming back into our local community, from the 2022 event alone

Moama Lights has now cemented itself as one of the signature events in the region, and as such, we are looking to grow the event further with local food, music and wine.

The project will deliver a number of benefits, including:

- Generate additional visitor expenditure and jobs as well as increase destination awareness
- A new and exciting drawcard for our local region, contributing to the ongoing growth of the local tourism sector
- Support greater visitation in the off-peak season



#### New Swan Hill / Murray Downs Bridge

For years, the pressing need for a new bridge spanning the Murray River between Murray Downs and Swan Hill has been widely acknowledged. Both Murray River Council and Swan Hill Rural City Council have tirelessly championed the cause, advocating for a new border crossing that would not only enhance connections for residents but also bolster local industries in the region.

This project is very important, as it involves the cooperation of various levels of government; Federal, Victoria, and New South Wales. Together, they have reached a consensus that the time has come to turn the vision into reality. There is unanimous agreement on the preferred alignment, a major milestone that paves the way for progress.

However, the bridge is currently subject to a heritage order, which will need to be addressed to facilitate the project's advancement.

The Swan Hill Bridge is poised to become an emblem of progress, uniting communities and facilitating growth across borders.

The project will deliver a number of benefits, including:

- Improved connectivity for Murray Downs residents
- Increased freight lines between southern New South Wales and Northern Victoria
- Better connection to the wider region for touring visitors
- Offer further incentive for expanded or new industries to establish in Murray Downs



#### **Activating Murray Downs**

Over recent years, the community of Murray Downs has continued to expand; both through residential developments and population growth with younger families moving to the area.

Currently the settlement of Murray Downs is supplied with sufficient vacant land to cater for the forecast population growth in the future. The immediate area also has a lot of potential to grow and become an attractive commercial area across the river from Swan Hill.

This township has the potential to rival its neighbour Swan Hill in all aspects of the economy.

Place-based strategies being considered for Murray Downs will address:

- Urban land release sequencing (in line with the Murray River Local Housing Strategy)
- New infrastructure roll-out relating to water, stormwater, roads, and sewer services
- The zoning of intervening land between Murray Downs and Swan Hill to enhance connectivity and provide a connecting settlement

The project will realise a number of benefits for Murray Downs, including increasing its appeal and attractiveness as a future residential area and encouraging private sector investment into commercial and industrial activities.

#### **Leveraging Surplus Council Land to Attract Investment and Create New Jobs**

Council has conducted a review of all Council-owned buildings and land. A number of these properties were found to be surplus to current and future expected needs. As a result, these properties could be leveraged to attract investment into the area as well as create jobs or provide additional benefits to the community.

A process to identify which properties are most attractive for development and investment in the current market will help to reveal a priority list of surplus properties that could be put to market to not only contribute a financial injection but also to deliver economic and community benefits over the short to medium term.

### 9. Role of Council

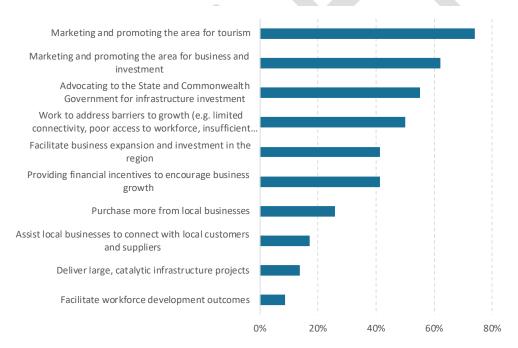
Council has an important role to play in economic and tourism development. While business decisions will largely be guided by market forces outside of Council's control, Council can seek to influence decisions through promoting opportunities and facilitating outcomes.

# 98% of businesses responding to the Murray River Business Survey agreed that Council has a role to play in economic development and tourism.

Respondents to the Murray River Business Survey identified a number of important roles that Council should play in economic and tourism development, including:

- Marketing and promoting the region (for tourism and business)
- Advocacy
- Facilitating business expansion and investment
- Providing financial incentives
- Local procurement from local businesses
- Networking
- Investing in catalytic infrastructure

Figure 9.1. What role do you think the Murray River Council should play in the economy?



Source: Murray River Business Survey (2023)

While Council has a role to play in economic development and tourism, it is important to recognise that Council does not control the ultimate outcomes of economic growth, investment, jobs, visitation or visitor expenditure. Naturally Council, through this strategy, seeks to influence these outcomes in line with its Community Strategic Plan and supporting the aspirations of the community.

# 10. Economic Development and Tourism Strategy

#### 10.1 Strategic Framework

The following strategy framework provides a strong direction for Council's operations that can lead towards creating prosperous and resilient places and to deliver on the Community Strategic Plan.

The key strategic themes identified align to Council's role in economic development and tourism and will be focused on key industries and areas identified for future economic and tourism growth. The framework providers long-term direction for Council, aligned to existing competitive advantages and its role in economic development and tourism. It provides key initiatives to further focus Council activity, energy and resources to deliver tangible benefits to the community. Whiles its main focus is on the economy, the framework seeks to strike a balance across the economy, community and environment.

The long-term framework is supported by a short-term, annual action plan to implement the strategy over time. This design is intentional and will allow the annual action plan to adapt over time and to matters or issues that arise suddenly (such as COVID-19 and the 2022 flood). In such a way, the strategy provides for long-term direction towards goals while providing flexibility and adaptability to the ever changing environment that we live in.

Goal: Create places of prosperity and resilience Our Economic **Development & Tourism** Strategy seeks to deliver the community's aspiration 3. Growing Tourism 1. Support Existing 2. Promotion and 4. Advocacy & of prosperity and resilience. **Businesses and** Investment Attraction **Partnerships** Communities Our four strategic Advocating for Supporting local Promoting the area Promoting the area themes and their key businesses through as a business infrastructure as a tourism initiatives provide a running workshops, destination destination through investment long-term strategic programs and targeted campaigns Partner with the Attracting approach to economic and activities engaging with investment into the private sector to development and business region through **Exploring** develop surplus tourism. Council land facilitation and opportunities for Supporting local Partnering with communities support new events and Invest in catalytic experiences industry groups and through State and infrastructure and **Encouraging new** investments into planning to attract tourism Commonwealth to place improvement Our annual action plan projects, hosting investment infrastructure and support marketing, Our annual action plan dictates what we will do events and Engage in talent product investment and job will be reviewed and and provides flexibility so attraction initiatives creation engaging with development reported on annually, that we can adapt to communities to grow workforce allowing us to track future challenges and progress towards our opportunities. goals and adjust our activities along the way. **Annual Action Plan and KPIs** 

Figure 10.1. Murray River Economic Development and Tourism Strategy

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Source: Lucid Economics

# 10.2 Strategic Theme 1: Support Existing Businesses and Communities

Local businesses are the backbone of any economy. Ensuring our local businesses and communities can grow will contribute positively to our region's future prosperity. In our economy, the majority of new job growth and business investment will come from our local businesses. The Murray River Business survey found that there are a number of ways that Council can support local businesses including providing information and workshops as well as supporting local businesses through Council's procurement.

In many smaller towns, community development can contribute strongly to economic development. Investing in local infrastructure and street scapes, Council can help improve the attractiveness of these places. Events are another way for smaller communities to generate economic outcomes.

#### Key initiatives:

- Supporting local businesses through running workshops, programs and engaging with business
- Supporting local communities through investments into place improvement projects, hosting events and engaging with communities

### 10.3 Strategic Theme 2: Promotion and Investment Attraction

Attracting investment from outside the region can diversify the economy and contribute to future prosperity. In order to attract investment, it is necessary to market and promote the region as a place for investment. Council can play an important role in the facilitation of new investment through its planning responsibilities, creating an efficient and welcoming environment for approvals.

Public investment can also be used to attract private sector investment. Catalytic infrastructure investments by Government can set the foundation and provide confidence to the market, thereby helping to attract new investment.

#### Key initiatives:

- Promoting the area as a business destination across various campaigns and targeted in strategic areas
- Attracting investment into the region through facilitation and support
- Invest in catalytic infrastructure and planning to attract investment
- Engaging in talent attraction and workforce development initiatives to grow the workforce

#### 10.4 Strategic Theme 3: Growing Tourism

Tourism has developed into an important sector locally, contributing over 10% of current jobs. Growing tourism further will continue to diversify the local economy and contribute to prosperity.

Events and festivals are a proven mechanism to drive visitation and prosperity. They are strongly supported by local businesses as an effective mechanism to grow the local economy.

#### Key initiatives:

- Promoting the area as a tourism destination through targeted campaigns and activities
- Exploring opportunities for new events and experiences
- Encouraging new tourism infrastructure and product development

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## 10.5 Strategic Theme 4: Advocacy and Partnerships

Through advocacy for infrastructure investment, Council can attract funding for catalytic infrastructure projects, which can contribute to the future diversification of the economy and future prosperity.

