murray river council

ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

Tuesday, 28 May 2024

Table of Contents

9.3.1 DRAFT BUILDINGS STRATEGY 2024-2034

Attachment 1 Building Strategy V2 4

9.1.1 Planning Proposal to reclassify 18 Lots of Murray River Council land from Community to Operational.

Attachment 2 Planning Proposal - Reclassification of surplus community land parcels .. 69

9.1.2 Planning Proposal to reclassify 22 Lots of Murray River Council land from Community to Operational for drainage reserves.

Attachment 1 Planning Proposal - Reclassification of Drainage Reserves..... 159

9.1.5 Monthly Operational Report

Attachment 1 April 2024 Monthly Operational Report 239

9.2.2 Internal Audit Framework, Terms of Reference and Charter - Final Adoption

Attachment 1 ARIC Framework V#1..... 431

9.2.5 NSW Rural Fire Service Assets Recognition

Attachment 5 Attachment 5 - LG NSW Letter and GAAP Consulting Report into Red Truck and Other Rural Firefighting Equipment..... 485

9.4.1 Draft Parks & Open Space Strategy 2024-2034

Attachment 1 Parks and Open Space Service Delivery Plan-Public 533

Attachment 2 Draft Murray River Council Parks and Open Space Strategy 2024-2034 562

murray river
council
Buildings Strategy
2024-2034

Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.
We pay our respects to Elders past, present and future.
We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

The contents

Introduction....5
Our Region, Our Community....6
OurPeople....7
Purpose of the Buildings Strategy....8
Scope....9
Building Vision and Objectives....9
Strategic Context....10
Methodology....12
Challenges for Murray River Council....13
Community Engagement....14
StakeholderEngagement....16
Building Asset Criticality and Classification Hierarchy....17
Our Buildings - Overview....18
- Community Buildings....20
- Operational Buildings....22
- Operational Buildings - Commercial Buildings....23
- Emergency Services Buildings....24
- Water & Sewer Buildings....25
- Waste Buildings....26

Our Buildings – Halls....27
- Utilisation....30
- Individual Hall Analysis....31
- Proposed facilities for redevelopment/disposal....40

Our Buildings – Council Offices....42
- Proposed facilities for disposal and replacement....44

Our Buildings – Council Libraries....45
Proposed facilities for redevelopment/disposal....49
Our Buildings – Council Dwellings....50
Our Buildings – End of Life Assets....51
Revenue Taskforce – Findings and Recommendations....53
Buildings – Service Levels....56
Maintenance Schedules....58
Planning Standards....60
Provisioning Standards for Buildings....61
Action Plan....62
Implementing the strategy....63
Funding....63
Monitoring and reporting....64
Actions and Outcomes....64
Review....64
References....64

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This Buildings Strategy has been developed in response to the need to plan for the provision and maintenance of buildings right across our region.

It assesses how well our existing buildings will meet the needs of the future Murray River Council population, covering facilities such as public halls, offices, libraries, public toilets and sports pavilions.

This Strategy takes a long-term strategic view and recognises that decisions made today about facility provision have significant and enduring management and operational implications.

It also seeks to plan for the delivery of new facilities, and identifies which facilities are to be retained, replaced and consolidated or rationalised over the next 20 years.

Introduction

Murray River Council (MRC) owns or is responsible for the management of 406 buildings and 417 other structures (excluding open space assets) throughout the region. The vast and diverse portfolio of buildings throughout the MRC local government area (LGA), are predominantly located in the towns and villages throughout the region. There are also several buildings located within rural areas of the LGA which generally compromise of Community Halls and Rural Fire Service (RFS) Buildings.

The following Buildings Strategy has been developed in response to the need to plan for future provision and maintenance of buildings within the region and to ensure that those assets are provided in alignment with the identified needs of the community.

This strategy is a resource which has been designed to complement and support the following documents, some of which were part of the overall project and scope of works released by MRC in 2019 for Buildings (and other assets), and the latter internal documents being MRC produced resources:

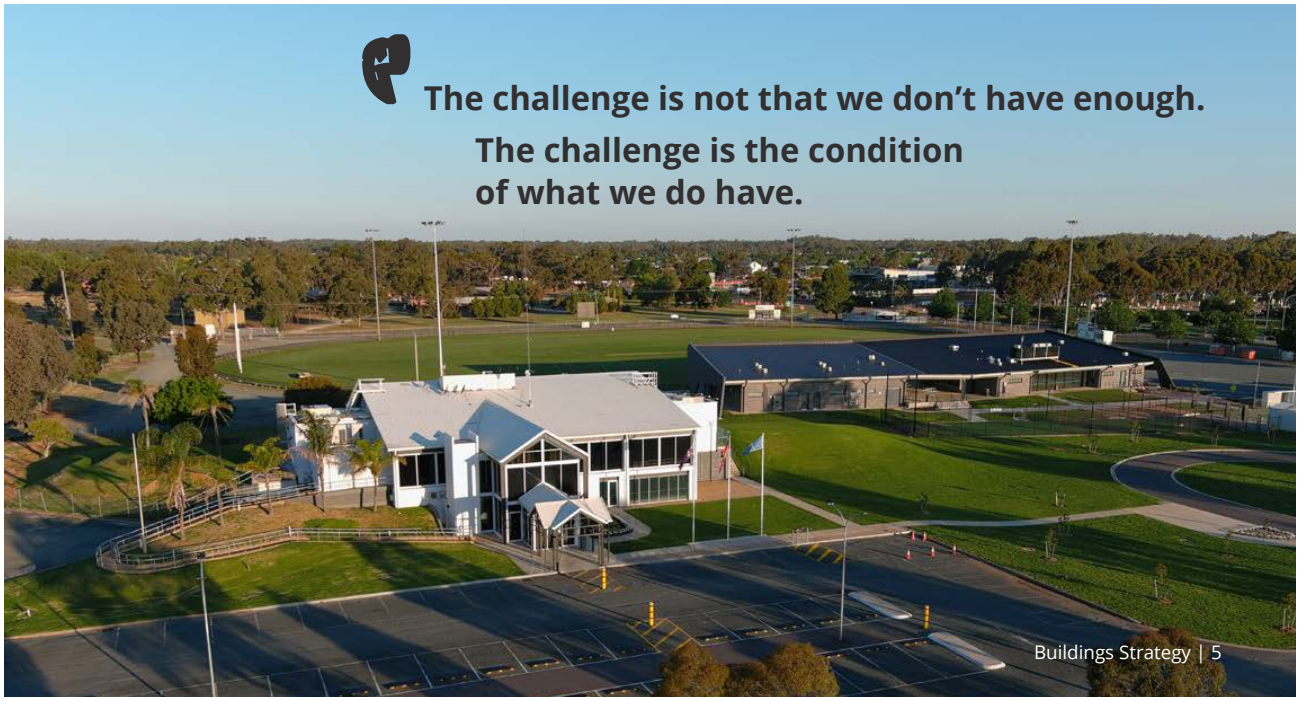
- Buildings Condition Assessment. Part A – Building Summary Report (April 2021)
- Buildings Condition Assessment. Part B – Building Summaries & Maintenance (June 2021)
- Buildings Condition Assessment. Part C – Maintenance Summary (June 2021)
- Buildings 10 Year Maintenance and Renewal Spreadsheet (June 2021)
- Buildings & Other Structures Asset Management Plan
- Buildings Plan
- Crown Lands Plan of Management – various which capture buildings on Community Land.

Internal documents:
- MRC Asset Management Policy (POL-305)
- MRC Asset Management – Buildings Policy (POL-311)
- MRC Asset Management Plan (Buildings) - Draft

This Strategy also provides planning for the delivery of new facilities, and identifying which facilities are to be retained, replaced and consolidated or rationalised over the next 20 years.

This strategy is to be read in conjunction with the above documents to ensure a complete picture of the status of MRC's approach to Buildings is obtained.

The challenge is not that we don't have enough. The challenge is the condition of what we do have.



Our region, our community.

Murray River Council is home to a vibrant mix of riverside communities where relaxed country living and modern-day indulgence collide.

We are just over 3 hours from Wagga Wagga and only 2.5 hours from Melbourne.

Our population is estimated to be approximately 12,330 with most of our residents residing in one of our seven townships, Moama, Barham, Wakool, Moulamein, Murray Downs Tooleybuc and Mathoura or our smaller villages of Bunnaloo, Womboota, Caldwell, Burraboi, Koraleigh, Speewa and Goodnight.

Our people...

13,326
people in
Murray River Council

4 875
occupied household
dwellings

2.4 people
average number
per household

49 years
median age

3.8%
of our population identify
as Aboriginal or
Torres Strait Islander

55.8%
workforce employed
full time

Our economy...

$1.86 billion
Economic output
(0.12% of $1.6T for NSW)

4,860
jobs in
Murray River Council LGA

1454
registered businesses

$80.99m
value of
building approvals

$891.47m
gross regional product

Top 3 industries
Agriculture, forestry & fishing
Accommodation & food
Construction

Source: Australian Bureau of Statistics
Data by Region

Purpose of the Building Strategy

Murray River Council is currently undergoing a period of growth and change with increased levels of development especially in the Moama Ward. Council has recognised the need for a strategic approach to the planning, operation and delivery of community and operational buildings in order to meet the needs of its population and demographics into the future.

This Strategy describes what a sustainable network of community and operational buildings and facilities is, what principles should drive planning, what level of provision is appropriate (both now and for future planning) and what models of facility provision are recommended. This will provide direction for the planning and delivery of Council's operational and community buildings now and into the future. It will also help to inform other discussions with developers, government agencies and community organisations around delivery of community and operational buildings and facilities.

Council's buildings are grouped into the following use classifications:

1. Operational Use

a. Dwellings
b. Cemetery Operations
c. Depot Operations
d. Caravan Parks
e. Pounds
f. Retirement Units
g. Business Agency Operations

2. Community Use

a. Libraries
b. Heritage
c. Preschools
d. Public Halls
e. Swimming Pools
f. Sport & Recreation Facilities

3. Emergency Use

a. RFS and SES buildings

4. Water Buildings

5. Sewer Buildings

6. Waste Buildings

This Strategy recognises that effective facility provision relies on the interplay between the physical asset and how those assets are programmed and managed to best address community and operational needs.

Well-designed and well-located buildings and facilities need to be complemented with targeted, needs based programming and good management to ensure that these facilities are utilised in a way that best meets community and operational needs.

While the building asset provides the critical physical base, ongoing processes of engagement and needs assessment allow for program development to occur in a way that is more responsive to community and operational needs than a building or physical space can be.

This Strategy takes a long-term strategic view and recognises that decisions made today about facility provision have significant and enduring management and operational implications.

This Strategy recognises the importance of balancing community benefit with the Council's asset management challenges and its capacity to provide and maintain a portfolio of community and operational buildings and facilities.

Scope

The scope of this Strategy includes:

- Public Halls and pavilions and buildings that serve a similar function or have space suitable for a hall style activities / function,
- Council Offices,
- Libraries,
- Public Toilets (subject to further community engagement and strategic analysis),
- Council Dwellings,
- Sporting pavilions / clubrooms.

This Strategy assesses how well these facilities are serving Council and community needs including a consideration of location, utilisation, building condition and how well they meet a range of leading practice criteria including whether these facilities are well located, welcoming, visually prominent, multipurpose and located with other services. This Strategy also looks at how well these existing facilities will meet the needs of the future Murray River Council population and what future facilities may need to be provided to meet future demand.

This Strategy does not consider buildings and facilities outside this scope, which include;

- RFS / SES Buildings & Facilities
- Retirement Housing/Villages
- Preschools
- Waste Management Facilities (refer to Council's Waste Management Strategy)
- Water Treatment Plant Buildings
- Sewerage Treatment Plant Buildings
- Pump Stations

This Buildings Strategy must be read in conjunction with the following:

▷ Murray River Council Open Space Strategy,
▷ Murray River Council Land Strategy

Building Vision and Objectives

The following Building Vision and Objectives statements have been developed by CT Management Group for adoption by MRC as a means to guide the overarching approach to the provision of Buildings throughout the region.

Buildings Vision
To ensure that MRC Buildings provide a safe, functional and attractive place for the community to gather, or to support service provision, now and into the future.

Buildings Objectives
To achieve the vision, MRC will:

a. Offer a range of buildings for the community to use, or that service the needs of the community.
b. Determine the need for buildings and plan for the provision of such based upon data and sound methodologies.
c. Ensure the wise use of public money when considering the development of new buildings, or modification to existing buildings.
d. Support maintenance practices that:
    - are operationally and cost effective
    - ensure the buildings are well presented, safe and functional
e. Support the management and use of the buildings now and into the future in the context of relevant legislative and regulatory requirements.
f. Be financially sustainable.
g. Respect the rural character and heritage values of the sites (if applicable).

Strategic context

Murray River Council has numerous overarching planning strategies and documents that may impact on the management of the regions buildings which includes the following (amongst others):

- Community Strategic Plan 2022-2032
- Delivery Program and Operational Plan
- Murray River Local Profile – July 2018
- Local Strategic Planning Statement 2020-2040

The development of the Murray River Council Buildings Strategy will also support Council in the delivery of the Community Strategic Plan 2022-2032 key themes which are as follows:

- 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.

Theme 1. A Place of Environmental Sensitivity

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

Key Council roles relating to the provision of the building asset portfolio:

▷ Environmental Sustainability Program - Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change.

Theme 3. A place of Liveable Communities

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

Goal 3.1 Sports and recreation facilities and spaces.
"Improved and enhanced open spaces, footpaths, sporting and recreational facilities, access to community service programs.

Key Council roles relating to the provision of the building asset portfolio:

▷ Outcomes of the Asset and service delivery review to be planned for and prioritised.

Goal 3.2 – Public Buildings.
"Delivery of a feasible level of service to the community"

Key Council roles relating to the provision of the building asset portfolio:

▷ Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings.

Goal 3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan.
"Implementation of the action plan Compliant assets."

Key Council roles relating to the provision of the building asset portfolio:

▷ Comply with the Disability Discrimination Inclusion Act (DDA).

Goal 3.12 – Cemeteries / commemoration.

"Cemeteries have an identifiable level of service and standards across the Council area."

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Investigate level of services and complete asset review.

Goal 3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.

"Interconnected public Open Spaces and Parks that have certain theme and type. All sites are maintained to a prescribed standard."

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate.

Each strategic theme has a set of goals, strategic objectives, comments on how the Strategic Objectives will be achieved, notes Council's role in terms of Deliver, Partner, or Advocate, the Responsible Directorate, and the Measure of success.

Community Vision

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

This means that:

- The communities of the Murray River Council area are productive, inclusive, and growing based on a strong tourism economy and thriving primary industries, all underpinned by the natural assets of our region;
- The Murray River Council area offers a quality lifestyle with affordable living, working, recreation and cultural opportunities for all ages.

Our Mission

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

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

Buildings Strategy | 11

Methodology

Process for developing this strategy.

- Data gathering and review of relevant documents to provide background information and context for the study,
- Over the past 3 years Murray River Council has undertaken a detailed Needs & Demands analysis of its Building Assets to determine current provisions and required future provisions,
- Mapping of Council's community and operational facilities and any relevant non-Council owned facilities,
- Analysis of building condition based on Council's condition assessments,
- Analysis of building utilisation,
- CT Management Group was engaged to assist staff to undertake community surveys, identify all land that MRC owns or maintains then further assess the condition of all the assets including buildings and park assets such as furniture, structures, play equipment and general infrastructure,
- The final Needs & Demands report clearly identified the high number of assets Council owns. Unfortunately, the report also identified the overabundance of assets and areas to be maintained which is no longer sustainable for MRC without significant increase in revenue. The consequences of inaction will result in asset degradation, increased depreciation, rise in operational expenditure, reduction of quality of life, intergenerational deflection of costs.
- At the Extraordinary meeting of Council on 15th November 2023 the Council decided not to proceed with community consultation to investigate a Special Rate Variation (SRV) to increase rating income to offset operational costs,
- Action plan development that identifies strategies and ongoing management, identifying priorities, funding sources and responsibility.

Challenges for Murray River Council

Geography

With four main town centres (Moama, Mathoura, Barham & Moulamein) and a network of smaller villages, the geography of the Murray River Council provides a unique challenge and requires the Strategy to strike a balance between providing local facilities in smaller population catchments, as well as providing bigger, co-located facilities to service larger areas.

Ageing Infrastructure

A significant number of the buildings / facilities considered as part of this strategy required maintenance, renewal, or replacement. Many of these buildings / facilities lacked functionality to cater for today's user needs or were at the end of their useful life.

Balancing Provision

Planning for and developing community and operational facilities across Murray River Council requires a strategic approach to ensure that provision is balanced to maximise community and operational benefit within finite resources.

Increased Cost of Construction and Service Provision

The escalation in construction costs, and ongoing operational costs of facilities has put additional pressure on Councils, particularly rural and regional Councils with limited populations but significant geographic spread.

Community Engagement

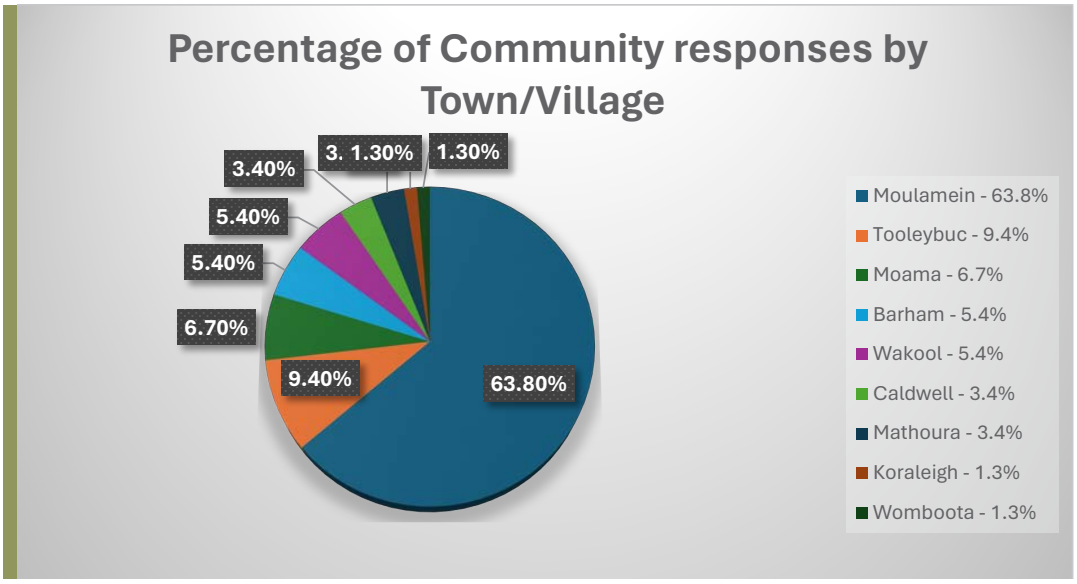
As part of the data gathering component of the project, a QR code survey was made available between 29 March 2022 and 22 May 2022. The survey was available to the community whereby they could scan the QR code at a Council building which would then direct the respondent to the MRC Buildings Online survey.