Council can partner with the private sector to develop surplus land holdings that can deliver greater economic diversity, attract investment and provide benefits to the community.

While Council has a strong role to play in economic development and tourism, it is not the only player involved. Working together with business, industry and other levels of Government, the Murray River Council can partner to facilitate outcomes.

#### Key initiatives:

- Advocating for infrastructure investment
- Partner with the private sector to develop surplus Council land
- Partnering with industry groups and State and Commonwealth to support marketing, investment and job creation



# 11. Actions and Measurement

#### 11.1 Action Plan

The following action plan represents the first year of implementation and is organised to align with the strategic framework. Every action has its own key performance indicator to guide the activities of Council and is identified as either a new or existing activity.

Table 11.1 Murray River Economic Development and Tourism Strategy Action Plan Year 1

| Strategic T        | heme/Initiative/Task                                                                             | KPI – Year 1           | New/<br>Existing |
|--------------------|--------------------------------------------------------------------------------------------------|------------------------|------------------|
| 1. Su <sub>l</sub> | pport Existing Businesses and Communities                                                        |                        |                  |
| 1.1. Տսլ           | pporting local businesses through running workshops, programs and engaging                       |                        |                  |
| wit                | th businesses                                                                                    |                        |                  |
| 1.1.1.             | Host networking events for local industry                                                        | 2 events               | New              |
| 1.1.2.             | Deliver business capability building workshops for local businesses with partners                | 3 events               | New              |
| 1.1.3.             | Deliver a quarterly business newsletter                                                          | 4 newsletters          | Existing         |
| 1.1.4.             | Regularly meet and engage with local businesses (about future needs and opportunities)           | 25 meetings            | New              |
| 1.1.5.             | Continue to implement circular economy initiatives to divert waste from landfill                 | 1 initiative completed | New              |
| 1.1.6.             | Support local businesses to participate in large-scale renewable energy projects (with partners) | 2 workshops            | New              |
| 1.1.7.             | Review and strengthen Council's local procurement policy (to support innovation and inclusion)   | Review completed       | New              |
| 1.2. Տսլ           | oporting local communities through investment into place improvement projects,                   |                        |                  |
| hos                | sting events and engaging with communities                                                       |                        |                  |
| 1.2.1.             | Host business events in smaller communities                                                      | 4 events               | New              |
| 1.2.2.             | Continue to invest into streetscaping and other place improvement projects across                | 4 projects             | New              |
|                    | the region                                                                                       |                        |                  |
| 1.2.3.             | Undertake community plans in smaller communities                                                 | 2 plans complete       | New              |
| 1.2.4.             | Engage with local chambers of commerce and business associations                                 | 4 meetings             | Existing         |

| Strategic T | heme/Initiative/Task                                                            | KPI – Year 1                          | New/<br>Existing |  |
|-------------|---------------------------------------------------------------------------------|---------------------------------------|------------------|--|
| 2. Pro      | omotion and Investment Attraction                                               |                                       | EXISTING         |  |
|             | omoting the region as a business destination                                    |                                       |                  |  |
| 2.1.1.      | Develop and promote a region-wide investment prospectus                         | Complete prospectus                   | New              |  |
| 2.1.2.      | Develop a web interface for promoting the area for business and workers         | Complete prospectus  Complete webpage | New              |  |
| 2.1.3.      | Develop and promote a Meninya Street Redevelopment investment prospectus        | Complete prospectus                   | New              |  |
| 2.1.4.      | Regularly promote local success stories                                         | 50 posts                              | New              |  |
| 2.1.5.      |                                                                                 | Generate 1 million impressions        | New              |  |
|             | tracting investment into the region through facilitation and support            | deficiate 1 fillilon impressions      | INEW             |  |
| 2.2.1.      | Support collaboration between stakeholders to consider solutions for affordable | 6 stakeholders engaged                | New              |  |
| 2.2.1.      | housing and key worker housing                                                  | o stakenolaers engagea                | IVCVV            |  |
| 2.2.2.      |                                                                                 | 6 stakeholders engaged                | New              |  |
| 2.2.2.      | investment in aged care and childcare                                           | o stakeriolaers engagea               | New              |  |
| 2.2.3.      | Review and implement revised investment policy                                  | Review completed                      | Existing         |  |
| 2.2.4.      | Support new businesses interested in investing into the region                  | 25 projects                           | New              |  |
|             | vest in catalytic infrastructure and planning to attract investment             |                                       | 1.011            |  |
| 2.3.1.      |                                                                                 | Complete study                        | Existing         |  |
| 2.3.2.      | Complete the Meninya Street Redevelopment                                       | Project Stage 1 complete              | Existing         |  |
| 2.3.3.      | Investigate technology solutions to improve mobile and broadband coverage       | Investigation study completed         | New              |  |
| 2.3.4.      | Progress with upgrades to the Moama Water Filtration Plant                      | Upgrades progressed                   | Existing         |  |
|             | gage in talent attraction initiatives to grow workforce                         |                                       |                  |  |
|             | Promote lifestyle and affordability of the region                               | Generate 1 million impressions        | New              |  |
|             | With local partners, develop welcome package for prospective new residents      | Welcome package completed             | New              |  |
|             | owing Tourism                                                                   |                                       | -                |  |
|             | omoting the region as a tourism destination through targeted campaigns and      |                                       |                  |  |
|             | tivities                                                                        |                                       |                  |  |
| 3.1.1.      | Support campaigns to promote the region as a visitor destination                | 1 million impressions                 | New              |  |
| 3.1.2.      | Regularly promote local experiences                                             | 50 posts                              | Existing         |  |
| 3.1.3.      | Update existing and invest in new tourism related signage                       | 10 new signs installed                | Existing         |  |
| 3.1.4.      | · · · · · · · · · · · · · · · · · · ·                                           | Plan implemented                      | Existing         |  |

| Strategic Theme/Initiative/Task KPI – Year 1 |                                                                                                        |                                                    | New/     |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------|
|                                              |                                                                                                        |                                                    | Existing |
|                                              | Continue to organise and host Moama Lights                                                             | Event completed                                    | Existing |
| 3.2. Ex                                      | ploring opportunities for new events and experiences                                                   |                                                    |          |
| 3.2.1.                                       |                                                                                                        | 1 new event identified                             | New      |
| 3.2.2.                                       | Support the development of local Indigenous cultural tourism products                                  | 1 new product identified by local aboriginal group | New      |
| 3.3. En                                      | couraging new tourism infrastructure and product development                                           |                                                    |          |
| 3.3.1.                                       | Encourage new accommodation development through working with proponents                                | 2 discussions with potential investors             | New      |
| 3.3.2.                                       | Review capacity for RVs and temporary accommodation across towns                                       | Review complete                                    | New      |
| 3.3.3.                                       | Identify existing product gaps and promote opportunities                                               | 3 opportunities identified                         | New      |
| 4. Ad                                        | vocacy and Partnerships                                                                                |                                                    |          |
| 4.1. Ad                                      | vocating for infrastructure investment                                                                 |                                                    |          |
| 4.1.1.                                       | Advocate for investment into improved telecommunications infrastructure                                | Advocacy statement completed                       | New      |
| 4.1.2.                                       | Advocate for funding to support the improved Barham levee                                              | Advocacy statement completed                       | New      |
| 4.1.3.                                       | Advocate for funding for the New Swan Hill / Murray Downs Bridge (together with Swan Hill LGA)         | Advocacy statement completed                       | New      |
| 4.1.4.                                       | Proactively seek grant funding for local infrastructure improvements                                   | 2 grant applications                               | New      |
| 4.1.5.                                       | Advocate for improved transport outcomes                                                               | Advocacy statement completed                       | New      |
| 4.2. Pa                                      | rtner with the private sector to develop surplus Council land                                          |                                                    |          |
| 4.2.1.                                       | Investigate the market attractiveness of identified surplus land to prioritise sites for redevelopment | Study completed                                    | New      |
| 4.2.2.                                       | Seek private sector investment for identified sites through EOI process                                | EOI completed for 2 sites                          | New      |
| 4.3. Pa                                      | rtnering with industry groups and Government to support marketing, investment                          |                                                    |          |
| an                                           | d job creation                                                                                         |                                                    |          |
| 4.3.1.                                       | Partner with Austrade to promote industry programs and trade promotion                                 | 2 workshops                                        | New      |
| 4.3.2.                                       | Partner with EMT and MRTB to promote the destination                                                   | 3 joint marketing campaigns                        | New      |
| 4.3.3.                                       | Participate in Western Murray Land Improvement Group Inc. (WMLIG)                                      | Discussions relating to 2 projects                 | Existing |
| 4.3.4.                                       | Partner to provide more EV charging stations throughout the region                                     | 2 new charging stations                            | New      |
| 4.3.5.                                       | Partner with surrounding LGAs to explore hydrogen and other renewable opportunities                    | Complete workshop                                  | New      |

| Strategic T | heme/Initiative/Task                                                           | KPI – Year 1        | New/     |
|-------------|--------------------------------------------------------------------------------|---------------------|----------|
|             |                                                                                |                     | Existing |
| 4.3.6.      | Together with partners, deliver tourism training and development workshops for | 2 training sessions | New      |
|             | industry                                                                       |                     |          |



## 11.2 Future Targets

As highlighted earlier, economic development must embrace not only the economic sphere but also contribute positively to community and environmental outcomes. Only in this manner can economic development be sustainable (refer Section 2).

As such, monitoring progress across these three spheres will be important to deliver a 'Place of Prosperity and Resilience' as highlighted in the Community Strategic Plan. By monitoring progress across the economy, community and environment, Murray River Council can identify the influence this strategy is having on the community as well as aligning the strategy to community aspirations and goals (as expressed in the Community Strategic Plan).

Various metrics have been selected in order to monitor the progress of the economy, community and environment from a holistic economic development perspective, which include:

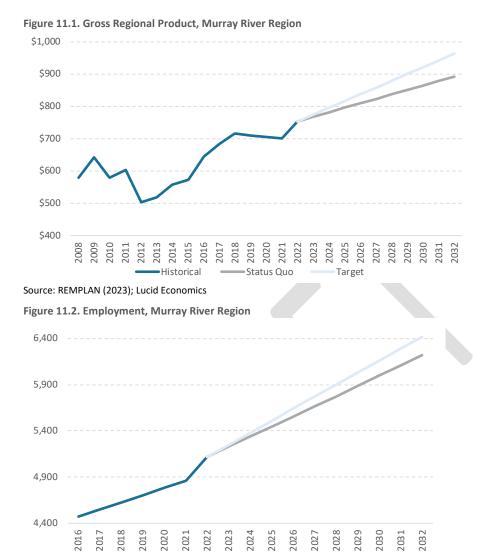
- Economy
  - o Gross Regional Product (GRP)
  - Jobs
  - GRP per Employee (productivity)
- Community
  - o SEIFA Score
- Environment
  - o Carbon Emissions
  - Waste to Landfill (diversion rate)

These metrics provide a comprehensive framework to monitor the progress of the economic development and tourism strategy across a triple bottom line, considering the economy, community and environment.

Modelling has been carried out by Lucid Economics for each metric, aligning it to targets to deliver a prosperous and resilient place across the Murray River region. The economic metrics have been designed to demonstrate how the success of strategy would ideally be reflected in the various economic outcomes. As the economy progresses, it not only grows but becomes more productive. At the same time additional jobs are added in addition to what may be expected to occur without any intervention. As such, a status quo and a growth target have been identified across GRP, employment and GRP per employee.

As the economy grows and becomes more productive, the benefits should flow to local residents through their jobs and higher associated wages. As wages and other socio-economic indicators increase, the SEIFA score for the region should improve over time (refer Section 4.1.3), demonstrating an increasing quality of life for local residents. The target for Murray River Council so that by 2041 it reaches parity with the Australian average score of 1,000. The future target established for 2031 demonstrates the progress needed to achieve this outcome.

At the same time, as the economy and community embrace sustainability and the circular economy, carbon emissions and waste to landfill should reduce over time. The carbon emissions target has been set to reflect the New South Wales government's net zero emissions target by 2050. The target has been set to reflect the changes that would be required by 2032 in order to meet the net zero target by 2050. At the same time, the National Waste Policy Action Plan, which sets a target of 80% diversion of waste by 2030 as a target, has been used to establish the future target for Murray River Council.

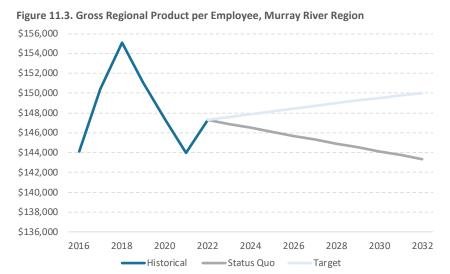


Status Quo

Target

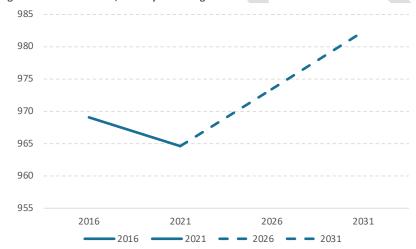
Source: REMPLAN (2023); Lucid Economics

Historical

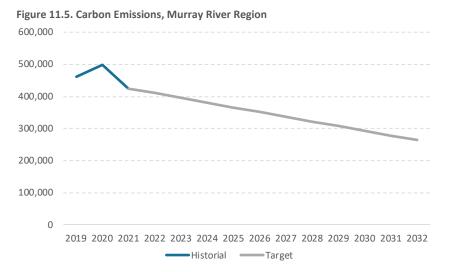


Source: REMPLAN (2023); Lucid Economics

Figure 11.4. SEIFA Score, Murray River Region

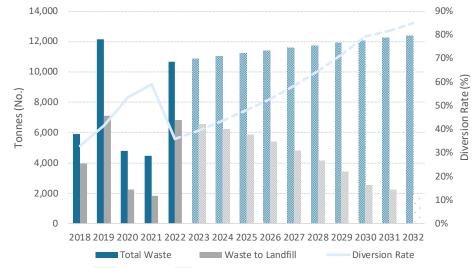


Source: ABS (2022a); Lucid Economics



Source: Snapshotclimate (2023); Lucid Economics

Figure 11.6. Waste Diversion, Murray River Region



Source: NSW EPA (2023); Lucid Economics

# 11.3 Monitoring Progress

The targets identified above should be monitored over time on an annual basis in order to track the progress towards them. Additionally, progress can also be monitored through evaluating the annual action plan and identifying individual tasks and activities that have been completed. At the same time, an economic update should be conducted on an annual basis in order to understand how the broader economy is changing and evolving. This analysis should consider a variety of economic variables and will help to identify where new activities or focus may be required, depending on the changing economic landscape.



# Country Universities Centre Southern Riverina

# **Board Skills Matrix Tool**

Country Universities Centre Southern Riverina Board Skills Matrix Tool Date: 6 October 2023

| Industry, knowledge /         | Director # |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|
| experience                    |            |            |            |            |            |            |            |
| Knowledge of education        |            |            |            |            |            |            |            |
| sector                        |            |            |            |            |            |            |            |
| Knowledge of higher           |            |            |            |            |            |            |            |
| education public policy       |            |            |            |            |            |            |            |
| direction                     |            |            |            |            |            |            |            |
| Knowledge of, or experience   |            |            |            |            |            |            |            |
| working with, the local       |            |            |            |            |            |            |            |
| community                     |            |            |            |            |            |            |            |
| Experience working with       |            |            |            |            |            |            |            |
| government,                   |            |            |            |            |            |            |            |
| Commonwealth, State, Local    |            |            |            |            |            |            |            |
| Technical skills / experience |            |            |            |            |            |            |            |
| Accounting / Finance          |            |            |            |            |            |            |            |
| Law                           |            |            |            |            |            |            |            |
| Marketing                     |            |            |            |            |            |            |            |
| Information Technology        |            |            |            |            |            |            |            |
| Human Resource                |            |            |            |            |            |            |            |
| Management                    |            |            |            |            |            |            |            |
| Senior Management             |            |            |            |            |            |            |            |
| Strategy development /        |            |            |            |            |            |            |            |
| implementation                |            |            |            |            |            |            |            |
| WHS                           |            |            |            |            |            |            |            |
| Corporate governance          |            |            |            |            |            |            |            |

Country Universities Centre Southern Riverina Board Skills Matrix Tool

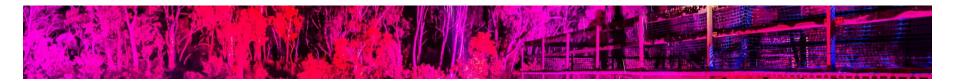
Date: 6 October 2023

| Auditing / compliance                       |  |  |  |  |
|---------------------------------------------|--|--|--|--|
| Risk management                             |  |  |  |  |
| Policy development                          |  |  |  |  |
| Relevant Qualifications or other experience |  |  |  |  |
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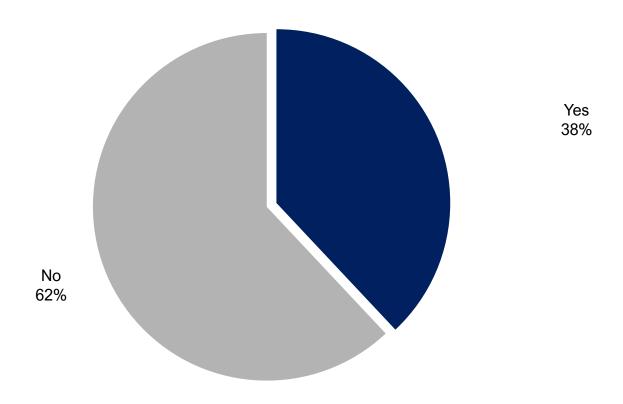
Country Universities Centre Southern Riverina Board Skills Matrix Tool Date: 6 October 2023