The same style of survey was available to Council officers during the same period at the various Council facilities so that the views of staff could also be gauged to determine issues around the functionality etc. of the facilities that they utilise on a daily basis.

Council received 131 responses from the community and 26 responses from the Council officers. Following is a summary of the responses received from the two different surveys.

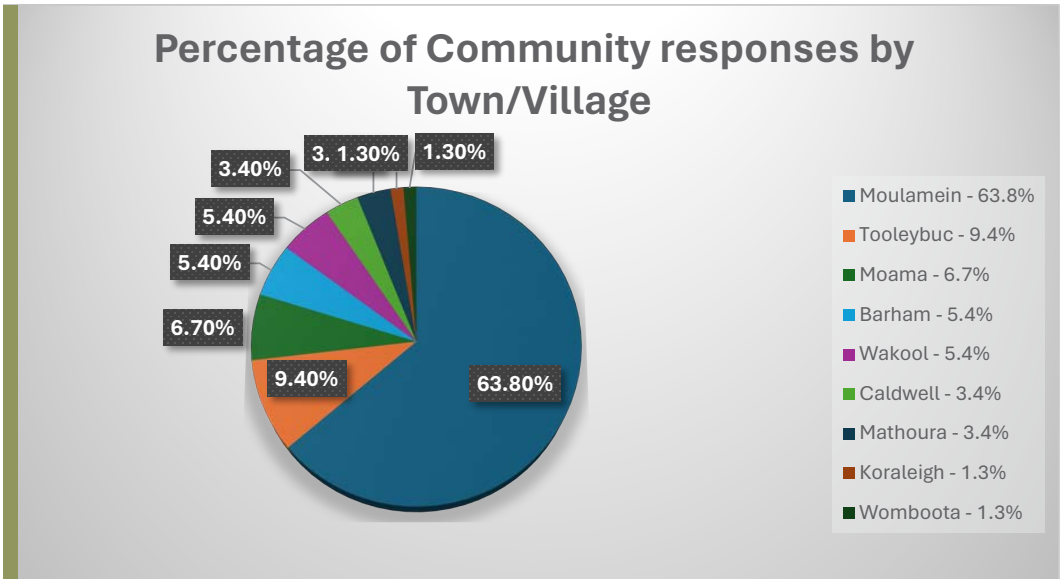
Buildings Survey – Community

Total visits to the QR Code Survey: 283
Total survey responses received: 149
Total number of community members that contributed: 131



Buildings Survey – Staff

Total visits to the QR Code Survey: 59
Total survey responses received: 26
Total number of staff that contributed: 19



Suggestions for Improvement – Based on Community Responses

Suggestions for improvements to Council's current facilities were also provided by participants (Community). The suggested improvements centred around:

- Public Toilets
  - Number and location
  - Cleaning
  - Facilities (hand soap, hand drying, baby change tables, Sanitary bins)
  - Access (including hours of operation)
  - Accessible (Disability access)
- Seating
- Maintenance / Renewal
- Heating and cooling

Suggestions for Improvement – Based on Staff Responses

Suggestions for improvements to Council's current facilities were also provided by participants (staff). The suggested improvements centred around:

- Heating and cooling
- Cleaning
- Improved / New Facilities
- Noise (relating to open plan offices)
- Workstations / Seating
- Lighting
- Parking
- Accessibility

Stakeholder Engagement

The building and other structures assets are utilised by a broad cross-section of the community and therefore the services have many stakeholders. A stakeholder represents any group(s) or individuals having an interest, in this case, in the service provided by our assets. The stakeholders in the management of Council's buildings assets often have needs that are wide-ranging.

The relevant key stakeholders are:

External Stakeholders (Community)	External Stakeholders (Business)	External Stakeholders (Government / Regulatory)
• Facility users • Lessees and tenants • Community committees • Sporting and community organisations • 'Not for profit' service providers • Ratepayers • Residents • Tourists • SES Volunteers • Traditional Owners	• 'For profit' service providers • Industry associations • Construction and maintenance contractors • External consultants	• Public service providers: • Emergency Services • Education • Funding bodies • State government • Federal government • Work, Health and Safety

There are a number of buildings managed by section 355 committees. These groups are critical to the successful operation and must be consulted on key decisions and operational direction.

Building Asset Criticality and Classification Hierarchy

All building assets within the building portfolio are proposed to be classified according to a hierarchy in terms of their specific function, types of users, user numbers and potential risk. The hierarchy classification is to be used to assist in prioritising works programs and intervention responses to remedy defects. Limited resources can be used more effectively by allocating funds to those building assets in greater need. The building asset hierarchy provides the basis for setting varying inspection frequencies and the maintenance response times is also based on the type and extent of risks arising. Council has developed and implemented a classification system aligns with the levels of service that Council can and does physically provide.

The proposed building hierarchy is a function of the building utilisation, occupancy, heritage value and risk impact on council operations and the community. The hierarchy scale is a four-point scale ranging from low importance buildings (Level 1) though to high importance to the community and/or buildings supporting critical services (Level 4). This means for budgeting and asset management planning, buildings rated as Level 4 are given higher priority than a Level 1-3 building for example. It also means that higher importance and critical facilities should be funded, or other solutions found to provide the level of service council has agreed (or needs) to deliver.

It is recommended as an improvement action, that this building hierarchy be developed further in order to prioritise and allocate funding for building operational and maintenance activities in a process to best manage Council's ongoing risks in a budget constrained environment. The following table outlines a proposed building portfolio classification/ hierarchy to be used to guide maintenance practices along with works prioritisation.

Building Hierarchy Classification	Building Function (Development & Frequency of Use)	Visibility/ Importance	Minimum Facility Visitation Rate
Level 4	High profile building which has substantial visitation and/or infrastructure for the provision of essential services, e.g. Council administration buildings, health services, schooling. • High frequency of usage on a continual daily basis • High risk exposure for Council as a direct result of usage frequency, potential user groups, etc.	High	Daily - Weekly
Level 3	Buildings that are utilised regularly by the public and community e.g. public halls and public toilets; or Council buildings that have a specified usage, e.g. workshop and are utilised daily by staff. • Medium risk exposure for Council as a result of usage by public groups	Medium - High	Weekly - Monthly
Level 2	Public buildings that have limited use or buildings built for a specific purpose and have restricted access, e.g. Council depot sheds. • Low risk exposure due to sporadic frequency of use and public access restricted	Medium - Low	Monthly
Level 1	Buildings that have restricted access and have been constructed for a specific purpose, e.g. NSW Rural Fire Service sheds. • Low exposure for Council as public access is restricted and infrequent.	Very Low	Nil

Our Buildings - Overview

This section includes an overview of Council's existing buildings and facilities.

Our buildings

This section includes an overview of Council's existing buildings and facilities. They have been grouped by use and detail value, location and condition assessment. The number of buildings specified in the tables below is a total of the building type in the location. For example, in the Operational Buildings table, there are 13 buildings listed under Dwellings in Moulamein. This total comprises of five (5) dwellings and eight (8) ancillary buildings such as sheds.

Many of Councils owned / managed buildings are over 50 years old, and some are even older. For example, the majority of Councils halls are over 50 years old, and some are over 100 years old. On the other hand, only a small percentage of buildings have been built within the last 20 years. Council's ageing building stock presents several challenges. General maintenance costs are higher for old buildings as many require significant renovation or repair. Some of the older buildings are also heritage-listed which adds a layer of complexity when it comes to repair and adaptation, increasing the cost of both.

The condition rating 1 to 5 specified in the tables below is in accordance with the IPWEA Condition Assessment Guidelines and industry standards with ratings as below.

Score	Condition Rating	OLG Condition Category	Generalised Description of Asset Condition
1	Very Good	Excellent/Very Good	Planned maintenance schedule only
2	Good	Good	Minor maintenance required, planned maintenance schedule
3	Fair	Satisfactory	Significant maintenance required
4	Poor	Poor	Significant renewal/rehabilitation required
5	Very Poor	Very Poor	Physically unsound and/or beyond rehabilitation

Community buildings

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Moama Recreation Reserve	Moama	29	$5,436,340	1.59
Parks & Recreation Facilities	Moama	10	$609,600	1.5
Old Telegraph Station and Captains Cottage (Heritage)	Moama	6	$610,420	2.3
Martin St Medical & Senior Citizens Building	Moama	2	$2,062,200	1.3
Martin St Sports Centre	Moama	1	$1,642,200	3
Former Moama Preschool Building	Moama	3	$864,750	1.7
Moama Preschool	Moama	2	$5,400,000	1
Barham Recreation Reserve	Barham	23	$4,070,400	2.4
Barham Library, Hall and Reception Centre	Barham	2	$3,538,900	2
Barham Community Hub & op Shop	Barham	3	$1,121,680	1
Rest Stop	Barham	1	$43,200	1
Mathoura Recreation Reserve	Mathoura	13	$1,705,700	2.08
Swimming Pool	Mathoura	4	$322,950	2.25
Community Centre / Preschool	Mathoura	1	$1,879,200	2

Community buildings

Parks & Recreation Facilities	Mathoura	4	$115,400	1.75
MVBC	Mathoura	3	$1,685,750	1.33
Moulamein South Recreation Reserve	Moulamein	9	$1,646,090	1.8
Centenary Recreation Reserve	Moulamein	11	$611,250	3.1
Swimming Pool	Moulamein	2	$285,350	2.5
Moulamein Hall, Library and Community Services	Moulamein	1	$774,000	4
Parks & Recreation Facilities	Moulamein	3	$80,200	2
Old Court House (Heritage)	Moulamein	1	$313,000	3
Tooleybuc Recreation Reserve	Tooleybuc	6	$2,424,000	2.3
Parks & Recreation Facilities	Tooleybuc	2	$266,000	1.5
Wakool Recreation Reserve	Wakool	17	$2,627,895	2.8
Wakool Hall	Wakool	3	$942,000	2
Parks & Recreation Facilities	Wakool	1	$62,400	3
Koraleigh Recreation Reserve	Koraleigh	2	$178,500	3.5
Koraleigh Hall	Koraleigh	3	$586,000	3.6
Noorong Hall	Noorong	2	$232,400	3
Mallan Recreation Reserve	Mallan	2	$64,400	3
Goodnight Recreation Reserve	Goodnight	5	$85,200	2.2
Bunnaloo Recreation Reserve	Bunnaloo	8	$1,204,400	2.6
Rest Stop	Caldwell	1	$40,500	2
Tooleybuc Hall	Tooleybuc	1	$850,800	2
Mallan Hall	Mallan	1	$275,400	2
Goodnight Hall	Goodnight	1	$432,000	3
Kyalite Hall	Kyalite	1	$335,400	4
Womboota Hall	Womboota	1	$408,400	2
Caldwell Hall	Caldwell	3	$531,000	3
TOTAL		**194**	**$46,365,275**	

Operational buildings

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Pound	Moama	1	$30,000	1
Council Offices	Moama	4	$3,666,600	2.25
Cemetery	Moama	5	$58,940	1.6
Works Depot	Moama	11	$428,100	1.6
Council Offices	Barham	1	$807,100	2
Cemetery	Barham	2	$59,600	3
Works Depot	Barham	9	$512,300	2.2
Other Buildings	Barham	3	$154,200	2
Works Depot	Mathoura	19	$1,454,300	1.9
Works Depot (RTA)	Mathoura	3	$69,300	2
Council Offices	Mathoura	2	$2,076,500	2
Cemetery	Mathoura	3	$46,000	1.6
Works Depot	Moulamein	11	$1,273,100	2.4
Council Offices	Moulamein	4	$3,405,500	1.75
Cemetery	Moulamein	1	$54,000	1
Dwellings	Moulamein	13	$769,494	2.7
Works Depot	Tooleybuc	4	$132,400	3
Works Depot	Wakool	7	$74,220	2.7
TOTAL		130	**$15,071,654**	

Operational buildings- Commercial

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Lions Units	Moama	28	$6,814,200	1.68
Caravan & Tourist Park	Barham	4	$643,600	2.2
Mathoura Retirement Village	Mathoura	9	$1,584,600	2.1
Caravan & Tourist Park (currently closed)	Mathoura	1	$143,000	2
Caravan & Tourist Park	Picnic Point	17	$1,361,500	2
Caravan & Tourist Park	Moama	1	$344,600	1
TOTAL		**60**	**$10,891,500**	

Emergency Services buildings

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
SES - Moama	Moama	2	$200,600	1.6
RFS - Moama	Moama	2	$409,300	1.6
SES - Barham	Barham	2	$369,000	2
RFS - Barham	Barham	1	$230,700	2
RFS - Mathoura	Mathoura	1	$310,800	2
SES - Mathoura		1		
RFS - Moulamein	Moulamein	1	$345,000	2
RFS - Tooleybuc	Tooleybuc	1	$67,500	2
RFS - Wakool	Wakool	1	$112,500	2
RFS - Koraleigh	Koraleigh	1	$235,700	2
RFS / SES - Murray Downs	Murray Downs	1	$320,000	1
RFS - Noorong	Noorong	1	$45,000	2
RFS - Multiple locations	Multiple locations	16	$1,234,980	1.4
TOTAL		**31**	**$3,881,080**	

Water and sewer buildings

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Water & Sewer	Moama	16	$908,830	1.8
Water & Sewer	Barham	11	$364,500	2.5
Water & Sewer	Mathoura	4	$249,120	1.75
Water & Sewer	Moulamein	6	$95,194	2.2
Water & Sewer	Tooleybuc	5	$83,250	2.2
Water & Sewer	Wakool	6	$127,800	2.5
Water & Sewer	Koraleigh	4	$68,880	2.25
Water & Sewer	Murray Downs	4	$55,100	1.5
Water & Sewer	Other Locations	2	$19,800	2.5
TOTAL		**58**	**$1,972,474**	

Waste buildings

Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Waste Facility	Moama	3	$142,000	1.7
Waste Facility	Barham	2	$225,500	2.3
Waste Facility	Moulamein	2	$79,000	3
Waste Facility	Wakool	1	$32,000	5
Waste Facility	Koraleigh	2	$42,600	2.5
Waste Facility	Goodnight	2	$68,080	4
TOTAL		**12**	**$589,180**	

Our Buildings – Halls

There are 11 dedicated halls located throughout the region that are managed / owned by Murray River Council. In addition to this, there is also Tullakool Hall which is not a Council managed facility (Council is not the Crown Land Manager). There are a number of other pavilions and buildings that serve a similar function or have space suitable for hall style activities / functions.

Mathoura Hall (Heritage)
21-25 Conargo St, Mathoura
Condition: 2

Noorong Hall
3705 Noorong Rd, Noorong
Condition: 3

Moulamein Hall
45-51 Morago St, Moulamein
Condition: End of Life

Goodnight Hall
Wakool Junction Rd, Goodnight
Condition: 3

Caldwell Hall
181 Yallakool Rd, Caldwell
Condition: 3

Barham Hall (Heritage)
15 Murray St, Barham
Condition: 2

Koraleigh Hall
8 Eagle Ln, Koraleigh
Condition: 3

Kyalite Hall
River Rd, Kyalite
Condition: End of Life

Mallan Hall
Cunninyeuk Rd, Mallan
Condition: 3

Womboota Hall (Heritage)
Moira St, Womboota
Condition: 3

Wakool Hall
10 Perouse St, Wakool
Condition: 3

Our Buildings – Halls

Tooleybuc Rec Res
Hall / Sports Pavilion
Murray St, Tooleybuc
Condition: 2

Bunnaloo Rec Res
Sports Pavilion
Fitzroy St, Bunnaloo
Condition: 3

Wakool Rec Res
Sports Pavilion
Burraboi Rd, Wakool
Condition: 4

Wakool Rec Res
Bowling Club
Burraboi Rd, Wakool
Condition: 1

Mathoura Rec Res
Sports Pavilion
Burnes St, Mathoura
Condition: 1

Barham Rec Res
Sports Pavilion
Gonn St, Barham
Condition: 1

Moama Rec Res
Sports Pavilion
19 Kirchhofer St, Moama
Condition: 1

Moulamein South Rec Res
Sports Pavilion
Endeavour Drive, Moulamein
Condition: 2

Mathoura War Memorial
Building
Lawrence St, Mathoura
Condition: 2

Moama Sporting Complex
Martin St, Moama
Condition: 3

MVBC – Multipurpose Building
23 Moama St, Mathoura
Condition: 1

Our Buildings – Halls

Halls - utilisation

Facility utilisation data from the 2022 financial year was provided for analysis for all of Council's hireable community facilities. This includes the 11 halls and other facilities available for general community use.

Hall	Approximate Annual Utilisation
Moama Community Centre (Martin Street Stadium)	326
Barham Riverside Reception Area	120
Barham Hall	100
Barham Recreation Reserve – Sandy Faulkner Pavilion	65+
Koraleigh Hall	60
Caldwell Hall	56
Moama Recreation Reserve – Main Oval Pavilion	50+
Barham Recreation Reserve – Main Oval Pavilion	50+
Mathoura Hall	40
Goodnight Hall	30
Koraleigh Recreation Reserve Pavilion	26
Mathoura Recreation Reserve Pavilion	25+
Tooleybuc Recreation Reserve – Main Oval Pavilion/ Hall	20+
Womboota Hall	20
Wakool War Memorial Hall	12
Mallan Hall	8
Wakool Recreation Reserve - Sports Pavilion	5
Noorong Hall	3
Kyalite Hall	0
Barham Recreation Reserve – Lawson Pavilion	-
Wakool Recreation Reserve – Bowls Club	Seasons runs from September to April, plus functions/events.
Moulamein Recreation Reserve – Pavilion	No specific details. Estimated to be used 25+ times annually, plus use of the gym frequently.
Moulamein Hall	Not in operation

Individual hall analysis

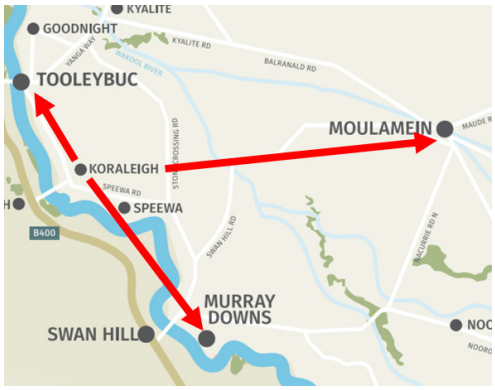
Koraleigh Hall

Travel times/distances:

- To Tooleybuc – 15min/20km
- To Murray Downs – 23min/35km
- To Moulamein – 51min/74km

Alternative options:

- Redevelopment of the Koraleigh Recreation Reserve Clubhouse
- Use of facilities at Nyah/Nyah West



- Expenditure: $2,668 Income: - Population: 291
- User Groups & Utilisation:
  - Exercise class – weekly (15-20 people)
  - CWA meetings – twice a year (20 people)
  - Private functions/community events – 2-3 events annually
  - Hall/Recreation Reserve Committee meetings – every second month (10-15 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.) Section 355 Committee. Council mows the hall grounds.
- Condition/is the facility fit-for-purpose: Average condition. Debatable.
- Land Tenure – Crown or Community: Community Land
- Other considerations: The Committee are open to having a combined/consolidated Hall/Recreation Reserve facility developed at the Rec Res.

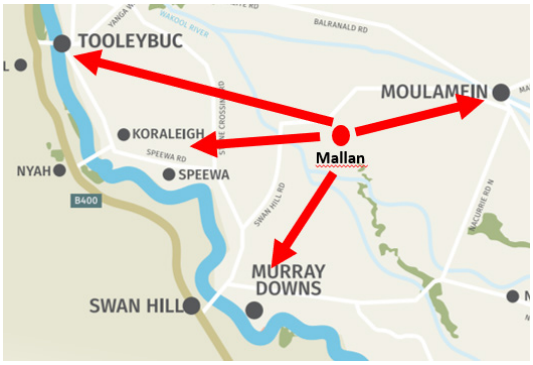
Mallan Hall

Travel times/distances:

- To Moulamein – 18min/28km
- To Tooleybuc – 44min/67km
- To Koraleigh – 33min/46km
- To Murray Downs – 22min/37km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: $1,083 Income: -
- Population: -
- User Groups & Utilisation:
  - RFS meetings/training days
  - Private bookings/events
  - Yearly Christmas Party (80 people)
  - Total estimated use: 6-8 times a year plus other smaller gatherings.
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): Section 355 Committee. Strong volunteer base.
- Condition/is the facility fit-for-purpose: Building condition is good. Floorboards will need a cut & polish shortly. General maintenance occurs. Electrical work is needed.
- Other considerations: Installation of solar panels and water tank/s desirable.

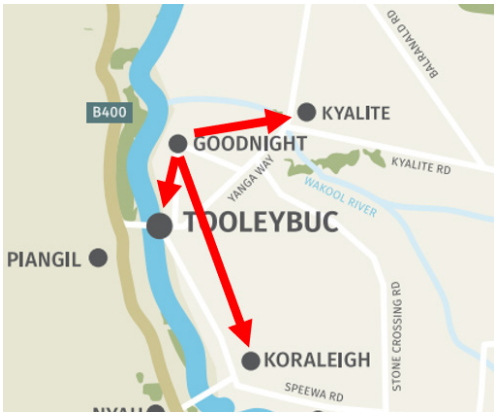
Goodnight Hall

Travel times/distances:

- To Tooleybuc – 8min/10km
- To Kyalite – 12min/15km
- To Koraleigh – 19min/25km

Alternative options:

- Hand back to the Community



- Expenditure: $2,342 Income: - Population: 86
- User Groups & Utilisation:
  - Tennis Club/Tournaments (generally every second week)
  - Events (birthdays, meetings)
  - Annual Christmas Tree event (50 people)
  - Annual Easter Tennis Tournament (100 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.):3 people on the Committee, 4-6 other volunteers that assist.
- Condition/is the facility fit-for-purpose: Generally seen as fit-for-purpose.
- Other considerations:
  - Proposed to get the Hall Heritage listed.
  - Toilet upgrades desired – Disabled facilities
  - Lights for the tennis courts to further attract use

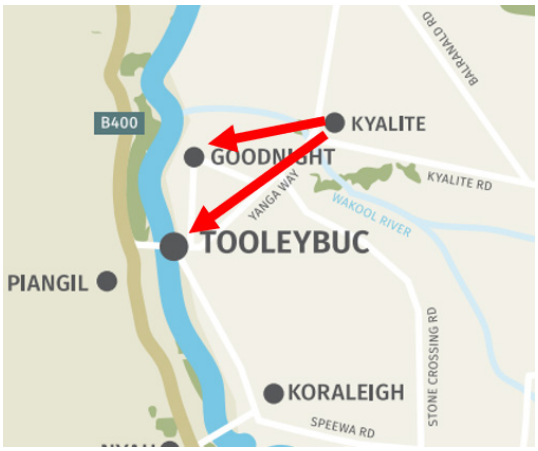
Kyalite Hall

Travel times/distances:

- To Tooleybuc – 10min/15km
- To Goodnight – 12min/15km

Alternative options:

- Hand back to the Community
- Hand back to the Crown
- Demolition without replacement



Expenditure: - Income: -

Population: 87

User Groups & Utilisation: Unable to reach the Committee contact person.

Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): -

Condition/is the facility fit-for-purpose: Asset condition rating of 4 – Poor (effectively end of life asset).

Other considerations:

- Wakool River is the border to Balranald Council and cross border outcomes need to be achieved.
- Councils' consultant (CTMG) estimates the cost to demolish the entire structure and replace it with a new matching type of hall would cost around $765,000 (excluding asbestos removal)

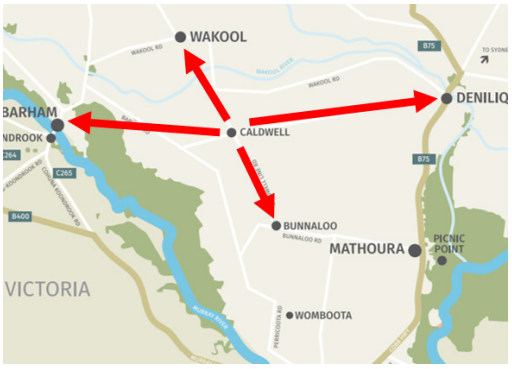
Caldwell Hall

Travel times/distances:

- To Barham – 33min/49km
- To Bunnaloo – 18min/27km
- To Wakool – 24min/34km
- To Deniliquin – 25min/36km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: $2,577 Income: - Population: 42
- User Groups & Utilisation:
  - Yoga – weekly (other than during winter) (10 people)
  - Functions – sporadic
  - Deni-Boota – twice annually (10-15 people)
  - Fire Brigade annual meeting (10-15 people)
  - Murray Irrigation – annual meeting (10-15 people)
  - Caldwell Ladies group – monthly meetings (10-15)
  - Annual Christmas Concert (100 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): 8 people on the management committee, meet regularly to discuss improvement requirements. Numerous improvement suggestions.
- Condition/is the facility fit-for-purpose: Yes. Condition 3.
- Other considerations: -

Womboota Hall

Travel times/distances:

- To Moama – 23min/32km
- To Bunnaloo – 15min/22km
- To Mathoura – 32min/40km

Alternative options:

- Hand back to the Community
- Hand back to the Crown

- Expenditure: - Income: - Population: 90
- User Groups & Utilisation:
  - Winter - Table Tennis Competition - 5-6 weeks (15 people)
  - Rented for Meetings – Landcare etc. (3 a year roughly)
  - Community BBQ's (20-25 people)
  - Annual Christmas Tree event (50-60 people)
  - Church – once a month
  - Roughly 20 uses a year
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): 6 on the Committee, plus 8 families that support maintenance activities.
- Condition/is the facility fit-for-purpose: Painting is the primary maintenance element that needs to be addressed to ensure upkeep of the weatherboards.
- Other considerations: -

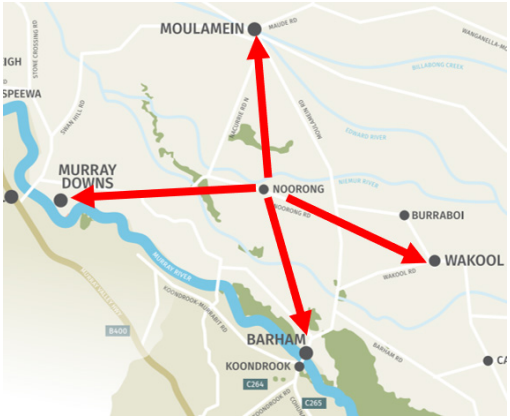
Noorong Hall

Travel times/distances:

- To Murray Downs – 23min/37km
- To Barham – 32min/50km
- To Wakool – 27min/43km
- To Moulamein – 30min/36km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: $4,002 Income: -
- Population: 20
- User Groups & Utilisation: No data available (Unable to reach the Committee contact person).
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): TBC
- Condition/is the facility fit-for-purpose: 3 - Average
- Other considerations: -

Bunnaloo Hall / Sports Pavilion

Travel times/distances:

- To Caldwell – 19min/27km
- To Womboota – 15min/22km
- To Mathoura – 20min/28km
- To Moama – 34min/49km

Alternative options:

- Hand back to the Community
- Hand back to the Crown

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Expenditure: $13,318 Income: - Population: 107

User Groups & Utilisation:

- Day Care – once a week (18 kids and growing)
- Cricket – September to Easter (12 matches per year)
- Quilters Club – second and fourth Thursday of every month
- Bunnaloo School – Christmas Concert
- Murray Irrigation information session – quarterly meetings.
- Southern Riverina Irrigators group meetings – once a year (maybe twice).
- Local Cropping Group – one per year.
- Rich River Lamb Group – one per year.
- Chemical Company use for Field days etc.
- Fire Brigade meetings – annual meeting plus training.
- Bi-Annual Black-Tie Ball (200-250 persons).
- Campdraft event – once a year (Sept or October) 4-day event. 200-300 persons. Plus, potential for other groups.
- Tennis Club (October to April).
- Private functions. (about 6 a year).
- Christmas function/s.

- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): Strong Committee/Group of Volunteers
- Condition/is the facility fit-for-purpose: 2 – Good. Yes, meets the needs of the user groups. Numerous suggestions/requests for upgrades and improvements as per the following:-
  - Windows seals leak and need to be replaced.
  - Remove the old A/C's.
  - Kiosk windows replacement at servery – Bifolds requested.
  - Move Play equipment closer to the Hall/Oval to support Day Care activities.
  - Outside toilet needs to be upgraded (or replacement).
  - Renovate the toilets at the Hall. More showers and upgrade (for Campdraft).
  - Awning structure at the front of the Pavilion – permanent shelter for functions (instead of Marquees).
  - Painting/general facelift
  - Screen and projector – needs to be fixed or replaced to facilitate events in the hall.
- Other considerations: -

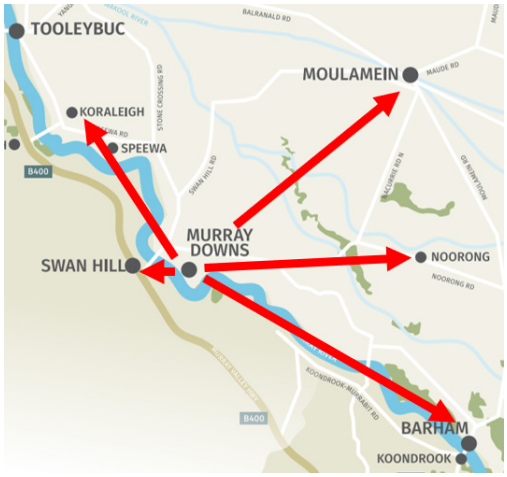
Murray Downs – no existing Hall

Travel times/distances:

- To Koraleigh – 23min/36km
- To Noorong – 23min/37km
- To Moulamein – 41min/65km
- To Barham – 55min/87km
- To Swan Hill – 8min/6km

Alternative options:

- Use of the Murray Downs Golf Resort
- Use of the RFS Shed for meetings – RFS multiuse space
- Federal Pub for meetings
- Use of facilities in Swan Hill



Proposed facilities for redevelopment, disposal and replacement

Redeveloped Facilities	Action
Moama Sporting Complex Martin St, Moama **Condition: 3**	Redevelopment of this site is subject to an independent site specific strategy / plan.
Mathoura Office and Hall 21-25 Conargo St, Mathoura **Potential demolition of office and revitalisation of Mathoura Hall**	Develop feasibility plan. Requires Stage 1 and 2 upgrades to the MVBC - 23 Moama St, Mathoura. This would facilitate office staff to be relocated to MVBC.

Replacement and lease / disposal / demolition	Replaced by
Koraleigh Hall 8 Eagle Ln, Koraleigh **Disposal**	New multipurpose facility at Koraleigh Recreation Reserve (refer to Parks and Open Space Strategy)
Goodnight Hall Wakool Junction Rd, Goodnight **Condition: 3** **Committee to consider managing directly with Crown**	**Alternative Facility:** Tooleybuc Rec Res Hall / Sports Pavilion Murray St, Tooleybuc
Moulamein Hall 45-51 Morago St, Moulamein **Condition: End of Life** **Committee to consider managing directly with Crown**	New Multipurpose Building (Customer Service, Library, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy **Alternative Facility:** Moulamein South Rec Res Sports Pavilion Endeavour Drive, Moulamein
Kyalite Hall River Rd, Kyalite **Condition: End of Life** **Committee to consider managing directly with Crown,** **Consider hand back to the Crown,** **Consider demolition without replacement**	**Alternative Facility:** Tooleybuc Rec Res Hall / Sports Pavilion Murray St, Tooleybuc Goodnight Hall, Wakool Junction Rd, Goodnight

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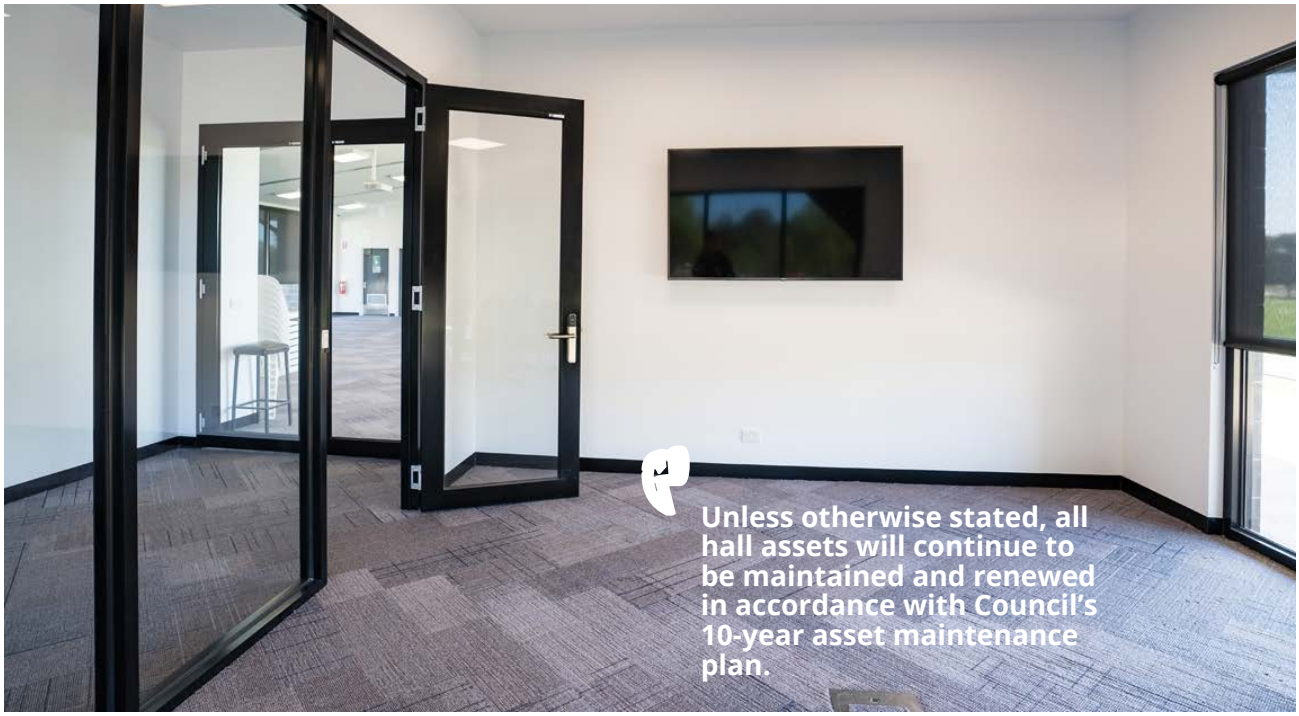
Noorong Hall 3705 Noorong Rd, Noorong **Condition: 3** **Committee to consider managing directly with Crown,** **Consider hand back to the Crown**	**Alternative Facility:** Barham Hall (Heritage) 15 Murray St, Barham Wakool Hall 10 Perouse St, Wakool
Womboota Hall (Heritage) Moira St, Womboota **Condition: 2** **Committee to consider managing directly with Crown,** **Consider hand back to the Crown,**	**Alternative Facility:** Bunnaloo Rec Res Sports Pavilion Fitzroy St, Bunnaloo Also Moama and Mathoura
Mallan Hall Cunninyeuk Rd, Mallan **Condition: 2** **Committee to consider managing directly with Crown,** **Consider hand back to the Crown**	**Alternative Facility:** Moulamein South Rec Res Sports Pavilion Endeavour Drive, Moulamein Also Tooleybuc, Koraleigh
Caldwell Hall 181 Yallakool Rd, Caldwell **Condition: 3** **Committee to consider managing directly with Crown,** **Consider hand back to the Crown,**	**Alternative Facility:** Bunnaloo Rec Res Sports Pavilion, Fitzroy St, Bunnaloo Also Barham, Wakool and Deniliquin (non-Council)



Our Buildings – Council Offices

MRC has four (4) Council Offices located throughout the region. The locations are as follows:

- Moama (Counter Service, Service NSW, incoming mail)
- Mathoura (MVBC – Call Centre, Counter Service, Bendigo Bank Agency, Services Australia Access Point, Library Services, Visitor Information Centre)
- Barham (Counter Service, Service NSW, V/Line services, Allianz services)
- Moulamein (Counter Service, Service NSW, WAW Credit Union services, Allianz services)

Note: some locations may have several customer service interface options in the one town. For example, in Moulamein, Council operates from the Moulamein Office, Moulamein Business Centre and the Moulamein Library / Community Services building. Council has no intent on removing services from these existing locations, there is an opportunity to consolidate assets and provide improved facilities that revitalise and reactive townships e.g. Moulamein.