Did you attend Moama Lights 2023?\*

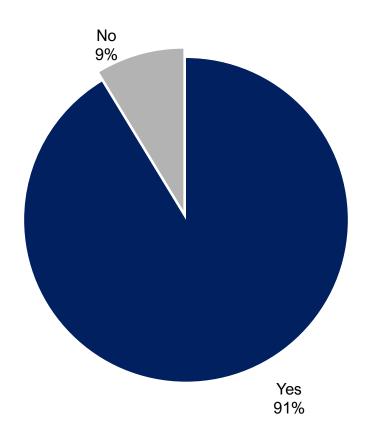


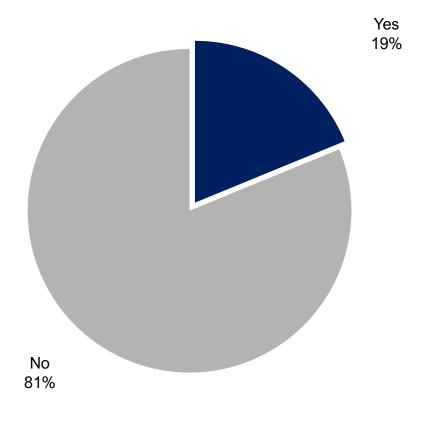
<sup>\* &</sup>quot;No" responses have not completed event specific questions however have been included in the demographic portion.

# RESPONDENTS DID NOT ATTEND MOAMA LIGHTS

Did you plan to attend Moama Lights, but couldn't due to it being cancelled?

Did you go ice skating?

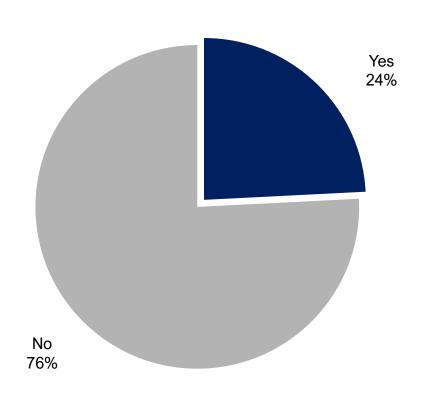


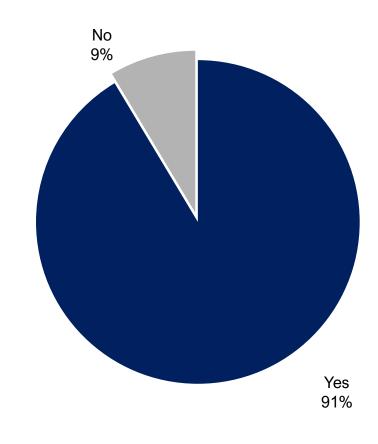


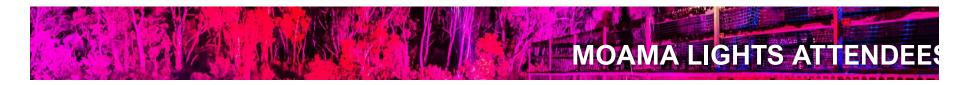


Nid you plan to go ice skating, but didn't because Moama Lights was cancelled?

Do you think ice skating was good value for money?

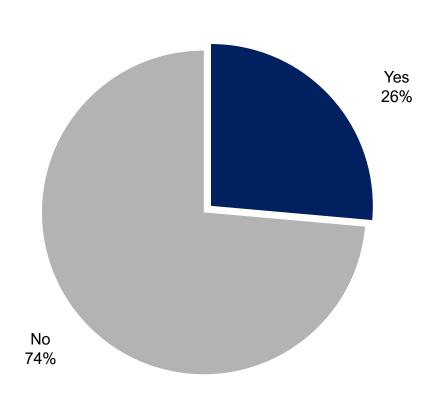


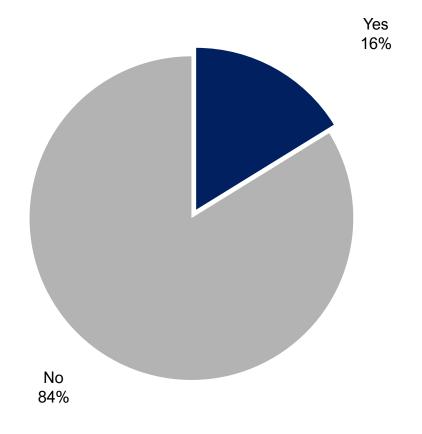


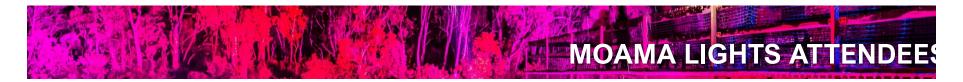


Did you go ice skating?

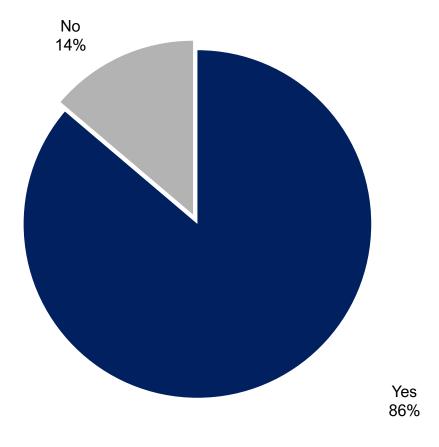
Did having the option to go ice skating influence your decision to buy Moama Lights tickets?







Do you think ice skating was good value for money?

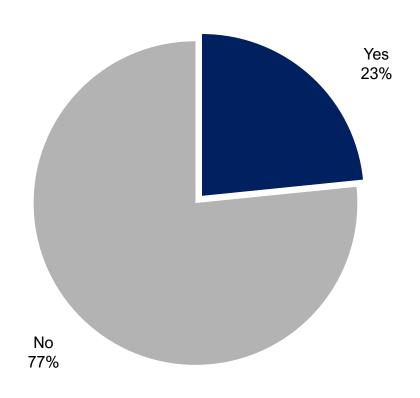


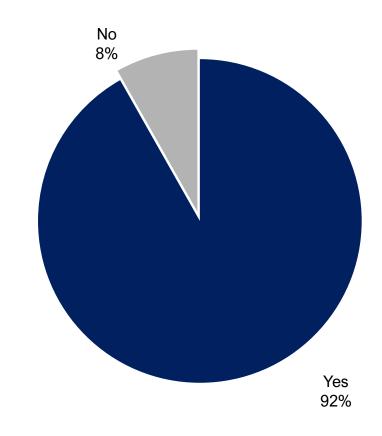




Were you aware that Transgrid was the platinum partner of Moama Lights 2023?

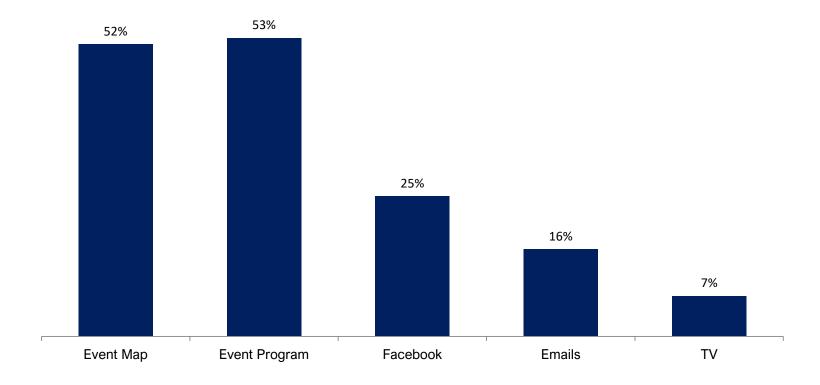
Do you feel Trangrid is the right fit as a corporate partner with Moama Lights?