Moama Office - Main
52 Perricoota Road, Moama

Moama Office – Meninya St - A
6 Meninya Street, Moama

Moama Office – Meninya St - B
6 Meninya Street, Moama

Mathoura Office
21-25 Conargo St, Mathoura

MVBC
23 Moama St, Mathoura

Barham Office
15 Murray St, Barham

Moulamein Office
20 Tualka Tce, Moulamein

Moulamein Business Centre
21 Morago St, Moulamein

Barham Community Hub & Op Shop (HACC)
29 Noorong St, Barham

Our Buildings – Council Offices

Moulamein Community Centre
(HACC) & Library
49-51 Morago St, Moulamein

Moama Martin St Building
(HACC)
1-5 Martin St, Moama

Proposed facilities for redevelopment, disposal and replacement

Replacement and lease / disposal / demolition	Replaced by
Moama Office – Meninya St – Building A (former customer service and main office) 6 Meninya Street, Moama **Demolition**	Moama Office - Main 52 Perricoota Road, Moama (refer to Meninya St Precinct Project)
Moama Office – Meninya St - Building B (former planning office) 6 Meninya Street, Moama **Demolition (Crown Land)**	
Mathoura Office 21-25 Conargo St, Mathoura **Demolition and revitalisation of Mathoura Hall**	MVBC 23 Moama St, Mathoura **Requires Stage 1 and 2 upgrades**
Moulamein Office 20 Tualka Tce, Moulamein **Disposal**	New Multipurpose Building (Customer Service, Library, Banking, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy
Moulamein Business Centre 21 Morago St, Moulamein **Disposal**	
Moulamein Community Centre & Library 49-51 Morago St, Moulamein **Demolition**	
Moama Martin St Building (HACC) 1-5 Martin St, Moama **Lease**	Moama Office – Main, and Moama Sports Pavilion 52 Perricoota Road, Moama **Requires Stage 1a and 2 upgrades**

Our Buildings – Council Libraries

Murray River Council has three (3) libraries throughout the region at the following locations:

- Mathoura
- Barham
- Moulamein

Council also has a Mobile Library that visits Murray Downs, Wakool, & Tooleybuc (generally once a fortnight).

Moulamein
45-51 Morago St, Moulamein

MVBC
23 Moama St, Mathoura

Barham Office
15 Murray St, Barham

Mobile Library

Murray River Council also has reciprocal library arrangements with the following Council's/locations:

- Echuca (Campaspe Shire Council)
- Swan Hill (Swan Hill City Council)

Our Buildings – Council Libraries

Our Buildings – Council Libraries

Barham Library

2021/22 visitation: 8,073

Opening hours:

- Tues: 12pm-5pm
- Thurs: 10am-3pm
- Fri: 12pm-5pm
- Sat: 10am-12pm

Programs and activities:

- Move and Groove sessions for preschool age children – Weekly.
- Arts and crafts sessions – every Tuesday
- Lego programs – every Friday
- Author talks for new release books – held on a regular basis.
- Small art exhibitions – occasional.
- Book delivery service for those physically unable to attend the library
- Weekly themes to coincide with other promotions.
- Tech Savvy for Seniors Sessions – occasional annual program (partnering with Telstra Be Connected to hold more regular sessions available to all community members regardless of age).
- Public access computers.

Moulamein Library

2021/22 visitation: 2,195

Opening hours:

- Tues: 2pm-6.30pm
- Fri: 2pm-6.30pm
- Sat: 10am-12pm

Programs and activities:

- Story time sessions for local preschool followed by an arts and craft session – Fortnightly.
- After school games activities with board games – every Friday.
- Arts and crafts – every Tuesday and Friday
- Public access computers

Mathoura Library

2021/22 visitation: 745 (January to June 2022 period only)

Opening hours:

- Mon-Fri: 9am-4pm

Programs and activities:

- Local arts group – arts and craft sessions once a fortnight.
- Games afternoon – once a fortnight.
- Preschool – occasional excursions to the library.
- Tech Savvy for Seniors Sessions – occasional annual program (partnering with Telstra Be Connected to hold more regular sessions available to all community members regardless of age).
- Public access computers
- Story time for preschool age children (under development at time of writing)

Mobile Library

2021/22 visitation: 474 (January to June 2022 period only)

Opening hours:

- Mon-Fri: 9am-4pm

Programs and activities:

- Operates as a customer service centre – offering:
  - book borrowing
  - council services
  - tourism information
  - public access computers for people to access government and banking services as well as general access to the internet.
- Murray Downs – fortnightly on a Tuesday
- Wakool – fortnightly on a Wednesday
- Tooleybuc – fortnightly

Programs and activities:

- Service NSW and Services Australia (under application/negotiation at time of writing).If successfully implemented communities would be able to conduct transactions for:
- renewal and upgrade licences,
- registrations,
- Maritime Services,
- Fair Trading services,
- Births, Deaths and Marriages,
- Office of Liquor Gaming and Racing
- NCAT
- Kids Guardian Working with Children Check
- Centrelink
- Medicare

Echuca Library (Campaspe Shire Council)

Opening hours:

- Mon & Tues: 10am-5.30pm
- Wed: 12pm-8pm
- Thurs & Fri: 10am-5.30pm
- Sat: 10am-1pm
- Sun: 2pm-4.30pm

Activities and services on offer:

- reading clubs
- school holiday activities
- IT classes
- e-books
- e-magazines
- children's story time
- social groups, activities and classes

Swan Hill (Swan Hill City Council)

Opening hours:

- Mon to Fri: 10am-5.30pm
- Wed evening: 7pm-8.30pm
- Thurs & Fri: 10am-5.30pm
- Sat: 10am-12pm
- Sun: Closed

Activities and services on offer:

- reading clubs
- school holiday activities
- IT classes/computer access
- printers, copiers & scanners
- e-books
- e-magazines
- children's story time
- social groups, activities and classes

Proposed facilities for redevelopment, disposal and replacement

Redeveloped Facilities	Action
MVBC – Library & Customer Service 23 Moama St, Mathoura	Stage 1 - Redevelopment of library and customer service space (subject to grant funding)

Replacement and lease / disposal / demolition	Replaced by
Moulamein Community Centre & Library 49-51 Morago St, Moulamein **Demolition**	New Multipurpose Building (Customer Service, Library, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy

Our Buildings – Council Dwellings

At the commencement of 2024, Council owned 5 dwellings located in Moulamein and is the Crown Land Manager for one (1) dwelling in Barham (located on the Recreation Reserve).

37 Turora St, Moulamein
Leased – Non Staff

44 Nyang St, Moulamein
Under Offer

7 Tualka Terrace, Moulamein
Leased – Staff

20 Carne St, Moulamein
Vacant

31 Gwynne St, Moulamein
Sold 28/02/2024

Gonn St, Barham Rec Res
Leased – Non Staff

Since amalgamation, there has been a natural attrition of office staff in Moulamein. In order to fill the resulting vacant positions, Council has needed to be flexible on staffing location in order to attract quality skilled replacements. As a result, there has been a decline in office staff based in Moulamein. This has resulted in a reduced demand for staff housing.

Asset management costs are significant and are projected to increase over time as insurances and other asset related costs continue to grow. As such, Council has identified the following dwellings for disposal.

Disposal	Comment
31 Gwynne St, Moulamein	Council resolved on 12 December 2023 to sell this asset in accordance with Revenue Taskforce recommendations.
44 Nyang St, Moulamein	Council resolved on 27 February 2024 to sell this asset in accordance with Revenue Taskforce recommendations.
20 Carne St, Moulamein	This dwelling is currently located on the same allotment as the Moulamein Business Centre. Council is currently in the processing of subdividing the allotment with the intent to dispose of this dwelling.

Our Buildings – End of Life Assets

Murray River Council has previously engaged an external consultant (CT Management Group) to undertake a comprehensive assessment of Council's Buildings and Structures.

As a result of this body of work, the following list of buildings / structures have been identified for disposal (decommissioning) based on assessment of condition, function, capacity and utilisation. These buildings / structures were earmarked for demolition within a two (2) year period. A number of these buildings / structures have already been decommissioned due to safety concerns / condition or have been replaced by new assets.

As a part of the decommissioning process, consultation took place internally (completed 17 November 2022) and in some cases externally (e.g. recreation reserve user groups) to ensure all identified buildings / structures are suitable for decommissioning / disposal. Note: Extensive consultation with external stakeholders has already occurred for some of the assets (e.g. Barham Recreation Reserve Old Clubhouse and Toilet block).

Council Resolved on 22 November 2022 to support the decommissioning of these end-of-life assets.

Wakool Recreation Reserve
Awnings/Canopy 6x3m

Wakool Recreation Reserve
Tennis Court Shelters

Tooleybuc Recreation Reserve
Tennis Clubrooms

Tooleybuc Recreation Reserve
Tennis Kiosk

Tooleybuc Recreation Reserve
Toilet Block (2) – Mens

Tooleybuc Recreation Reserve
Toilet Block (2) - Womens

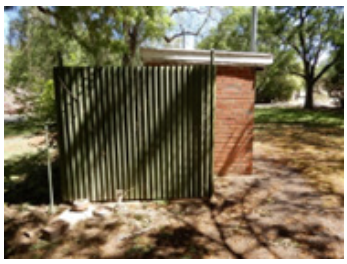
Moulamein Race Course
Clubhouse Toilet Block
Demolished 2022

Moulamein Race Course
Gun Club Building
Demolished 2022

Barham Showground Reserve
Toilets South
Demolished 29/02/2024

Moulamein Race Course
Gun Club Amenities Building

Kyalite Recreation Reserve
Clubhouse (Tennis)



Liston Caravan Park
Amenities Block Female
Demolished 14/11/2022

Liston Caravan Park
Amenities Block Male
Demolished 14/11/2022

Liston Caravan Park
Amenities Block (2)
Demolished 14/11/2022

Old Moama Depot (Kiely Rd)
Tractor Shed

Old Moama Depot (Kiely Rd)
Moama Pound (Former)

Kyalite Recreation Reserve
Toilet Block

Wakool Recreation Reserve
Shed 5x3m
Demolished 2022

Wakool Recreation Reserve
Tennis Clubrooms (Old)
Demolished 2022

Koraleigh Recreation Reserve
Shed
Demolished 2022

Barham Showground Reserve-
Former Football Clubrooms
Demolished 15/05/2023

Goodnight Waste Facility
Shed and Toilet

Goodnight Waste Facility
Toilet

Revenue Taskforce - findings and recommendations

The Revenue Taskforce was commissioned in 2022 to improve the financial sustainability of Murray River Council.

The Revenue Taskforce identified that council has significant land and building assets that are surplus to current and future needs which, if managed efficiently, could provide council with additional (one-off) revenue. Moreover, as these assets are sold or retired, there would be a significant reduction in operational expenditure (maintenance and servicing).

The Revenue Taskforce efforts concentrated on land and building assets. As the land component represents the greatest potential change to Council's expenditure and income stream, this component will be addressed in the first instance (refer to the Murray River Council Land Strategy). Once the land projects are well underway the other suggestions will come to Council for consideration, e.g., buildings. (There will be an opportunity to link some of the public consultation regarding land with buildings in many instances.)

The Taskforce suggestions will not be easy nor quick to implement and will require significant community engagement and input, but they do offer some solutions to current issues and will improve council's financial position over time.

The unfortunate fact is that local councils' revenues are controlled and determined almost entirely by other levels of government through allocation of and setting of guidelines for grant funding, controls on rate increases, constraints on council activities to raise own source revenues, and cost shifting.
For council to achieve ongoing financial sustainability it will require council operations to continue to improve unit rates of production yearly, ensure our charges (water, sewer, waste, cemeteries) are not continued to be subsidised by General Rates, while encouraging and supporting population growth and economic development without additional financial risk. This will be no easy task.

Council resolved at the 28 March 2023 meeting of Council –

9.1.1 REVENUE TASKFORCE REPORT - DRAFT

RESOLUTION 070323
Moved: Cr Neil Gorey
Seconded: Cr Dennis Gleeson
That Council consider, as an initial step in relation to Land Assets, to commence the development of a detailed project management plan for land conversion with a view for change of use, lease, or sale, the public consultation process, which, when finalised, would then be reported for further consideration of Council.

CARRIED

Council also resolved at the 23 May 2023 meeting of Council –

9.1.3 REVENUE TASKFORCE ASSET RATIONALISATION PROJECT - COMMENCEMENT OF STAGE 2

RESOLUTION 140523
Moved: Cr Neil Gorey
Seconded: Cr Ann Crowe
That Council note the commencement of stage 2 (two) of the Asset Rationalisation Project (land conversion), as derived by the Revenue Task Force, considered in resolution 070323 at the 28 March 2023 Ordinary Meeting of Council.

CARRIED

The taskforce identified 47 buildings for review to determine:

1. Suitability of current use.
2. Suitability for future needs, as determined in the CT Needs and Demand Analysis.
3. Current returns / financial yield
4. Possible future return / financial yield
5. Recommendation for retention or disposal

Following the review process, the taskforce recommended that the following 15 buildings be considered for disposal.

Dwelling
37 Turora St, Moulamein
Leased – Non Staff

Dwelling
44 Nyang St, Moulamein
Under Offer

Dwelling
7 Tualka Terrace, Moulamein
Leased – Staff

Dwelling
20 Carne St, Moulamein
Vacant

Dwelling (CEO House)
31 Gwynne St, Moulamein
Sold 28/02/2024

Koraleigh Hall
8 Eagle Ln, Koraleigh

Moama Preschool (former)
Regent St, Moam

Moulamein Office
20 Tualka Tce, Moulamein
(Subject to Moulamein Main Street Revitalisation Strategy

Moama Martin St Building
(HACC & Medical Centre)
1-5 Martin St, Moama
(Dispose, lease or redevelop)

Op Shop
19 Brougham St, Moulamein
(Consolidate and dispose or redevelop for staff accommodation)

Moulamein Business Centre
21 Morago St, Moulamein
(Subject to Moulamein Main Street Revitalisation Strategy)

Barham Community Hub & Op Shop (HACC)
29 Noorong St, Barham
(Possible disposal or retain and develop adjacent site into retail buildings.)

Barham Rest Centre, Public Toilets & Playground
(demolish toilets and dispose of Lot B DP385631)

Moama Depot
4 Barber Crt, Moama
(Subject to relocation of depot to alternate site)

Mathoura Swimming Pool
Mathoura St, Mathoura

It has also been recommended that management responsibility for 7 lots with buildings, mainly Crown Reserves and halls, be formally transferred to the management committees if the committees are agreeable. Another 7 buildings are to be further investigated, as part of the Meninya Street Moama and the Morago Street Moulamein projects. It is recommended that 18 of the buildings be retained for their current purpose.

Prior to Council's consideration of the Revenue Taskforces key disposal recommendations, an extensive consultation process must take place especially in relation to assets that are valued and used by the community. It is expected that the stakeholder engagement process will take place over a 5-6 month period and is due to commence in 2024. As processes are finalised, as per normal procedures, council will receive reports so that final decisions on changes of land tenure can be assessed.

Buildings – service levels

Council recognises the importance that levels of service play in optimising the lifecycle management of building assets. For the assets covered by this strategy, Council continues to work towards achieving the required service levels in practice. The proposed four level building criticality/ classification hierarchy will be utilised to frame levels of service for this asset class. The development and monitoring of actual service levels will be one of the foundations of future improvement through the asset management planning process.

Building Statutory Technical Levels of Service

Performance Measure Category	Level of Service Expectations/ Outcomes	Current Performance Measure
Quality	Buildings are sufficiently free from defects that result from a non-compliance with the National Construction Code at the time of construction	Condition of facilities – (Within agreed intervention condition score for hierarchy level All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Service Function	Buildings are functional and support the delivery of the required services and within the respective classification of the building and related Australian Standards	Customer feedback >80% satisfaction level
Capacity	Buildings are configured to meet Building Classification requirements and meet all fire safety related codes relevant to each building	100% compliance
Safety	Compliance with the NCC Code (at time of construction) Compliance with the requirements of Workplace Health & Safety legislation	Nil Injuries due to hazards All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Accessibility and Availability	Facilities comply with relevant basic accessibility standards relative to building function	Accessible facilities comply with standards at the time of construction
Environmental	Compliant with Trade Waste and EPA requirements	100% compliance

Building Non- Statutory Technical Levels of Service

Performance Measure Category	Level of Service Expectations/ Outcomes	Current Performance Measure
Quality	Buildings are sufficiently free from defects that result from a non-compliance with the National Construction Code at the time of construction	Condition of facilities – (Within agreed intervention condition score for hierarchy level All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Service Function	Buildings are functional and support the delivery of the required services	Customer feedback >80% satisfaction level Review functionality as part of building inspections at intervals identified in the Service Level Agreement (future document)
Capacity	Utilisation of building is appropriate for the types of services supported	Review utilisation as part of building inspections at intervals identified in the Service Level Agreement (future document)
Safety	Compliance with the NCC Code (at time of construction) Rectification works are completed within the timelines specified in Appendix A. Rectification works requiring renewal funding are assessed under the capital renewal Program within x days of being identified Asbestos Assessments carried out	100% of Inspections carried out in time and recorded into log books and annual report prepared 100% compliance 100% compliance Carried out on all buildings identified on the asbestos register and all identified risk items rectified
Accessibility and Availability	Buildings available to provide the designated service during the prescribed hours of operation	Availability >95% of the time
Sustainability/ Affordable	To provide an appropriate and cost effective building maintenance service	Maintenance >1% of replacement value across all facilities 70% Preventative Maintenance 30% Reactive Maintenance
Environmental	Compliant with Trade Waste Requirements and EPA requirements Compliant with WH&S requirements for the management of asbestos containing materials in Council Buildings Appropriate Energy efficiency measures are adopted as part of building renewals and upgrades	100% compliance 100% compliance 100% compliance

Maintenance Schedules

The following table is to be read in conjunction with:

- Buildings Condition Assessment. Part A – Building Summary Report (April 2021)
- Buildings Condition Assessment. Part B – Building Summaries & Maintenance (June 2021)
- Buildings Condition Assessment. Part C – Maintenance Summary (June 2021)
- Buildings 10 Year Maintenance and Renewal Spreadsheet (June 2021)
- Buildings & Other Structures Asset Management Plan
- Crown Lands Plan of Management – various which capture buildings on Community Land.