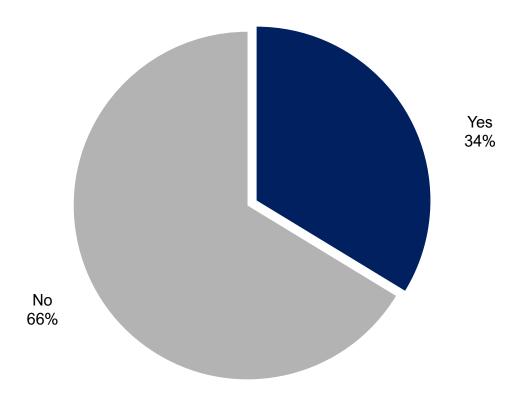


Do you recall seeing the Transgrid logo in any of the following places:





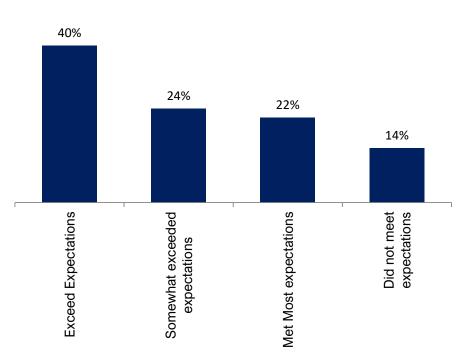
Were you aware that Mandylights was the creative and production partner of Moama Lights 2023?







In your opinion, which statement best describes Moama Lights 2023?



2021 84% indicted that the show "Exceeded Expectations" 2022 55% indicated that the show "Exceeded Expectations"

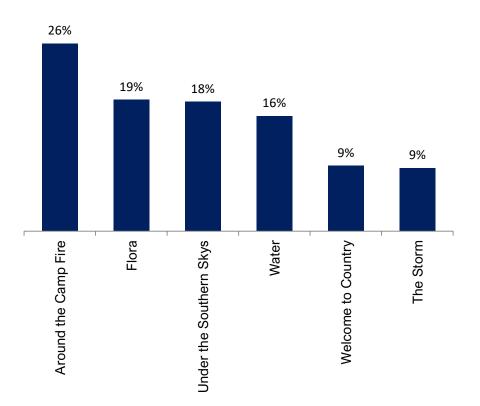
Why did the show not meet expectations?

- The show was great but I just felt like it was lacking something maybe more laser light shows and or some holographic displays
- No flow to the different stories
- Previous years have been better.
- I came from Melbourne in 2022 and couldn't have recommended them highly enough. Only to be bitterly disappointed by this year's display.
   I felt like it was thrown together and nowhere near as good as 2022. I left feeling bitterly disappointed
- Not as many distinct areas as previous years, theme was not as well explained or explored, and the display over the river has barely changed since the first event. For the increased cost, I was hoping for an improved, or at least larger, experience.

**View all responses** 



The overarching theme for 2023 was The Elements. Which was your favourite zone?



Do you have any comments on the presentation of this year's theme and what changes/recommendations or new stories would yo like to see featured at a future Moama Lights events

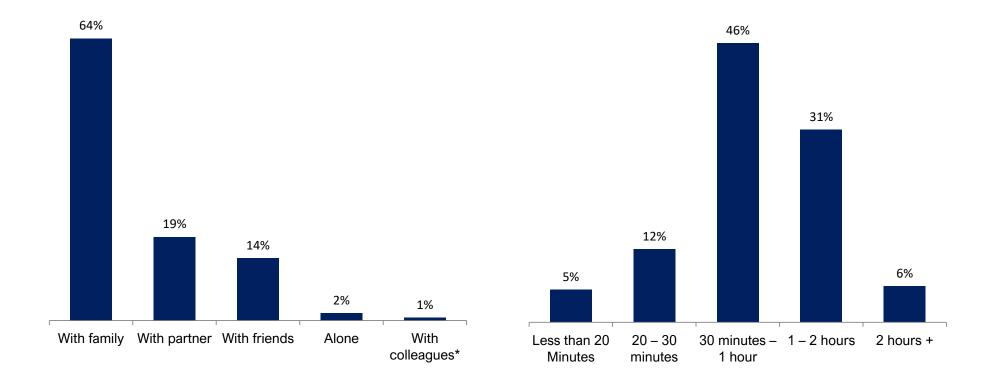
- I think that it was very well done and completely different from the previous year. Hopefully it will go ahead next year and be different again.
- I think the lights on the water were not as spectacular as last year. Overall it did not quite match up to last year. I got through it quite quickly. Still, I do love it so keep up the good work.
- Been 2 years in a row and love it
- Our weekend in Moama was absolutely beautiful.
   Moama in lights was outstanding and one of the highlights of our weekend. The only disappointment for us was our accommodation at Moama on the Murray which was extremely ordinary.
- Very impressive, great family night or romantic walk.
- Maybe a light up art work category like the decorative guitars where locals can enter a piece along the lines of the theme. More experiences where children and be immersed, check out Geelongs winter lights at the Adventure park.

View all responses



Who did you attend Moama Lights with?

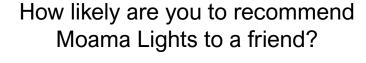
How long did you spend at the event?

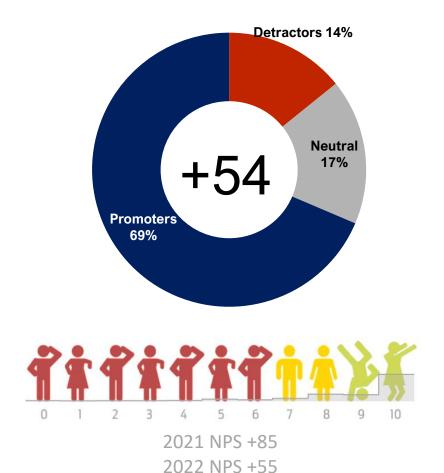


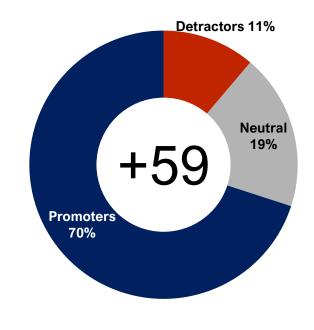
<sup>\*</sup>Respondents who responded with "other" all indicated they attended with work colleagues.



How likely would you come back to future Moama Lights events?





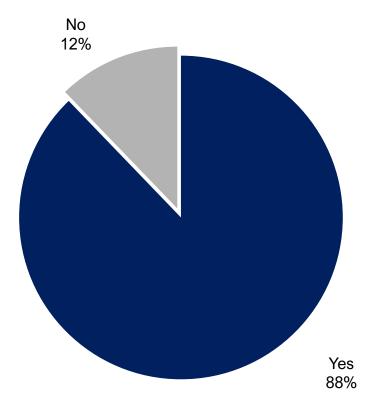




2021 NPS +90 2022 NPS +66



Do you consider this event good value for money?



Why did you not consider the event good value for money?

- Seems expensive for a family
- Being on a mobility scooter, I found the course difficult to navigate. The track wasn't wide enough for me to get past people who had stopped to look at items, this made it difficult for me to keep with my family
- Went through it too quickly. Should be more interactive so it takes longer
- \$50 a family for a 20 minute walk is expensive
- We are locals it should be free for Echuca Moana residents
- Could be cheaper as lots of people come from out of towns so lots of other expenses
- It needs to have more WOW factor for the cost elements that REALLY surprise and delight, particularly for people who have attended before
- We were there less then 20mins. First ever event around we spent over an hour exploring

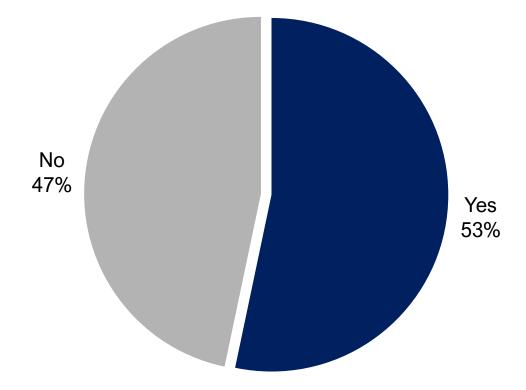
View all responses



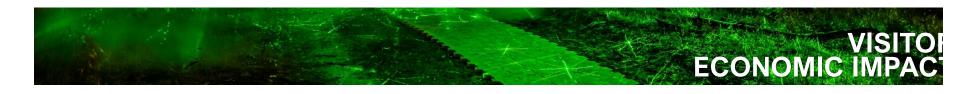


# Are you local to Echuca Moama?\*

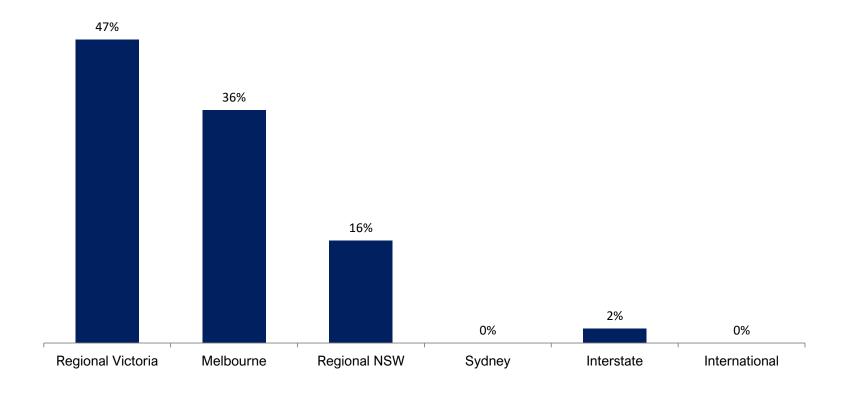
(or within a 50km radius of Echuca Moama)

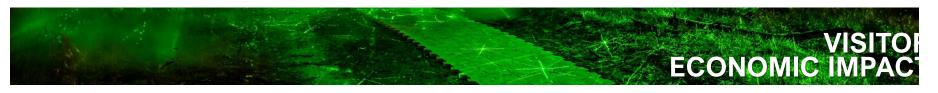


<sup>\* &</sup>quot;No" respondents to be classed as "Visitors" and "Yes" respondents to be classed as "Residents" for the remaining slides.