Service / Function	Frequency	Building / Facility
Pest Inspection & Treatment	Annually	All Buildings
Gutter Cleaning & Condition Inspection	Annually	All Buildings
Heating, Ventilation & Airconditioning (HVAC) Service, Cleaning and Repair	Six Monthly Annually	High Priority Buildings All other buildings
Essential Fire Safety Measures (service and inspection)	Six Monthly and Annually (as per legislative requirements)	All Buildings
Cleaning	As per cleaning contract and based on use frequency and occupation numbers	All Buildings identified in cleaning contract
Security (CCTV) – Maintenance	Six Monthly	All Buildings with CCTV
Carpet Cleaning	Six Monthly Annually	High Priority Buildings All other buildings
Lift Servicing	Annually	Moama Office - Main
Solar Systems	Annually	Where installed
Automatic Door Servicing	Six Monthly	Where installed
Salto Security Access System	Upon system notification	Where installed
Roller door / Auto gate servicing & maintenance	Annually	Where installed
Asset condition Inspections	Annually	All Buildings

Extract of Councils' ten (10) year Buildings Condition Assessment.

Part C – Maintenance Summary (June 2021)

Maintenance Register

Barham Community Hub & Op Shop (HACC)

5556	Item:	Roof
	Problem:	Gutters full of leaf and debris
	Action:	Clean gutters annually
	Est_Cost:	$450.00
	Expenditure Type:	Cyclic Program
	Freq:	1
	Next Due:	2021

5559	Item:	Floor Cover
	Problem:	Planned Carpet Replacement Program // Hub
	Action:	Replace Carpet at recommended schedules
	Est_Cost:	$9,200.00
	Expenditure Type:	Cyclic Program
	Freq:	8
	Next Due:	2027

5552	Item:	Floor Cover
	Problem:	Planned Vinyl Replacement Program // OpShop Area
	Action:	Replace Vinyl at recommended schedules
	Est_Cost:	$5,000.00
	Expenditure Type:	Cyclic Program
	Freq:	10
	Next Due:	2028

5555	Item:	Wall Surf Ext
	Problem:	External Painting Program
	Action:	Paint to recommended schedules
	Est_Cost:	$4,500.00
	Expenditure Type:	Cyclic Program
	Freq:	8
	Next Due:	2028

5554	Item:	Wall Surf Int
	Problem:	Internal Painting Program // OpShop area
	Action:	Paint to recommended schedules
	Est_Cost:	$2,800.00
	Expenditure Type:	Cyclic Program
	Freq:	10
	Next Due:	2028

5558	Item:	Wall Surf Int
	Problem:	Internal Painting Program // Community Hub area
	Action:	Paint to recommended schedules
	Est_Cost:	$3,700.00
	Expenditure Type:	Cyclic Program
	Freq:	10
	Next Due:	2029

Planning Standards

There are no universally adopted benchmarks or guidelines for the provision of community and operational facilities at a local government level.

In the absence of specific benchmarks, the following best practice principles are recommended to inform the location and design of future community facilities throughout the MRC region.

The following requirements are suggested to be utilised as a guide for all new and upgraded facilities.

Issue	Principle
Visually prominent	Locate in a highly visible location, such as a main street, that is central to the population catchment
Well integrated	Co-locate near/in retail centres and/or with other community facilities such as schools and other community services
High accessibility	Locate within walking distance of public transport and be well connected to the pedestrian/bicycle network to ensure highest levels of accessibility. All facilities reasonably compliant with Universal Access Standards.
Place making	Locate facilities adjacent to open space areas, town squares or plazas to enhance the civic presence of the facility and place making opportunities
Multipurpose design	Design to accommodate a range of different activities at the same time and allow for future expansion
High public safety	Location, facility and management meet best practice requirements for public safety as per Crime Prevention Through Environmental Design (CPTED)
Sustainable design	Design for high levels of sustainability to assist with long term operational efficiency

PROVISION STANDARDS – Additional considerations:

- Distribution (i.e., geographic distribution is a key access and equity issue for the community).
- Accessibility and Connectivity (i.e., ease of access is critical to the community to enjoy and use facilities).
- Diversity (i.e., the range of facilities and experiences offered within the local government area).
- Quantum Size and shape (i.e., capacity meet and accommodate a range of activities and needs).
- Quality of visitor experience (i.e., the quality of the facility and ongoing maintenance and management considerations).

Provisioning Standards for Buildings

The provisioning standards, when it comes to the desired standards and levels of service for buildings are as follows:

Building use	Generally accepted catchment area (population, localities etc.)	Distance between venues (Kms / Drive time)	Embellishments	Level of embellishment
Halls	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Kitchen/Communal Facilities Lighting Parking Accessible Parking Seating Incorporates technology (Wifi access)	
Libraries	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Lighting Parking Accessible Parking Seating ICT infrastructure Incorporates technology (Wifi access)	
Council Office (Customer Service interface)	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Lighting Parking Accessible Parking Seating ICT infrastructure Incorporates technology (Wifi access)	Public changing station
Sporting Pavilions / Clubrooms	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Kitchen/Communal Facilities Lighting Parking Accessible Parking Seating Incorporates technology	
Public Toilets / Amenities	Yet to be determined via public consultation	Yet to be determined via public consultation	Universal Design (Changing Places) Accessible Parking Designed to maximise safety	

Action Plan

Task	Action
Provisioning standards and embellishments for buildings	Develop provisioning standards for Council buildings that fall within the scope of this strategy. This process will define the provisioning standards being the generally accepted catchment area (population, localities etc.) and the accepted distance between venues / facilities. Further to this the process will also set the level of embellishments to the facilities. This process requires stakeholder engagement and public consultation.
Public Amenities 	Develop a public amenities strategy that deals with public toilets and facilities located not only within parks and sporting grounds but also at Council buildings, road reserves and roadside stops. The strategy will also focus on accessibility including carparking, paths of travel to the amenity buildings, and compliance with technical requirements such as AS1428-2009 Design for access and mobility Part 1: General requirements for access. This will also investigate the implementation of changing places toilets. This proposed strategy may require an additional community survey and community consultation.
Moulamein Main Street Revitalisation Strategy 	Through a comprehensive community consultation and stakeholder engagement process, Council intends to develop a strategy for the revitalisation of Moulamein Main Street. From a building's perspective, the strategy will involve a detailed assessment (condition, capacity, function and utilisation) all of Councils buildings in Moulamein with the aim to consolidate key Council services in Morago St. The centre piece to the strategy, with respect to buildings, will be the development of a new multipurpose building to replace the existing Hall / Library / Community Services Building in Morago St. The new and modern Multipurpose building will aim to consolidate the following services into a new centrally located, fit for purpose building: • Customer Service, • Banking Services, • Library, • Community Services, • Staff Offices • Meeting spaces • Op shop It is envisaged that the sale of Council buildings (surplus to Council needs) will help fund the delivery of this project.
Murray Downs Township Masterplan	As a part of the development of this Masterplan, analysis and determination of current and future needs for public facilities in Murray Downs and exploration of potential shared services with Swan Hill Council.
Mathoura Main Street Masterplan	Tying into the development of the provisioning standards and embellishments for buildings as well as the Public Amenities Strategy, the development of a Mathoura Main Street Masterplan and associated impact on public amenities and services levels.

Implementing the strategy

The Building Strategy 2024-2034 identifies the strategic actions that will assist Council to achieve its vision and outcomes for the Councils buildings and facilities and respond to the community's needs and desires identified during the community engagement process (noting that further community consultation and stakeholder engagement is required to develop the Provisioning standards and embellishments for buildings).

This strategy has identified two key challenges that are present in relation to a wide range of service types across the community and operational buildings portfolio. Broadly, the strategic direction for addressing these is as follows:

Challenge 1: Renewal and maintenance of ageing facilities that are at times not fit for purpose.

Strategic direction: To address this challenge in the long term, Council will invest in and seek grants to fund upgrades and new facilities, seeking where possible to rationalise usage of community and operational facilities by consolidating services in newer, larger and more centrally located facilities. Older facilities not suitable for upgrades will be repurposed as new ones become available to meet community needs, but repairs will in the meantime be prioritized to keep them serviceable.

Challenge 2: Address gaps in assessed community and operational needs.

Strategic direction: Existing service provision through community and operational facilities is not always adequately meeting community and business needs. Council will address this challenge by seeking to consolidate services in newer upgraded facilities. An example of this is the proposed development of a new multipurpose building to replace the existing Hall / Library / Community Services Building in Morago St associated with the Moulamein Main Street Revitalisation Strategy. Council will also advocate for additional service provision in areas of need, seek grants to expand public amenity provision, and review terms and conditions of existing leases and hiring arrangements to enhance use of facilities and maximise community and operational benefit.

Funding

Implementation of the strategy will require a commitment of funding and resources as well as the establishment of partnerships and attainment of grant funding to be achieved. Funding opportunities include:

- Council revenue – operational and capital budgets. Priorities and actions will need to align with Council's annual budgets, Council's Long Term Financial Plan and Asset Management Plan;
- Developer contributions in accordance with Section 7.11 of the Environmental Planning and Assessment Act 1979 which can be monetary contributions, land dedication or agreed embellishments / works of material public benefit in lieu, in accordance with adopted Section 7.11 Plans;
- Government grants which can be related to sport and recreation, health promotion, arts and culture, biodiversity, streetscape initiatives, climate change or infrastructure development;
- Community grants;
- Landowner and partnership agreements. For example, facility sharing with NSW RFS, private land agreements for biodiversity conservation or voluntary planning agreements; and
- Philanthropic sources.

The implementation of actions within the strategy will also be influenced by:

- The availability of State and Federal Government grants;
- The prescriptive nature of various grants and aligning the grant funding directive with the strategy's recommendations and outcomes;
- The availability and capacity of staff;
- Council's capacity annually to fund the desired levels of service, considering both capital investment and ongoing operational and maintenance demands; and
- Council's wider budgetary priorities.

Accordingly, as work programs and budgets are developed, some prioritised actions may be delayed, or others brought forward. Some actions may be reconsidered as circumstances change, new information is uncovered, and experience is gained following implementation. It will also be necessary to allocate additional maintenance funding and resources to respond to buildings and facilities when obtained through State and Federal Government grants.

Monitoring and reporting

The adopted Building Strategy (2024-2034) will be reviewed in-line with the Council's Integrated Planning and Reporting Framework, including the budgeting cycle. The Building Strategy is a long-term planning document with a 10-year horizon. Monitoring and reviewing its implementation are essential for the strategy's success. It is recommended that a full review of the strategic priorities and the desired level of service is undertaken every five years. Ongoing communication with residents, community organisations and staff on the strategy and its implementation is recommended. Key to measuring the success of the implementation of the Strategy will be the community's satisfaction with community and operational buildings. This will be measured by undertaking customer satisfaction surveys on a regular basis over the strategy's 10-year life span.

Actions and Outcomes

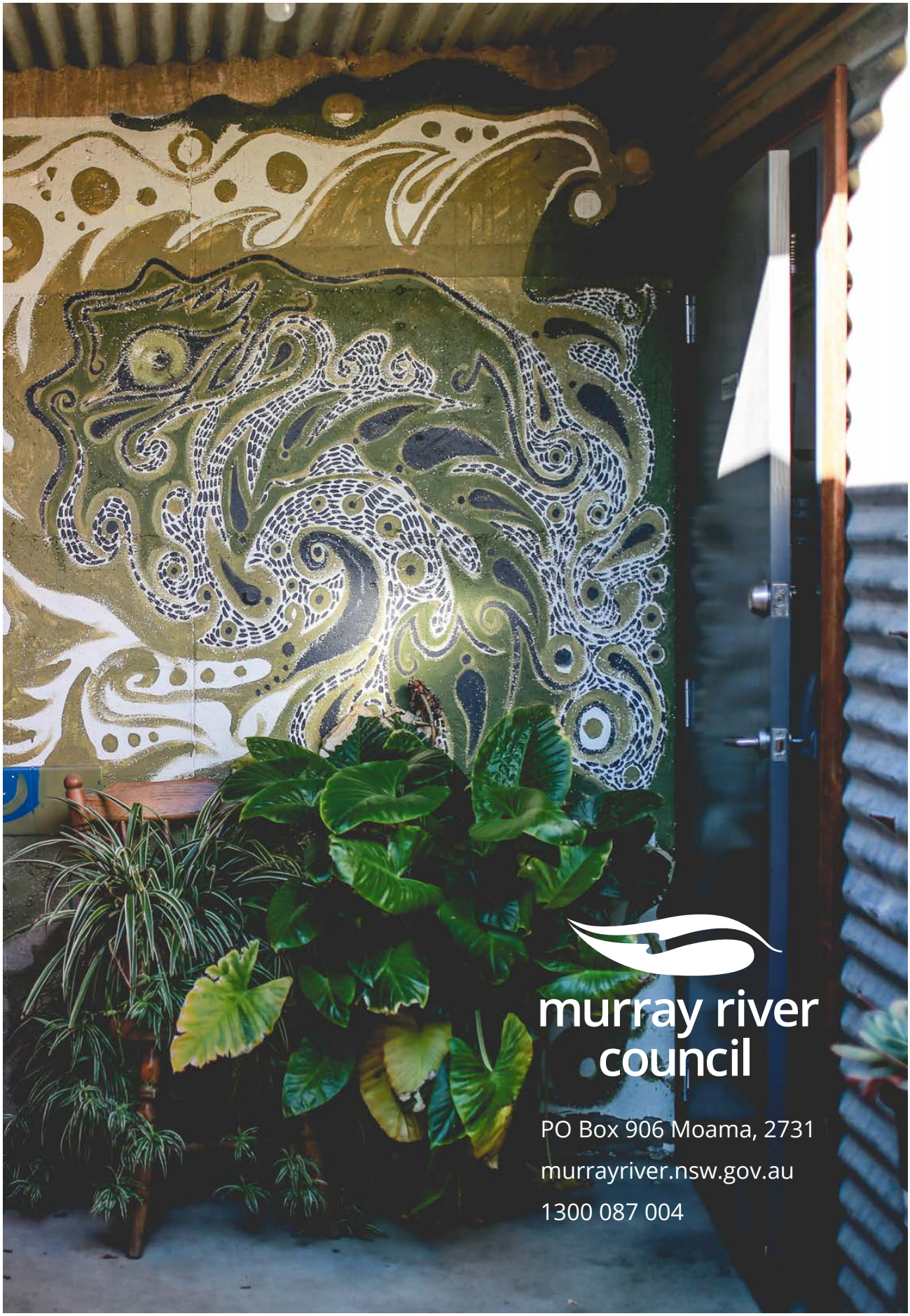
The 2022-2026 Murray River Council Delivery Plan and associated MOR will monitor and manage all actions and outcomes for the Building Strategy. The Delivery Program identifies the embellishments which have been requested by the Community during consultation processes. Future building development will be in line with the building hierarchy classification.

Review

It is anticipated that the Strategy will require review in line with the development of the 2026-2030 Delivery Plan and a complete revision in ten years.

References

- Development Control Plan


murray river
council
PO Box 906 Moama, 2731
murrayriver.nsw.gov.au
1300 087 004

habitat

Planning Proposal

Planning Proposal – Reclassification of Land from Community Land to Operational Land – Surplus Land Parcels

MARCH 2024

Amendment to Murray Local Environmental Plan 2011 and Wakool Local Environmental Plan 2013
Prepared on behalf of Murray River Council

Contact

Ashley Mackey, Consultant
David Hunter, Director

Habitat Planning
409 Kiewa Street
Albury NSW 2640
02 6021 0662
habitat@habitatplanning.com.au
habitatplanning.com.au

Habitat Planning Pty Ltd
ABN 29 451 913 703
ACN 606 650 837

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PROJECT NUMBER
24061

REVISION NO	ISSUE DATE	VERSION STATUS	AUTHOR	APPROVED
1	27/03/2024	Draft Issue	AM	MJ/DH
2	16/05/2024	Final	AM	AM

Contents

Executive Summary **4**

1. Introduction **5**

1.1. Overview 5
1.2. Scope and Format of Planning Proposal 7
1.3. Supporting Plans and Documentation 7

2. Site and Context Descriptions **9**

3. Explanation of Provisions **50**

3.1. Objectives and Intended Outcomes 50
3.2. Amendment to Schedule 4, Part 1 LEP 50

4. Justification **52**

4.1. General 52

5. Mapping **55**

6. Community Consultation **56**

7. Project Timeline **57**

8. Conclusion **59**

Attachment A: Title Details **60**

Attachment B: Consistency with Riverina-Murray Regional Plan 2041 ..... **61**

Attachment C: Consistency with State Environmental Planning Policies **65**

Attachment D: Consistency with Section 9.1 Ministerial Directions **74**

Attachment E: LEP Information Checklist **85**

Attachment F: Needs and Demands Assessment for Sport and Recreation Facilities **89**

Attachment G: LEP Practice Note PN-16-001 - Classification and reclassification of public land through a local environmental plan **90**

Executive Summary

This Planning Proposal has been prepared by Habitat Planning on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal seeks to utilise the provisions of Clause 5.2 of the MLEP and WLEP to reclassify 18 Lots (listed in Section 2) from "community land" to "operational land' in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 of the MLEP and WLEP to include this land.

The land identified within this Planning Proposal includes parcels of Council land which have been identified as surplus to Council requirements or not in accordance with Council's direction and provision of community facilities or open space. To enable greater future potential of these land parcels, including by way of reuse or divestment, the land is now sought to be reclassified from Community land to Operational land.

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 & Environment's guideline titled: *Local Environmental Plan Making Guideline (August 2023).*

For the purposes of the Guideline, the application is classified as a 'Standard' Planning Proposal as it relates to the classification or reclassification of public land through an LEP.

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

- The proposal is consistent with the strategic planning framework including State, Regional, District and local planning strategies for Murray River.
- The proposal seeks to reclassify a number of land parcels from community to operational, as these parcels are assessed as being surplus to Council's requirements following the completion of a needs and demand assessment.
- The resultant changes are not expected to create any adverse impacts in terms of environmental, social or infrastructure provision.

It is recommended that Murray River Council resolve to support the changes to the MLEP and WLEP as detailed in this Planning Proposal and forward it to the NSW Department of Planning and Environment for a Gateway Determination.

1. Introduction

1.1. Overview

This Planning Proposal has been prepared on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal utilises the provisions of Clause 5.2 of MLEP and WLEP to reclassify 18 Lots (which are detailed within section 2) from "community land" to "operational land' in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 of the respective LEP's to include this land.