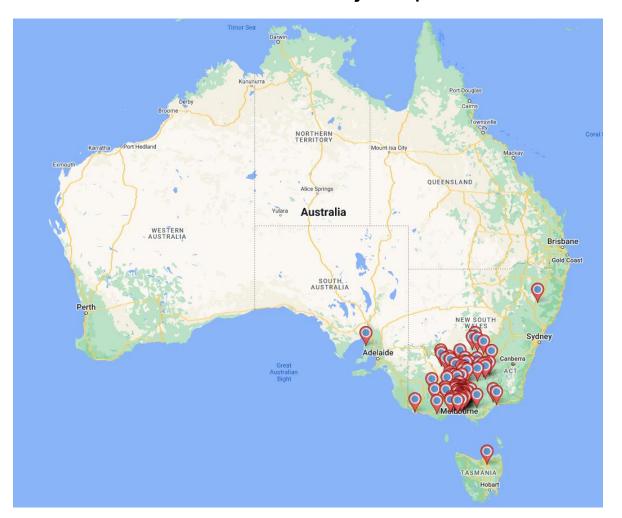


# Where are you from?





### What is your postcode?

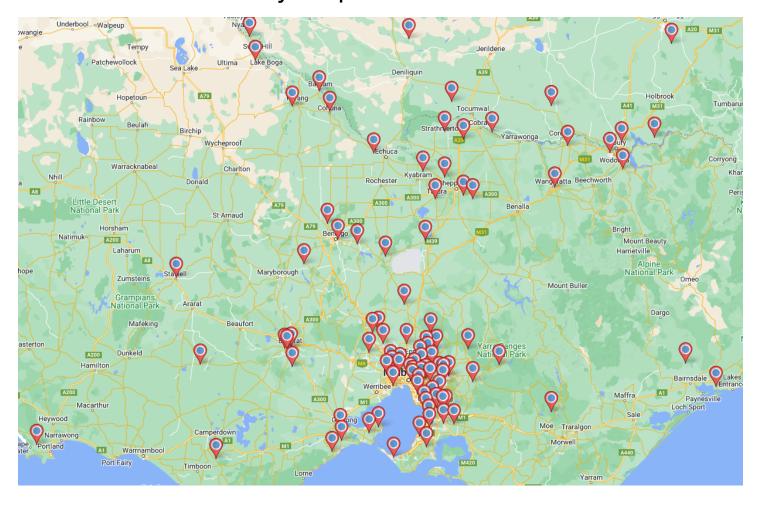


Top 33 Postcodes

| Postcode |      | Count |
|----------|------|-------|
|          | 2710 | 8     |
|          | 2680 | 5     |
|          | 2705 | 5     |
|          | 3350 | 5     |
|          | 3551 | 5     |
|          | 3082 | 4     |
|          | 3730 | 4     |
|          | 3198 | 3     |
|          | 3340 | 3     |
|          | 3550 | 3     |
|          | 3579 | 3     |
|          | 3630 | 3     |
|          | 3754 | 3     |
|          | 2641 | 2     |
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|          | 3174 | 2     |
|          | 3175 |       |
|          | 3196 | 2     |
|          | 3377 | 2     |
|          | 3429 | 2     |
|          | 3463 | 2     |
|          | 3500 |       |
|          | 3585 | 2 2   |
|          | 3608 | 2     |
|          | 3629 | 2     |
|          | 3631 | 2     |
|          | 3637 | 2     |
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|          | 3691 | 2     |
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|          | 3976 | 2     |
|          | 3977 | 2     |

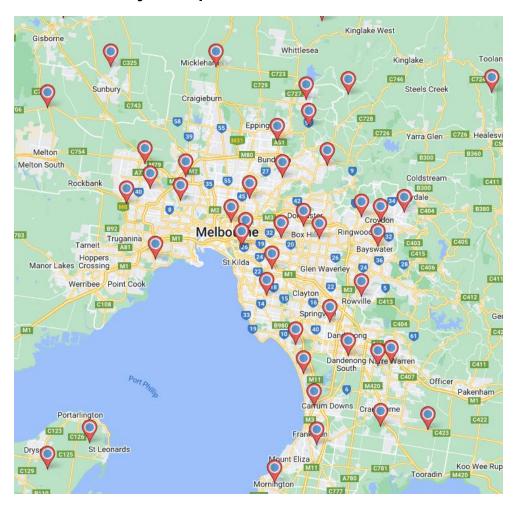


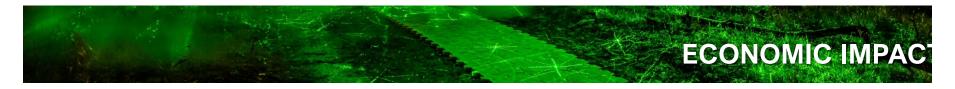
#### What is your postcode? - Victoria



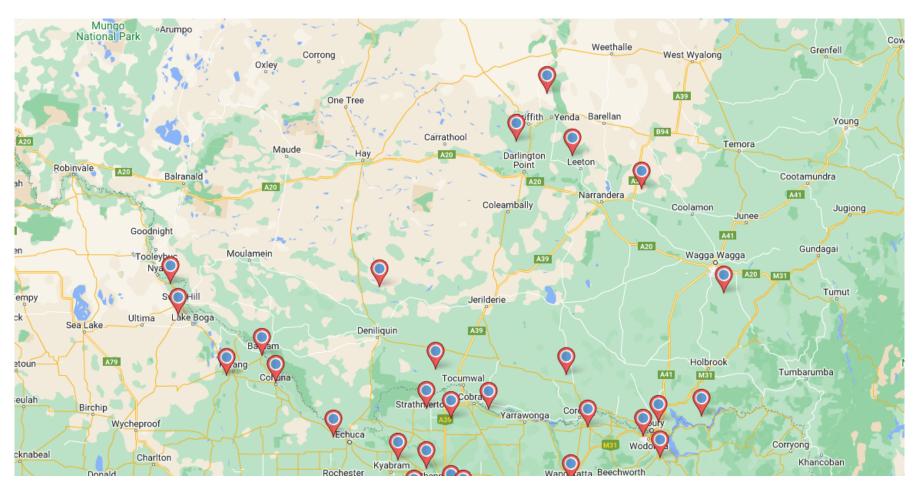


## What is your postcode? - Melbourne



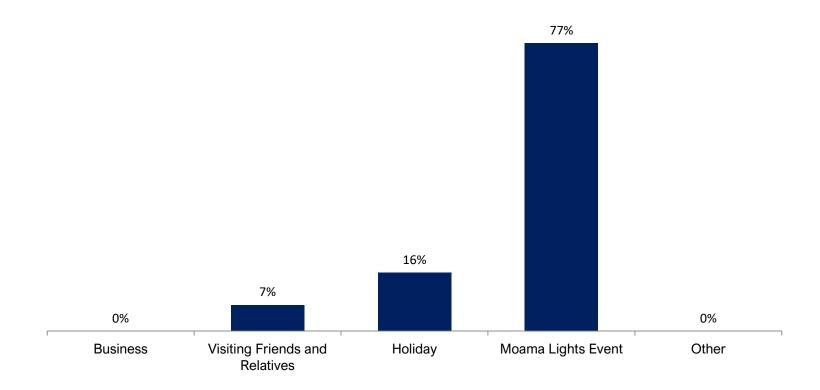


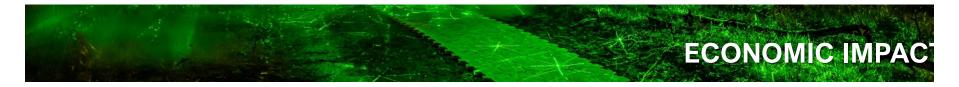
#### What is your postcode? - NSW





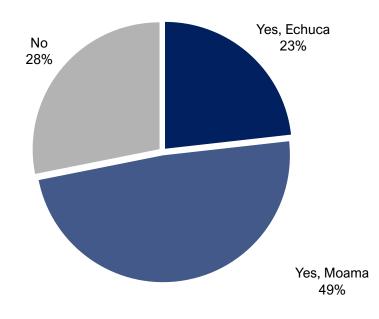
#### What was the main reason for your visit to Echuca Moama?