In 2023, Council endorsed the *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)* (the "Needs and Demand Assessment"). The Needs and Demand Assessment comprehensively audited all parks and recreation facilities throughout the Shire and sought to *"identify opportunities and requirements for improvement or consolidation of resources, and to ensure that the level of facility provision is suitable for the current distribution of residents throughout the MRC communities both now and into the future."*

As part of the Needs and Demand Assessment, Council identified a number of land parcels which are surplus to Council requirements or not in accordance with Council's direction and provision of community facilities or open space. To enable greater future potential of these land, including opportunities for reuse or divestment, the land is now sought to be reclassified from Community land to Operational land.

The Needs and Demand Assessment is included in Attachment F of this proposal for reference.

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 & Environment's guideline titled: *Local Environmental Plan Making Guideline (August 2023).*

This report demonstrates that the proposed amendments are consistent with the intent and objectives of the planning framework and strategic plans and policies. Consequently, this will provide the NSW Department of Planning, Housing and Infrastructure (DPHI) with the confidence to endorse the proposed amendment as sought by this Planning Proposal.

It is requested that the Planning Proposal be referred to the Minster for Gateway Determination in accordance with Section 3.34 of the EP&A Act. The Gateway Determination by the Minster will decide:

- Whether the matter should proceed (with or without variation).
- Any necessary technical studies or supporting studies.
- Whether the planning proposal needs to be amended (and possibly resubmitted to the Department) prior to exhibition.
- The duration and extent of community consultation.
- Whether consultation with State or federal authorities (if required).
- Whether a local contributions plan is to be exhibited at the same time as the planning proposal.
- Whether a public hearing is needed.
- The timeframes within which the various stages of the process for making of the proposed LEP are to be completed.
- Whether the council is to be authorised to make the proposed instrument as the Local Plan Making Authority (LPMA).

- Any other conditions.

1.2. 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 consistent with the Department of Planning & Environment's guideline titled: *Local Environmental Plan Making Guideline*:

- Section 1.0 – Introduction.
- Section 2.0 – Objectives and intended outcomes.
- Section 3.0 – Explanation of the provisions.
- Section 4.0 – Justification.
- Section 5.0 – Mapping.
- Section 6.0 – Community consultation.
- Section 7.0 – Project timeline.
- Section 8.0 – Conclusions and recommendations.

1.3. Supporting Plans and Documentation

The Planning Proposal has been prepared with input primarily from the endorsed *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)* This document is included as **Attachment F** to this report and should be read in conjunction with this proposal.

Table 1 Attachments to Planning Proposal

No.	Document Name	Prepared by
A	Certificates of Title	Murray River Council and Habitat Planning
B	Consistency with Riverina Murray Regional Plan 2041	Habitat Planning
C	Consistency with State Environmental Planning Policies (SEPPs)	Habitat Planning
D	Consistency with Section 9.1 Ministerial Directions	Habitat Planning
E	LEP Information Checklist	Habitat Planning
F	Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities	Murray River Council and CT Management Group, Pty. Ltd.
G	LEP Practice Note PN-16-001 Classification and reclassification of public land through a local environmental plan	NSW Government

2. Site and Context Descriptions

The land to which this Planning Proposal relates comprises 18 separate and non-contiguous parcels across the Murray River Local Government Area. The following section provides a summary of each of the identified land parcels, key characteristics and reasons for seeking reclassification.

Date for the various sites, and the relevant recommendations, have been adapted from the Needs and Demand Assessment (Attachment F).

Table 2 - Linton Park Drive Reserve, Barham

Venue Name: Linton Park Drive Reserve	
Address:	Wakool Road, Barham
Land Parcel Lot & DP:	Lot 32, DP 789761
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	5,625 square metres
Current use:	Reserve
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the location as it on the outskirts of town and not in a location that will serve a reasonable catchment of the Barham community if developed into a functional park.
Site Map:	The red area represents Lot 32, DP 789761

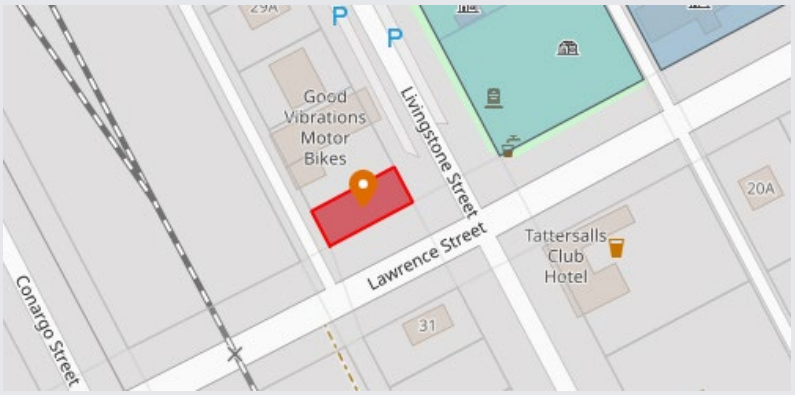
Site Photo/s:

Table 3 - Soldiers Memorial Gardens, Mathoura (part)

Venue Name: Soldiers Memorial Gardens	
Address:	Cnr Lawrence Street and Livingstone Street, Mathoura
Land Parcel Lot & DP:	Lot 2, DP 1145866 Lot 9A, DP 916470
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	1,644 square metres
Current use:	Park
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the L-shaped parcel of
Site Map:	

Site Photos	

Table 4 - A.E. Murthy Park, Mathoura

Venue Name: AE Murphy Park	
Address:	Livingstone Street, Mathoura
Land Parcel Lot & DP:	Lot C, DP 403653
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	354 square metres
Current use:	Park
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the parcel of land due to its small size and proximity to Soldiers Memorial Gardens.
Site Map:	

Site Photos	

Table 5 - Highlands Park, Moama

Venue Name: Highlands Park	
Address:	Shetland Drive, Moama
Land Parcel Lot & DP:	Lot 185, DP 1080039
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	9,743 square metres
Current use:	Park.
Recommendation - consolidation, rationalisation or disposal:	Investigate alternative use options for the location, such as for Seniors housing, Lions Club Units etc. If no suitable alternative use identified, recommend Council dispose of the parcel of land.

Site Map:	Red areas represent Lot 185, DP 1080039
Site Photo/s:	

Table 6 - Murray Shire Reserve (East)

Venue Name: Murray Shire Reserve (East)	
Address:	Corner Lawson Drive and Francis Street (East), Moama
Land Parcel Lot & DP:	Lot 27, DP 253930
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	739 square metres
Current use:	Reserve
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council investigate the option to dispose of the parcel of land. It provides minimal value as a park given it is smaller than the preferred size, and due to having no major embellishments. Additionally, there are other parks within proximity to the location which will provide the necessary coverage if it is no longer a part of the network. Investigate options for the development of carparking within the area, or disposal (disposal via sale for residential development is recommended) if services realignment options allow.

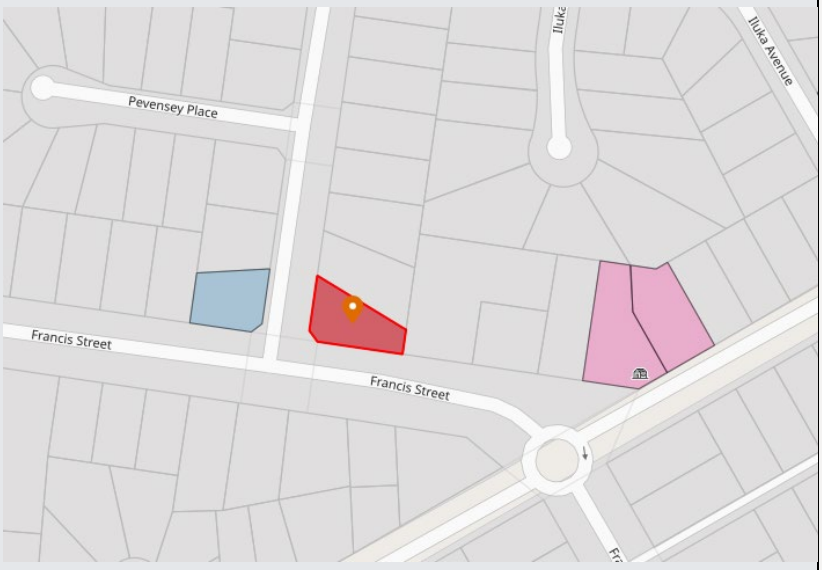
Site Map:	Red area represents Lot 27, DP 253930 
Site photo/s	

Table 7 - Hickey Park, Moama

Venue Name: Hickey Park	
Address:	31B Lawson Drive, Moama
Land Parcel Lot & DP:	Lot 102, DP 717500
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	3,835 square metres
Current use:	Park, and contains electricity substation infrastructure and a Bus Stop.
Site risks:	The predominant risk for the location is trip and slip hazards such as those presented by uneven or raised surfaces, either within the park areas, or on the adjoining footpaths. There is also an electricity substation within the park. This item has the potential to present a hazard if used inappropriately or not maintained in proper working order.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the park given the proximity of other parks within the area. The other parks within proximity to this location will provide the necessary parks network coverage if Hickey Park is no longer a part of the network. Disposal via sale for residential development is the recommended option given all immediate surrounding land uses are residential.

Site Map:	Red area represents Lot 102, DP 717500
Site Photo/s:	

Table 8 - Murray Shire Reserve (West), Moama

Venue Name: Murray Shire Reserve (West)	
Address:	Corner Lawson Drive and Francis Street (west), Moama
Land Parcel Lot & DP:	Lot 28, DP 253930
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	713 square metres
Current use:	Park.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the parcel of land. It provides minimal value as a park given it's smaller than the preferred size, and due to having no major embellishments. Additionally, there are other parks within proximity to the locations which will provide the necessary parks network coverage if the location is no longer a part of the network. Disposal via sale for residential development is the recommended option.

Site Map:	Red area represents Lot 28, DP 253930

Table 9 - Ruby Court Park, Moama

Venue Name: Ruby Court Park (Lawson Drive – Ruby Court Parkland)	
Address:	Lawson Drive, Moama
Land Parcel Lot & DP:	Lot 75, DP 717500
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	1,212 square metres
Current use:	Park, Walkway.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the area given the park provides limited value to the MRC Parks network and the community in general. Given there are other parks which provide greater recreational value and are better embellished within proximity to the parcel, and the park could be developed as residential housing, it offers a suitable opportunity for disposal. Disposal via sale of the land for development as additional residential housing in the area is recommended.

Site Map:	Red area represents Lot 75, DP 717500
Site Photo/s:	

Table 10 - Rivergums Drive Park, Moama

Venue Name: Rivergums Drive Park	
Address:	River Gums Drive, Moama
Land Parcel Lot & DP:	Lot 57, DP 1045248
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	15,775 square metres
Current use:	Parkland, Bushland, Buffer zone
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council investigate the following options for the area and corresponding classification changes: • North-eastern half of the parcel: retain and develop further as a Neighbourhood level park. Retain as Community Land – Park. • South-western half of the parcel: Investigate disposal via use for residential land. Change the classification to Operational Land to facilitate future development into residential housing.

Site Map:	Red area represents Lot 57, DP 1045248
Site Photo/s:	

Table 11 - McMahon Park, Moama

Venue Name: McMahon Park	
Address:	23 Hillview Avenue, Moama
Land Parcel Lot & DP:	Lot 53, DP 247666
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	5,427 square metres
Current use:	Park.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the area given the presence of numerous other parks within proximity to the location that have a higher level of embellishment and recreation value. Change the site classification to that of Operational Land to facilitate disposal.

Site Map:	Red area represents Lot 53, DP 247666
Site Photo/s:	

Table 12 - Ivo Ham Park, Moama

Venue Name: Ivo Ham Park	
Address:	29 Iluka Avenue, Moama
Land Parcel Lot & DP:	Lot 34, DP 708269
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	2,337 square metres
Current use:	Park.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the location given the abundance of other parks within the Moama area and in proximity to this location. Additionally, it is noted that Ivo Ham Park lacks embellishment (i.e., play equipment and other features) and thus presents as a reasonably attractive proposition for disposal. Change the site classification to that of Operational Land to facilitate disposal. Disposal for the purpose of complementary residential development within the location is recommended.

Site Map:	Red area represents Lot 34, DP 708269
Site Photo/s:	

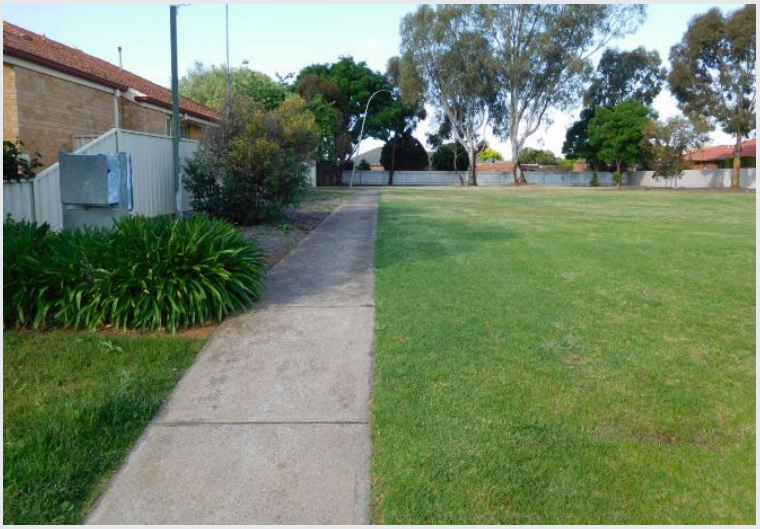


Table 13 - Ivo Ham Park Walkway

Venue Name: Ivo Ham Park Walkway – Winnima Avenue	
Address:	Winnima Avenue, Moama
Land Parcel Lot & DP:	Lot 33, DP 803895
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	136 square metres
Current use:	Walkway
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council dispose of the parcel when disposing of the Ivo Ham Park location. Change the site classification to that of Operational Land to facilitate disposal.

Site Map:	Red area represents Lot 33, DP 803895
Site Photo/s:	

Table 14 - Martin Street Buffer Zone

Venue Name: Martin Street Buffer Zone	
Address:	Blair Street, Moama
Land Parcel Lot & DP:	Lot 1, DP 249655
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	3,504 square metres
Current use:	Buffer zone, Industrial Estate
Recommendation - consolidation, rationalisation or disposal:	Change the site classification to that of Operational Land with possible future use as business land

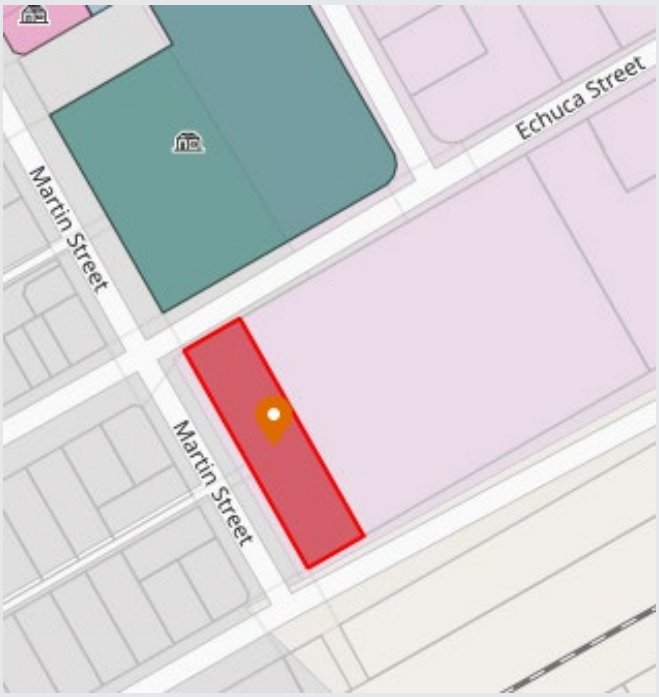
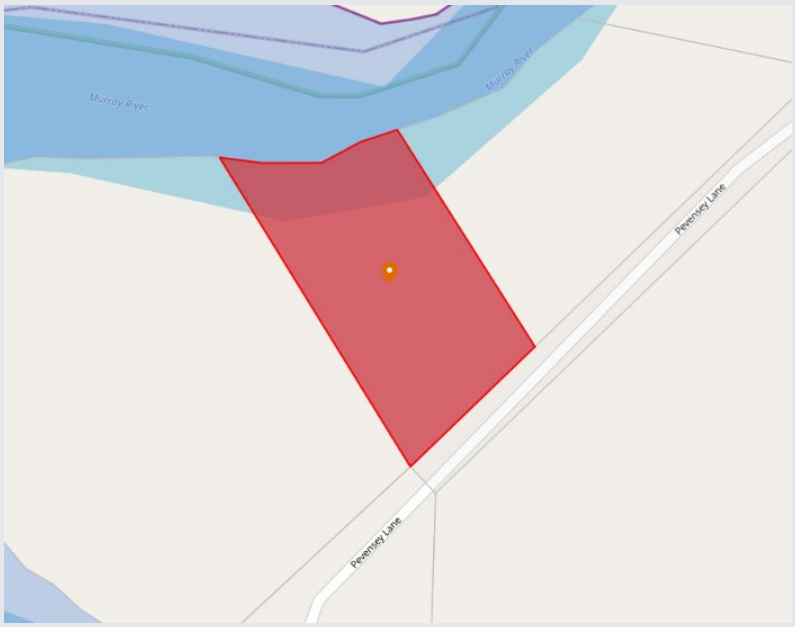
Site Map:	Red area represents Lot 53, DP 247666 
Site Photo/s:	

Table 15 - Caccaviello Reserve, Tooleybuc

Venue Name: Caccaviello Reserve, Tooleybuc	
Address:	3 Wakool Street, Tooleybuc
Land Parcel Lot & DP:	Lot 2, DP 867575
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	1,862 square meters
Current use:	Reserve
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council investigate the option of disposal of the location as there is not a need for further open space/reserve capacity in Tooleybuc.
Site Map:	The red area represents Lot 2, DP 857575

Site Photo/s:	

Table 16 - Goodnight Lane Reserve, Goodnight

Venue Name: Goodnight Landing Reserve	
Address:	Pevensey Lane, Goodnight
Land Parcel Lot & DP:	Lot 46, DP 12982
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	15,186 square meters
Current use:	Bushland / Foreshore.
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council investigate options for disposal or alternative use options.
Site Map:	The red area represents Lot 46, DP 12982 

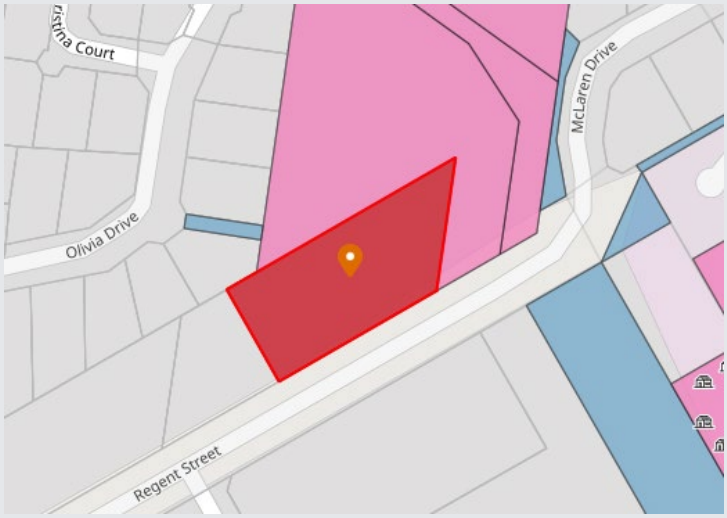
Site Photo/s:	

Table 17 - Reserve adjacent Swan Hill Road, Murray Downs

Venue Name: Reserve beside Swan Hill Road	
Address:	Swan Hill Road, Murray Downs
Land Parcel Lot & DP:	Lot 73, DP 1117956
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community.
Reclassify to:	Operational
Size of the parcel:	35,626 square meters
Current use:	Reserve
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council retain the location until such time as the strategic use of the land (if any) is determined. If it is determined that the parcels are to be developed for residential or business purposes, then it will be appropriate for Council to dispose of the locations at a suitable time.
Site Map:	The red areas represent Lot 73, DP 1117956

Site Photo/s:	

Table 18 - Southern Cross Homes Parkland (Regent Street Park)

Venue Name: Southern Cross Homes Parkland – aka: Regent Street Park	
Address:	Regent Street, Moama
Land Parcel Lot & DP:	Lot 21, DP 747384
Owner (Council or the Crown):	Murray River Council
Current Classification:	Community
Reclassify to:	Operational
Size of the parcel:	2,843 square metres
Current use:	Parkland
Recommendation - consolidation, rationalisation or disposal:	It is recommended that Council investigate options for realignment of boundaries and disposal or alternative use options.
Site Map:	Red area represents Lot 21, DP 747384 

Site Photo/s:	

3. Explanation of Provisions

3.1. Objectives and Intended Outcomes

The objectives of this Planning Proposal are to amend the MLEP and WLEP to reclassify 18 lots (as listed in section 2) from "community land" to "operational land" in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 and Part of the MLEP and WLEP to include this land.

The land parcels that are subject to the proposed reclassification have been identified by Council in the *Murray River Council Needs and Demands Assessment (2023) (the "Assessment")* as 'surplus to need'.

The Needs and Demand Assessment has comprehensively reviewed the open space network throughout the shire and identified lots that are suitable for alternate uses, easements or eventual disposal. The Assessment sought community feedback as well as Councillor feedback prior to its endorsement.

Additionally, the planning proposal will be subject to a community hearing following the exhibition period, as outlined in Practice Note PN-16-001 (also refer to section 6)

3.2. Amendment to Schedule 4, Part 1 LEP

It is proposed to amend Schedule 4, Part 1 of the MLEP and WLEP by updating and inserting the following items in by locality and address. It is noted that the table below comprises all changes sought, with the respective LEP applicable to each parcel shown.

Table 19 - Amendments to Schedule 4, Part 1 and Part 2

Locality	Description	Applicable LEP
Barham	Lot 32, DP 789761, Wakool Road, Barham	WLEP
Goodnight	Lot 46, DP 12982, Pevensey Lane, Goodnight	WLEP
Mathoura	Lot 2, DP 1145866 Lot 9A, DP 916470 Lot 10,Section 40, DP 758656 Corner Lawrence Street and Livingstone Street, Mathoura	MLEP
Mathoura	Lot C, DP 403653, Livingstone Street, Mathoura	MLEP
Moama	Lot 185, DP 1080039, Shetland Drive Moama	MLEP
Moama	Lot 27, DP 253930, Corner Lawson Drive and Francis Street (East), Moama	MLEP
Moama	Lot 102, DP 717500, 31B Lawson Drive, Moama	MLEP
Moama	Lot 28, DP 253930, Corner Lawson Drive and Francis Street (West), Moama	MLEP

Moama	Lot 75, DP 717500, Lawson Drive, Moama	MLEP
Moama	Lot 57, DP 1045248, River Gums Drive, Moama	MLEP
Moama	Lot 53, DP 247666, 23 Hillview Avenue, Moama	MLEP
Moama	Lot 34, DP 708269, 29 Iluka Avenue, Moama	MLEP
Moama	Lot 33, DP 803895, Winnima Avenue, Moama	MLEP
Moama	Lot 1, DP 249655, Blair Street, Moama	MLEP
Moama	Lot 21, DP 747384, Regent Street, Moama	MLEP
Murray Downs	Lot 73, DP 1117956, Swan Hill Road, Murray Downs	WLEP
Tooleybuc	Lot 2, DP 867575, 3 Wakool Street, Tooleybuc	WLEP

4. 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.

4.1. General

Section A - Need for the Planning Proposal

1. Is the planning proposal a result of an endorsed strategic planning statement, strategic study or report?

Yes, the Planning Proposal has been prepared consistent with the recommendations of the *Murray River Council Needs and Demands Assessment (2023),* which was endorsed by Council and sought feedback from the community during its development.

The Assessment supports the Murray River Council Community Strategic Plan (CSP) and establishes the Open Space Planning Standards for Murray River Council to guide future community infrastructure provision levels for open space locations, size and density relative to the population.

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

Yes, as set out in Practice Note PN 16-001 (Classification and reclassification of public land through a local environmental plan), a planning proposal is the method to achieving the objectives. The parcels identified have been previously assessed within the Needs and Demands Assessment to be surplus to Council or community needs and more appropriate to serve an alternative function. This also enables the opportunity to dispose of these surplus spaces and reinvest in other community assets and services.

Section B – Relationship to Strategic Planning Framework

3. 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 outcomes of this planning proposal are not directly related to the strategies set out in the *Riverina Murray Regional Plan 2041*, but do relate to local policy and studies carried out by Murray River Council.

Notwithstanding, an assessment of the Planning Proposal against the relevant goals, directions and actions of the Regional Plan is undertaken in **Attachment B**.

In summary the Planning Proposal is consistent with the Regional Plan in as much as it does not derogate from the plan's objectives.

4. 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?

The planning proposal is consistent with the Murray River Council LSPS (2020)

Planning Priority 5 - Recreation and Open Space outlines Council's commitment to *"provide practical, connected and engaging open space that responds to the changing needs of the community in a manner that reflects the character of its setting."* The subsequent Assessment and this planning proposal give effect to the LSPS

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

The Murray River Council Needs and Demands Assessment (2023), which was endorsed by Council in 2023, and established a new set of Open Space Planning Standards and also reviewed the suitability and function of existing reserves and community assets.

6. Is the planning proposal consistent with applicable SEPPs?

The SEPPs are generally not applicable to this Planning Proposal. Notwithstanding, an assessment of this proposal against each of the SEPPs is provided in Attachment C.

7. Is the planning proposal consistent with applicable Ministerial Directions (section 9.1 directions) or key government priority?

The planning proposal is consistent with the Ministerial Directions, in as much as it does not derogate from the objectives of the directions. An assessment of this proposal against each of the directions is provided in Attachment D.

Section C – Environmental, Social and Economic Impact

8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected because of the proposal?

No, this proposal to reclassify community land is an administrative change. The existing conditions of the land will remain unchanged.

9. Are there any other likely environmental effects of the planning proposal and how are they proposed to be managed?

While the planning proposal is essentially an administrative change, should the land be disposed of by Council in the future, the merits of any development can be assessed via the relevant processes.

Future development of the land, if pursued by others, will be carried out in accordance within the relevant zones and their permissibility.

The scale of the land reclassification is unlikely to result in any great environmental effects.

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

This proposal to reclassify community land is an administrative change and will not have any detrimental social or economic effects.

The Planning Proposal has been prepared following the completion of a needs and demand assessment for sport and recreation facilities, which has identified that the subject land parcels are surplus to community needs.

Section D – Infrastructure (Local, State and Commonwealth)

11. Is there adequate public infrastructure for the planning proposal?

This proposal seeks to reclassify ‘community’ lots to ‘operational’ lots, in accordance with the Assessment. As such, no public infrastructure will be affected, or required as a result.

Section E – State and Commonwealth Interests

12. What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway determination?

A meeting was held between Council and representatives of Department of Planning, Housing and Infrastructure on 6 March, 2023, who were generally supportive of the planning proposal.

5. Mapping

Mapping is not anticipated to be required for this planning proposal, as the subject sites for reclassification are whole lots only.

If required, any relevant maps will be prepared in accordance with the Department's *Standard Technical Requirements for Spatial Datasets and Maps* using the same format, symbology, labelling and appropriate map scale.

6. Community Consultation

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 a 'reclassification', it expected to be placed on public exhibition for 28 days as set out in the PN 16-001. Council will also hold a public hearing, with at least 21 days notice, following the closure of the exhibition period.

Written notification of the community consultation will be provided in a local newspaper and on Councils' website. In addition to this, any Public Authorities, Government Agencies and other key stakeholders as determined by the Gateway Determination.

The planning proposal will be notified to the following parties:

- Any agency determined by the Gateway Determination.

The written notice will contain:

- a brief description of the intended outcomes of the Planning Proposal.
- an indication of the land which is affected by the proposal.
- information on where and when the Planning Proposal can be inspected.
- the name and address of Council for the receipt of submissions.
- the closing date for submissions; and
- confirmation whether the Minister has chosen to delegate Plan Making powers to Council.

During the public exhibition period the following documents will be placed on public exhibition:

- the Planning Proposal.
- the Gateway Determination.
- any technical information relied upon by the Planning Proposal (including the endorsed Needs and Demand Assessment for Sports and Recreation Facilities (2023))
- 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 will prepare a report to Council.

7. Project Timeline

The project timeline for the Planning Proposal is outlined below.

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 20 Project Timeline (indicative)

Project Milestone	Anticipated Timeframe	Anticipated Dates
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.	2 weeks to prepare council report and include on council agenda.	April 2024
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)	2 weeks following Council resolution and request for a Gateway determination	May 2024
Public Exhibition Undertake public exhibition of Planning Proposal in accordance with the conditions of the Gateway Determination.	2 weeks to prepare and place a public notice in the paper and 4 weeks to publicly exhibit the Planning Proposal.	June 2024 through to July 2024
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.	2 weeks to collate, consider and respond to submissions received (if any).	July 2024
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.	August 2024

Submission to NSW DPIE/Parliamentary Counsel Forward Planning Proposal to NSW DPE/Parliamentary Counsel (if delegated) for finalisation following public exhibition.	4 weeks	September 2024
Notification Finalisation/gazettal of Planning Proposal	2 weeks	October 2024

8. Conclusion

This Planning Proposal has been prepared on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and the *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal seeks to achieve to utilise the provisions of Clause 5.2 of MLEP 2011 to reclassify 18 lots (listed in section 2) from "community land" to "operational land' in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 and Part 2 of the MLEP and WLEP to include the nominated land parcels.

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 & Environment's guideline titled *Local Environmental Plan Making Guideline* (August 2023).The Planning Proposal sets out the justification for the proposed amendment and considers the environmental, social and economic impacts of the proposal.

This Planning Proposal provides an analysis of the physical and strategic planning constraints and opportunities and considers the relevant environmental, social and economic impacts of the proposal and its strategic merit.

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

- The proposal is consistent with the strategic planning framework including State, Regional, District and local planning strategies for Murray River Shire.
- The proposal seeks to reclassify land that is surplus to Council's needs or requirements and enables opportunity to ruse or divest the land and directly enable funding and/or improvements for other community purposes.
- The proposal is consistent with the relevant State Environmental Planning Policies and Section 9.1 Ministerial Directions.
- The proposal is not expected to have any negative economic, environmental or social impacts on the local area.
- The proposal is the result of the endorsed *Murray River Council Needs and Demands Assessment for Sport and Recreation Facilities (2023).*

Therefore, the proposed amendment to the LEP is appropriate and well-considered and warrants approval subject to the conditions of a Gateway Determination.

habitat — Planning Proposal

Attachment A:
Title Details

Attachment B: Consistency with Riverina-Murray Regional Plan 2041

Table 21 – 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.	N/A	N/A
Objective 2 – Manage development impacts within riverine environments	N/A	N/A
Objective 3 – Increase natural hazard resilience	N/A	N/A
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.	N/A
Objective 5 – Ensure housing supply, diversity, affordability and resilience.	N/A	N/A
Objective 6 – Support housing in regional cities and their sub-regions	N/A	N/A

Part, Objective and Actions	Relevance to Planning Proposal	Consistency
Objective 7 – Provide for appropriate rural residential development.	N/A	N/A
Objective 8 – Provide for short-term accommodation	N/A	N/A
Objective 9 – Plan for resilient places that respect local character	N/A	N/A
Objective 10 – Improve connections between Murray River communities	N/A	N/A
Objective 11 – Plan for integrated and resilient utility infrastructure.	N/A	N/A
Part 3 - Economy		
Objective 12 – Strategically plan for rural industries	N/A	N/A

Part, Objective and Actions	Relevance to Planning Proposal	Consistency
Objective 13 – Support the transition to net zero by 2050	N/A	N/A
Objective 14 – Protecting and promoting industrial and manufacturing land	N/A	N/A
Objective 15 – Support the economic vitality of CBDs and main streets	N/A	N/A
Objective 16 – Support the visitor economy	N/A	N/A
Objective 17 – Strategically plan for health and education precincts	N/A	N/A
Objective 18 – Integrate transport and land use planning	N/A	

Attachment C: Consistency with State Environmental Planning Policies

Table 22 – Consistency with State Environmental Planning Policies

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Biodiversity and Conservation) 2021		
Chapter 2 – Vegetation in non-rural areas	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 3 – Koala habitat protection 2020	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 4 – Koala habitat protection 2021	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 5 – River Murray lands	Not applicable.	Not applicable.
Chapter 6 – Water catchments	Not applicable.	Not applicable.
Chapter 13 – Strategic Conservation Planning	Not applicable.	Not applicable.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	Applies to all land in the State.	Not applicable

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Housing) 2021		
Chapter 2 – Affordable housing	Applies to all land in the State.	Not applicable
Chapter 3 – Diverse housing	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Industry and Employment) 2021		
Chapter 2 – Western Sydney employment area	Not applicable.	Not applicable.
Chapter 3 – Advertising and signage	Applies to all land in the State.	Not applicable
State Environmental Planning Policy No. 65 – Design Quality of Residential Apartments	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Planning Systems) 2021		
Chapter 2 – State and Regional Development	Applies to all land in the State.	Not applicable

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Aboriginal land	Not applicable.	Not applicable.
Chapter 4 – Concurrences and consents	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Precincts – Central River City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Sydney region growth centres	Not applicable.	Not applicable.
Chapter 4 – Homebush Bay area	Not applicable.	Not applicable.
Chapter 5 – Kurnell Peninsula	Not applicable.	Not applicable.
Chapter 6 – Urban renewal precincts	Not applicable.	Not applicable.
State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Darling Harbour	Not applicable.	Not applicable.
Chapter 4 – City West	Not applicable.	Not applicable.
Chapter 5 – Walsh Bay	Not applicable.	Not applicable.
Chapter 6 – Cooks Cove	Not applicable.	Not applicable.
Chapter 7 – Moore Park Showground	Not applicable.	Not applicable.
State Environmental Planning Policy (Precincts – Regional) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Activation precincts	Not applicable.	Not applicable.
Chapter 4 – Kosciuszko National Park and alpine resorts	Not applicable.	Not applicable.
Chapter 5 – Gosford city centre	Not applicable.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Precincts – Western Parkland City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Sydney region growth centres	Not applicable.	Not applicable.
Chapter 4 – Western Sydney Aerotropolis	Not applicable.	Not applicable.
Chapter 5 – Penrith Lakes Scheme	Not applicable.	Not applicable.
Chapter 6 – St Mary's	Not applicable.	Not applicable.
Chapter 7 – Western Sydney Parklands	Not applicable.	Not applicable.
State Environmental Planning Policy (Primary Production) 2021		
Chapter 2 – Primary production and rural development	Not applicable	Not applicable.
Chapter 3 – Central Coast plateau areas	Not applicable.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Resilience and Hazards) 2021		
Chapter 2 – Coastal management	Not applicable.	Not applicable.
Chapter 3 – Hazardous and offensive development	Applies to all land in the State.	Not applicable
Chapter 4 – Remediation of land	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Resources and Energy) 2021		
Chapter 2 – Mining, petroleum production and extractive industries	Applies to all land in the State.	Not applicable
Chapter 3 – Extractive industries in Sydney area	Not applicable.	Not applicable.
State Environmental Planning Policy (Sustainable Buildings) 2022		
Chapter 2 – Standards for residential development - BASIX	Applies to all land in the State.	Not applicable

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Standards for non-residential development	Not applicable.	Not applicable
Chapter 4 - Miscellaneous	Not applicable.	Not applicable.
State Environmental Planning Policy (Transport and Infrastructure) 2021		
Chapter 2 – Infrastructure	Applies to all land in the State.	Not applicable
Chapter 3 – Educational establishments and child care facilities	Applies to all land in the State.	Not applicable
Chapter 4 – Major infrastructure corridors	Not applicable.	Not applicable.
Chapter 5 – Three ports – Port Botany, Port Kembla and Newcastle	Not applicable.	Not applicable.
Draft State Environmental Planning Policies		
Corridor Protection SEPP	Not applicable.	Not applicable.