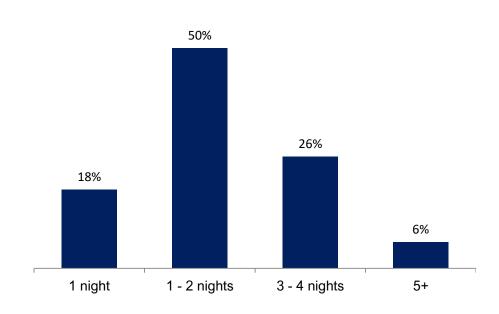




Did you stay in accommodation in Echuca Moama during your visit?

How many nights did you stay in Echuca Moama during your visit?

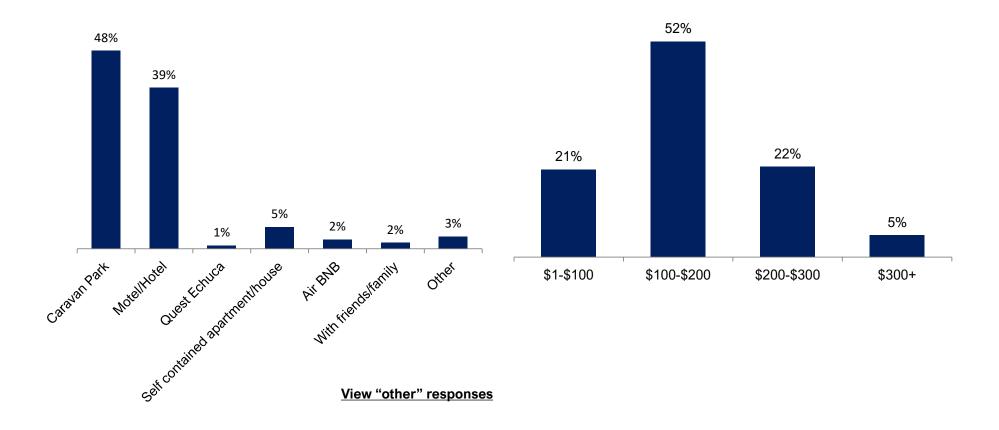


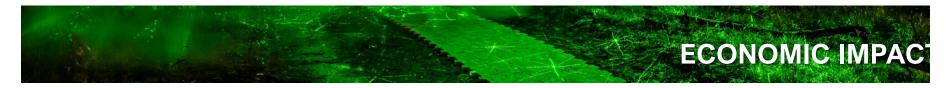




What type of accommodation?

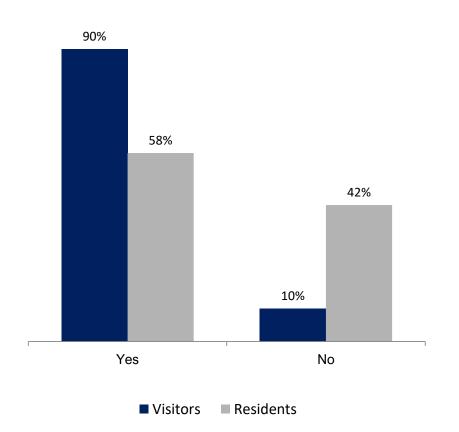
On average how much did you spend per night on accommodation?

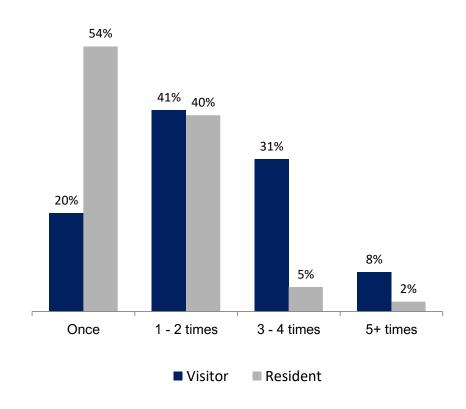


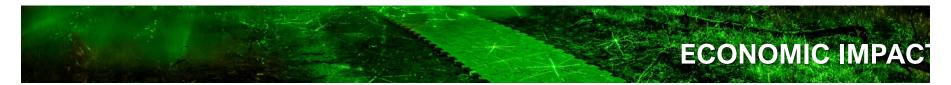


Outside of the event did you dine at a café, restaurant, pub or club?

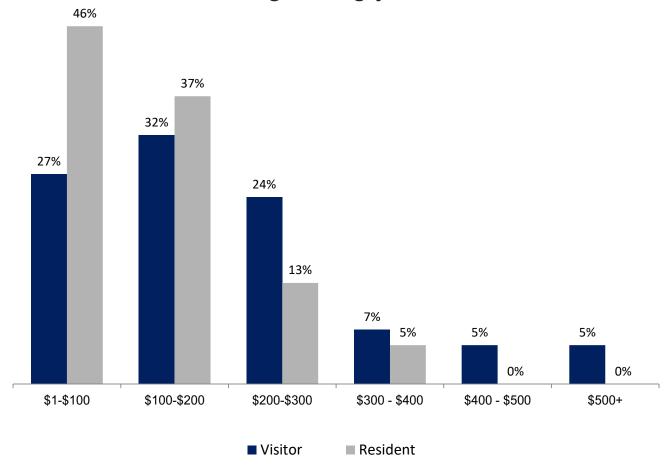
How many times did you dine out during your visit?







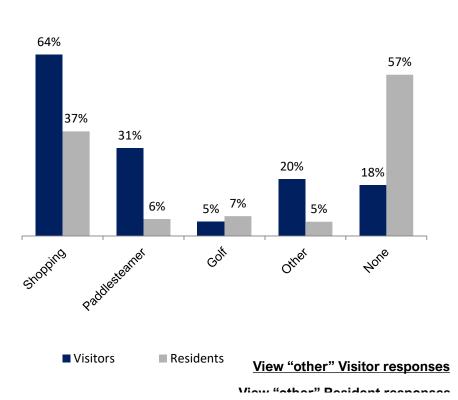
# On average how much did you spend on dining during your visit?

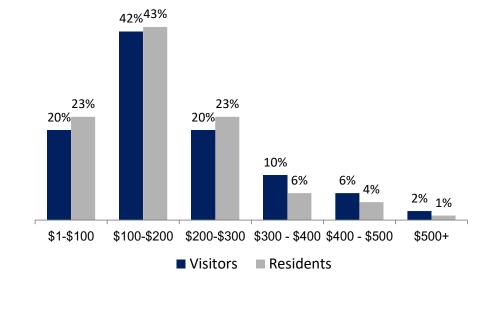


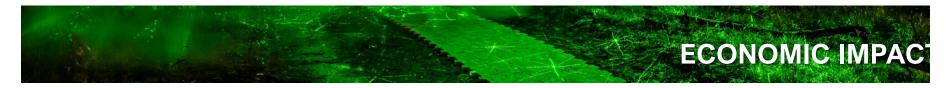


What other activities did you participate in while staying in Echuca Moama?

On average how much did you spend shopping or participating in other activities during your visit?

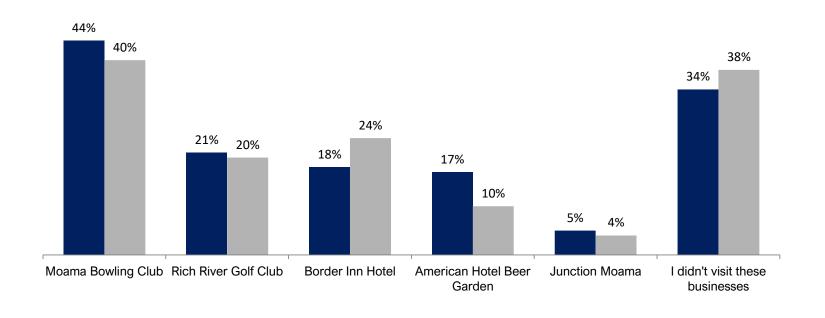






Did you visit any of the following businesses during your stay?

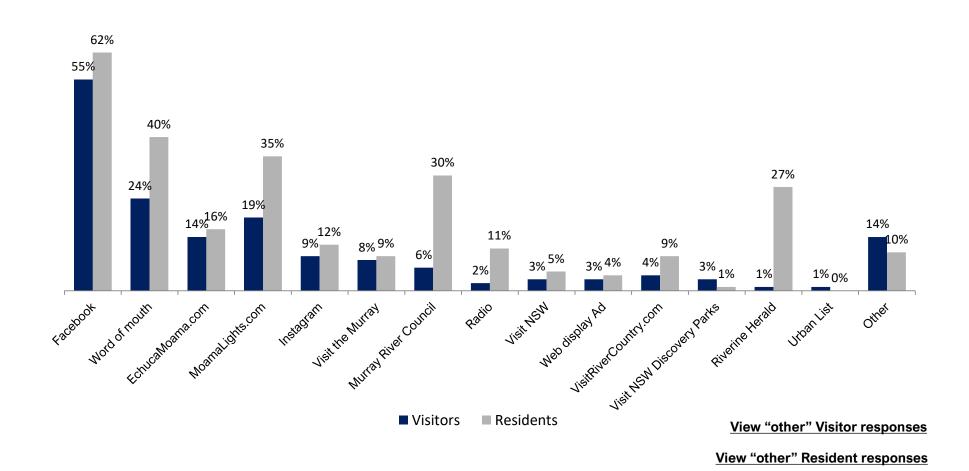
Select all that apply



■ Visitors ■ Residents



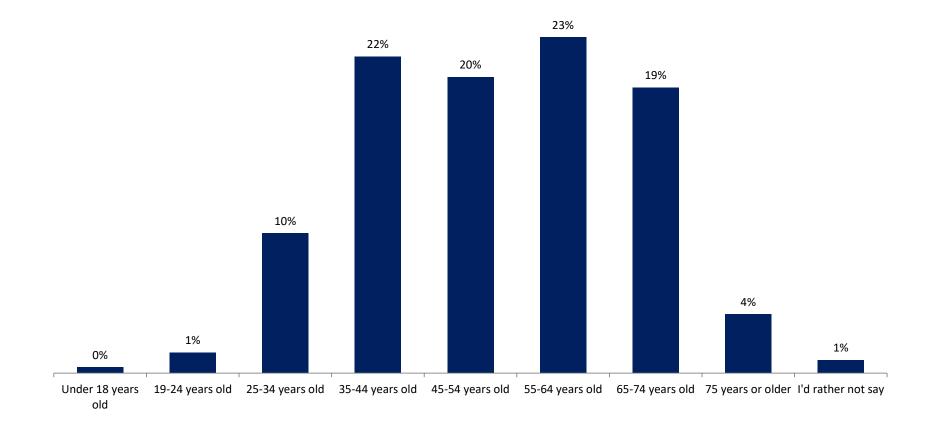
#### How did you hear about Moama Lights?





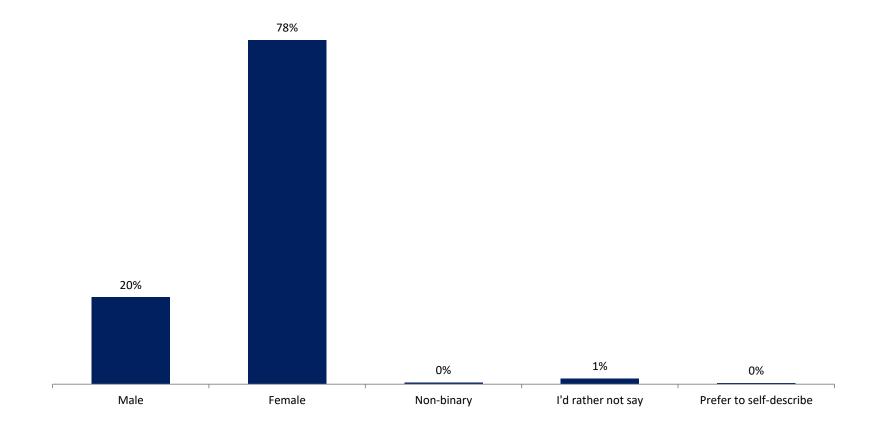


#### What is your age?

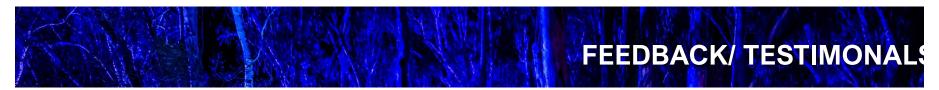




### How do you identify?



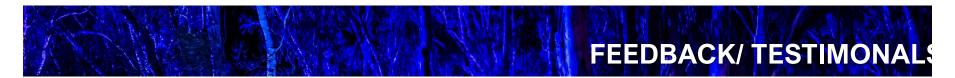




#### Do you have any comments/suggestions you would like to add?

- I just wanted to say that although I was extremely disappointed that we weren't able to attend our planned visit to the lights, we were extremely impressed with the way we were informed and reimbursed for our tickets. We can not wait for next year and will be definitely booking our tickets.
- So disappointed that we didn't get to experience the beauty of the Moama Lights. Still went up & enjoyed the Echuca Moama experience.
- \$15 per adult is about the max I would be willing to pay next year if there is nothing interactive to do. We could go to the movies for about the same and that's a couple of hours.
- So sorry for the committee that it had to be cancelled. I travelled especially to see the lights so was disappointed but certainly understand it was out of your control. Looking forward to next year
- I went a couple of years ago and it was beautiful. I wish I was able to attend again this
  year
- Totally devastated it had to be cancelled. Glad I got to see it. Onwards and upwards for next year.
- The long line up and lack of parking to get in to the 2022 event put me off going again

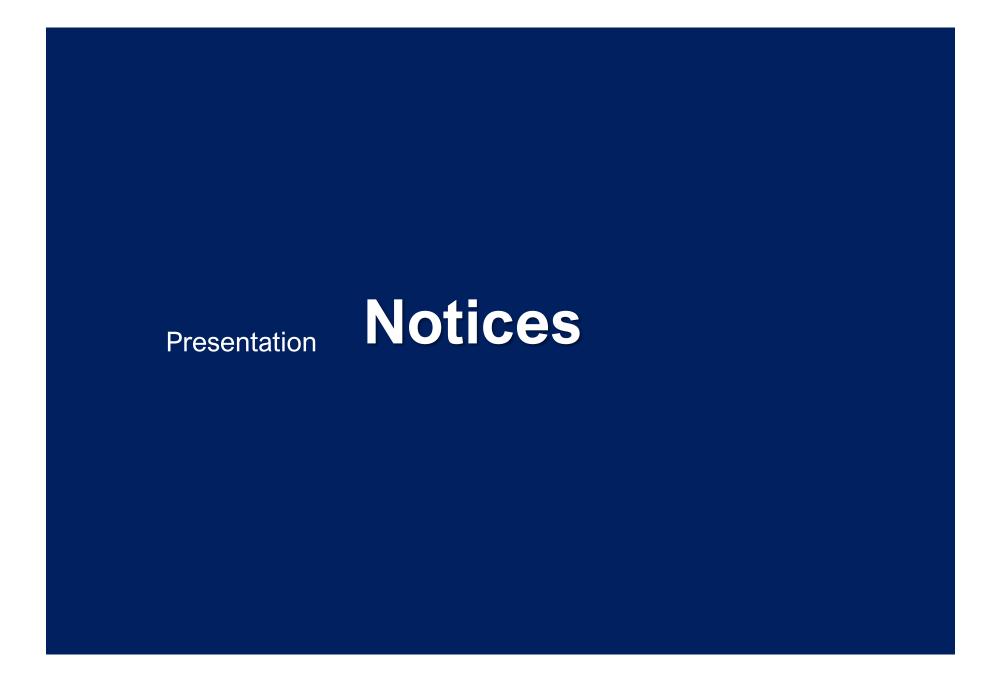
View all resnonses



#### Would you like to give a testimonial about Moama Lights?

- Our 5 year old daughter still talks about the Moama lights from the first time we visited. A
  wonderful attraction for the area, and a great family evening for all ages
- I went to the last light festival and found it to be a fantastic experience can't wait to go again next year
- The Moama lights festival was an amazing display, family friendly and very well executed with the option to spend a weekend visiting other places in and around Echuca/Moama, an excellent excuse for a lovely weekend away
- This was my first time going to the Moama lights. I would love to bring the grandchildren next time. A lovely walk & beautiful set up.
- The Moama Lights Festival was a beautiful celebration of amazing country and a phenomenal community. It just felt right to experience so much joy after a period of sadness and the festival should be so proud of this event.
- Moama Lights 2023 was outstanding, even with the little bit of rain we experienced we thoroughly enjoyed listening to the stories and seeing all the different displays as we wandered through horseshoe lagoon. A night to remember Moama Lights 2023 was outstanding, even with the little bit of rain we experienced we thoroughly enjoyed listening to the stories and seeing all the different displays as we wandered through horseshoe lagoon. A night to remember

**View all responses** 



For all questions and enquiries, please contact:

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Phone: 0459 654 585

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