Attachment D: Consistency with Section 9.1 Ministerial Directions

Table 23 – Consistency with Ministerial Directions

No.	Title	Applicable to Planning Proposal	Consistency
1.	**Planning Systems**		
1.1	Implementation of Regional Plans	Yes, as this Direction applies to all Planning Proposals that apply to land where a Regional Plan has been prepared.	The Planning Proposal is consistent with the goals, directions and actions as contained within the *Riverina Murray Regional Plan 2041,* in as much as it does derogate from those objectives. A full response in relation to this Regional Plan has been provided as **Attachment B.**
1.2	Development of Aboriginal Land Council Land	Not applicable, as the subject land is not identified on the Land Application Map of *State Environmental Planning Policy (Aboriginal Land) 2019*	Not applicable.
1.3	Approval and Referral Requirements	Yes, as this Direction applies to all Planning Proposals.	Not applicable
1.4	Site Specific Provisions	Not applicable, as the Planning Proposal does not seek to create any site specific provisions.	Not applicable.
1.	**Planning Systems – Place Based**		

No.	Title	Applicable to Planning Proposal	Consistency
1.5	Parramatta Road Corridor Urban Transformation Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.6	Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.7	Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.8	Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.9	Implementation of Glenfield to Macarthur Urban Renewal Corridor	Not applicable to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
1.10	Implementation of Western Sydney Aerotropolis Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.11	Implementation of Bayside West Precincts 2036 Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.12	Implementation of Planning Principles for the Cooks Cove Precinct	Not applicable to the Murray River Local Government Area.	Not applicable.
1.13	Implementation of St Leonards and Crows Nest 2036 Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.14	Implementation of Greater Macarthur 2040	Not applicable to the Murray River Local Government Area.	Not applicable.
1.15	Implementation of the Pyrmont Peninsula Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.16	North West Rail Link Corridor Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
1.17	Implementation of Bays West Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.18	Implementation of the Macquarie Park Innovation Precinct	Not applicable to the Murray River Local Government Area.	Not applicable.
1.19	Implementation of the Westmead Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.20	Implementation of the Camellia-Rosehill Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.21	Implementation of South West Growth Area Structure Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.22	Implementation of the Cherrybrook Station Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
Design and Place [This Focus Area was blank when the Directions were made]			
Nil			
Biodiversity and Conservation			
3.1	Conservation Zones	Yes, as this Direction applies to all Planning Proposals.	Not applicable
3.2	Heritage Conservation	Yes, as this Direction applies to all Planning Proposals.	Not applicable
3.3	Sydney Drinking Water Catchment	Not applicable to the Murray River Local Government Area.	Not applicable.
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs.	Not applicable to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
3.5	Recreation Vehicle Areas	Yes, as this Direction applies to all Planning Proposals.	Not applicable
3.6	Strategic Conservation Planning	Not applicable	Not applicable.
3.7	Public Bushland	Not applicable to the Murray River Local Government Area.	Not applicable.
3.8	Willandra Lakes Region	Not applicable to the Murray River Local Government Area.	Not applicable.
3.9	Sydney Harbour Foreshores and Waterways Area	Not applicable to the Murray River Local Government Area.	Not applicable.
3.10	Water Catchment Protection	Not applicable to the Murray River Local Government Area.	Not applicable.
Resilience and Hazards			

No.	Title	Applicable to Planning Proposal	Consistency
4.1	Flooding	Not applicable	Not applicable
4.2	Coastal Management	Not applicable	Not applicable.
4.3	Planning for Bushfire Protection	Not applicable	Not applicable
4.4	Remediation of Contaminated Land	Not applicable	Not applicable
4.5	Acid Sulphate Soils	Not applicable	Not applicable.
4.6	Mine Subsidence & Unstable Land	Not applicable	Not applicable.
Transport and Infrastructure			
5.1	Integrating Land Use and Transport	Not applicable	Not applicable

No.	Title	Applicable to Planning Proposal	Consistency
5.2	Reserving Land for Public Purposes	This direction relates to the provision of land for public purposes.	As part of this planning proposal, any changes to public land will seek the approval of the Planning Secretary (or an officer of the Department nominated by the secretary).
5.3	Development Near Regulated Airports and Defence Airfields	Not applicable	Not applicable.
5.4	Shooting Ranges	Not applicable	Not applicable.
Housing			
6.1	Residential Zones	Not applicable	Not applicable
6.2	Caravan Parks & Manufactured Home Estates	Not applicable	Not applicable
Industry and Employment			
7.1	Business and Industrial Zones	Not applicable.	Not applicable

No.	Title	Applicable to Planning Proposal	Consistency
7.2	Reduction in non-hosted short term rental accommodation period	Not applicable.	Not applicable.
7.3	Commercial and Retail Development along the Pacific Highway, North Coast	Not applicable	Not applicable.
Resources and Energy			
8.1	Mining, Petroleum Production and Extractive Industries	Not applicable	Not applicable
Primary Production			
9.1	Rural Zones	Not applicable	Not applicable.
9.2	Rural Lands	Not applicable	Not applicable.
9.3	Oyster Aquaculture	Not applicable	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
9.4	Farmland of State & Regional Significance on the NSW Far North Coast	Not applicable	Not applicable.

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Attachment E:
LEP Information Checklist

INFORMATION CHECKLIST FOR PROPOSALS TO CLASSIFY OR RECLASSIFY PUBLIC LAND THROUGH AN LEP

The process for plan-making under the EP&A Act is detailed in the *Local Environmental Plan Making Guideline* (August 2023).

Importantly, the Guideline contains the Secretary's requirements for matters that must be addressed in the justification of all planning proposals to reclassify public land.

Councils must ensure the Secretary's requirements are addressed. Councils must also comply with any obligations under the *Local Government Act* when classifying or reclassifying public land. More information on this can be found in Practice Note No. 1 - Public Land Management (Department of Local Government, 2000).

All planning proposals classifying or reclassifying public land must address the following matters (**Table 8** below) for Gateway consideration in accordance with PN16-001 – Information Checklist. These are in addition to the requirements for all planning proposals under section 3.33(2)(a) – (e) of the *Environmental Planning & Assessment Act* (and further explained in *Local Environmental Plan Making Guideline*).

Table 24 – Matters for Consideration

Matters for Consideration	Response
the current and proposed classification of the land;	Current: community land Proposed: operational land
whether the land is a 'public reserve' (defined in the LG Act);	Some lots identified in this proposal fall under the definition of 'public reserve'
the strategic and site-specific merits of the reclassification and evidence to support this;	The proposal is supported by the *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)*, which sets out the strategic merit and framework for assessment for each site.
whether the planning proposal is the result of a strategic study or report;	The proposal is supported by the *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)*, which sets out the strategic merit and framework for assessment for each site.
whether the planning proposal is consistent with council's community plan or other local strategic plan;	The planning proposal is considered to be consistent with and gives effect to, Council's Community Strategic Plan (CSP),
a summary of council's interests in the land, including:	Council is the owner of all subject sites. Refer to Certificates of Title (Attachment A)

Matters for Consideration	Response
how and when the land was first acquired (e.g. was it dedicated, donated, provided as part of a subdivision for public open space or other purpose, or a developer contribution) **if council does not own the land, the land owner's consent;** **the nature of any trusts, dedications etc;**	
whether an interest in land is proposed to be discharged, and if so, an explanation of the reasons why;	Some lots are proposed to be disposed, following the requisite community consultation and public hearings. The proposal is supported by the *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)*, which sets out the strategic merit and framework for assessment for each site.
the effect of the reclassification (including, the loss of public open space, any discharge of interests and/or removal of public reserve status	The proposal is supported by the *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities (2023)*, which sets out the strategic merit and framework for assessment for each site. The Assessment has sought to maintain a minimum standard of public space, according to population and residential density.
evidence of public reserve status or relevant interests, or lack thereof applying to the land (e.g. electronic title searches, notice in a Government Gazette, trust documents);	The relevant Certificates of Title are included as **Attachment A** to the Planning Proposal.
current use(s) of the land, and whether uses are authorised or unauthorised;	Miscellaneous uses.
current or proposed lease or agreements applying to the land, together with their duration, terms and controls;	Not applicable
current or proposed business dealings (e.g. agreement for the sale or lease of the land, the basic details of any such agreement and if relevant, when	Not applicable

Matters for Consideration	Response
council intends to realise its asset, either immediately after rezoning/reclassification or at a later time);	
any rezoning associated with the reclassification (if yes, need to demonstrate consistency with an endorsed Plan of Management or strategy);	Not applicable
how council may or will benefit financially, and how these funds will be used;	Not applicable
how council will ensure funds remain available to fund proposed open space sites or improvements referred to in justifying the reclassification, if relevant to the proposal;	Not applicable
a Land Reclassification (part lots) Map, in accordance with any standard technical requirements for spatial datasets and maps, if land to be reclassified does not apply to the whole lot; and	Not applicable (whole lots only)
preliminary comments by a relevant government agency, including an agency that dedicated the land to council, if applicable.	No preliminary comments are available at the stage of drafting the Planning Proposal. Relevant government agencies will be consulted in accordance with the Gateway determination.

Attachment F: Needs and Demands Assessment for Sport and Recreation Facilities

Attachment G: LEP Practice Note PN-16-001 - Classification and reclassification of public land through a local environmental plan

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Planning Proposal – Reclassification of Land from Community Land to Operational Land – Drainage Reserves

MARCH 2024

Amendment to Murray Local Environmental Plan 2011 and Wakool Local Environmental Plan 2013
Prepared on behalf of Murray River Council

Contact

Ashley Mackey, Consultant
David Hunter, Director

Habitat Planning
409 Kiewa Street
Albury NSW 2640
02 6021 0662
habitat@habitatplanning.com.au
habitatplanning.com.au

Habitat Planning Pty Ltd
ABN 29 451 913 703
ACN 606 650 837

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24061				
REVISION NO	ISSUE DATE	VERSION STATUS	AUTHOR	APPROVED
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Contents

Executive Summary **4**

1. Introduction **5**

1.1. Overview 5
1.2. Scope and Format of Planning Proposal 6
1.3. Supporting Plans and Documentation 6

2. Site and Context Descriptions **7**

3. Explanation of Provisions **17**

3.1. Objectives and Intended Outcomes 17
3.2. Amendment to Schedule 4 17

4. Justification **19**

4.1. General 19

5. Mapping **22**

6. Community Consultation **23**

7. Project Timeline **24**

8. Conclusion **26**

Attachment A: Title Details **27**

Attachment B: Consistency with Riverina-Murray Regional Plan 2041 ..... **28**

Attachment C: Consistency with State Environmental Planning Policies **32**

Attachment D: Consistency with Section 9.1 Ministerial Directions **41**

Attachment E: LEP Information Checklist **52**

Attachment F: Needs and Demands Assessment for Sport and Recreation Facilities **56**

Attachment G: LEP Practice Note PN-16-001 - Classification and reclassification of public land through a local environmental plan **57**

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Executive Summary

This Planning Proposal has been prepared by Habitat Planning on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal seeks to utilise the provisions of Clause 5.2 of the MLEP and WLEP to reclassify 22 lots (listed in Section 2) from "community land" to "operational land' in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 of the MLEP and WLEP to include this land.

The parcels of land to be reclassified within this Planning Proposal comprise land used as drainage reserves and associated infrastructure. The lots have been identified by Council in the Murray River Council Needs and Demands Assessment (2023) as errors in land classification and are now sought to be corrected by this Planning Proposal.

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 & Environment's guideline titled: *Local Environmental Plan Making Guideline (August 2023).*

For the purposes of the Guideline, the application is classified as a 'Standard' Planning Proposal as it relates to the classification or reclassification of public land through an LEP.

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

- The proposal is consistent with the strategic planning framework including State, Regional, District and local planning strategies for Murray River.
- The proposal seeks to reclassify a number of land parcels, that are presently used for drainage purposes, from community to operational which reflects a more appropriate land classification.
- The resultant changes are not expected to create any adverse impacts in terms of environmental, social or infrastructure provision.

It is recommended that Murray River Council resolve to support the changes to the MLEP and WLEP as detailed in this Planning Proposal and forward it to the NSW Department of Planning and Environment for a Gateway Determination.

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1. Introduction

1.1. Overview

This Planning Proposal has been prepared on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal seeks to utilise the provisions of Clause 5.2 of MLEP and WLEP to reclassify 22 lots (listed in section 2) from "community land" to "operational land' in accordance with Part 2 of Chapter 6 of the *Local Government Act 1993* by amending Schedule 4, Part 1 of the LEP to include this land.

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 & Environment's guideline titled: *Local Environmental Plan Making Guideline (August 2023).*

For the purposes of the Guideline, the application is classified as a 'Standard' Planning Proposal as it relates to the classification or reclassification of public land through an LEP.

This report will demonstrate that the proposed amendments are consistent with the intent and objectives of the planning framework and strategic plans and policies. Consequently, this will provide the NSW Department of Planning, Housing and Infrastructure (DPHI) with the confidence to endorse the proposed amendment as sought by this Planning Proposal.

It is requested that the Planning Proposal be referred to the Minster for Gateway Determination in accordance with Section 3.34 of the EP&A Act. The Gateway Determination by the Minster will decide:

- Whether the matter should proceed (with or without variation).
- Any necessary technical studies or supporting studies.
- Whether the planning proposal needs to be amended (and possibly resubmitted to the Department) prior to exhibition.
- The duration and extent of community consultation.
- Whether consultation with State or federal authorities (if required).
- Whether a local contributions plan is to be exhibited at the same time as the planning proposal.
- Whether a public hearing is needed.
- The timeframes within which the various stages of the process for making of the proposed LEP are to be completed.
- Whether the council is to be authorised to make the proposed instrument as the Local Plan Making Authority (LPMA).
- Any other conditions.

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1.2. Scope and Format of Planning Proposal

The Planning Proposal details the merits of the proposed changes to MLEP and WLEP and has been structured in the following manner consistent with the Department of Planning & Environment's guideline titled: *Local Environmental Plan Making Guideline*:

- Section 1.0 – Introduction.
- Section 2.0 – Objectives and intended outcomes.
- Section 3.0 – Explanation of the provisions.
- Section 4.0 – Justification.
- Section 5.0 – Mapping.
- Section 6.0 – Community consultation.
- Section 7.0 – Project timeline.
- Section 8.0 – Conclusions and recommendations.

1.3. Supporting Plans and Documentation

The Planning Proposal has been prepared with input primarily from the endorsed *Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities*. This document is included as an attachment to this report.

Table 1 Attachments to Planning Proposal

No.	Document Name	Prepared by
A	Certificates of Title	Murray River Council and Habitat Planning
B	Consistency with Riverina Murray Regional Plan 2041	Habitat Planning
C	Consistency with State Environmental Planning Policies	Habitat Planning
D	Consistency with Section 9.1 Ministerial Directions	Habita Planning
E	LEP Information Checklist	Habitat Planning
F	Murray River Council Needs and Demand Assessment for Sport and Recreation Facilities	Murray River Council and CT Management Group, Pty. Ltd
G	LEP Practice Note PN-16-001 Classification and reclassification of public land through a local environmental plan	NSW Government

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2. Site and Context Descriptions

The Planning Proposal relates to 22 individual land parcels. The key characteristics of the sites and a location map are outlined below.

Table 2 | Site Summary

Lot	Description
Lot 126/-/1264832	Facility - Moama Barnes Road - Graham Street Buffer Address – Nicholas Drive, Moama
Lot 11/-/DP1103416	Facility - Moama Business Park Drainage Basin Address – Graham Street, Moama

Lot	Description
Lot 16/-/1084308	Facility - Moama Lakeview Park Address - Cabernet Drive, Moama
Lot 23/-/ 256000	Moama Lea Court Buffer Address – Lea Court, Moama

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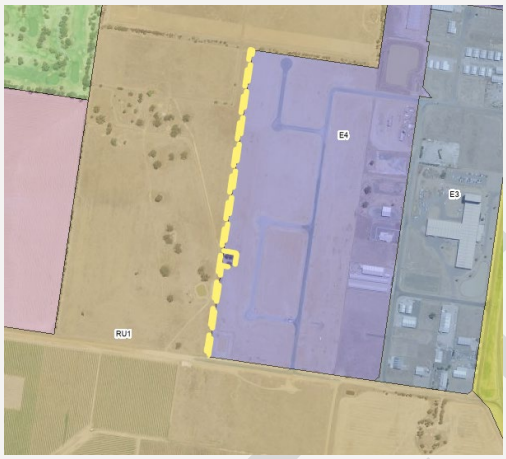
Lot	Description
Lot 56/-/1175457	Moama Beer Road Business Park Buffer Address – Martin Drive, Moama 
Lot 91/-/1220526	Moama Perricoota Run Drainage Reserve Address - Cabernet Drive, Moama

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Lot	Description
Lot 33/-/DP1259774	Moama Dungala Estate Address – Brolga Avenue, Moama
Lot 34/-/DP1259774	Moama Dungala Estate Address - Brolga Avenue, Moama

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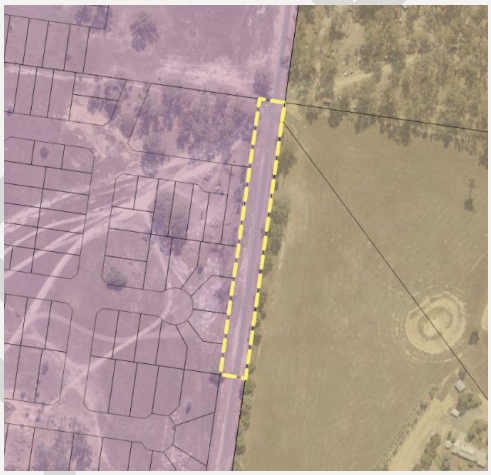
Lot	Description
Lot 34/-/1209212	Moama Barbers Paddock Address – Marion Court, Moama
Lot 104/-/1256111	Moama Barbers Paddock Address – Firefly Court, Moama 

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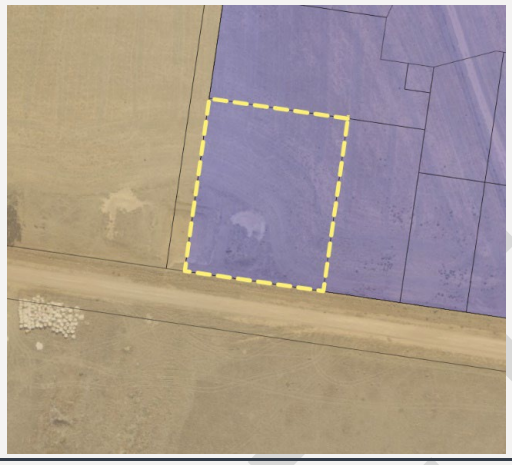
Lot	Description
Lot 17/-/DP1175457	Moama Business Park Drainage Basin (South) Address – Lot 17/-/DP1175457 
Lot 95/-/1201662	Moama Pump Station No. 27 - Ghost Gum Place Address – Ghost Gum Place, Moama

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Lot	Description
Lot 131/-/1226905	Moama Pump Station No. 30 - Winbi 2 Address – River Gums Drive Drive, Moama
Lot 2/-/1255836	Moama Perricoota Road Winbi & Merool Drainage Basin Address – Pericoota Road, Moama

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Lot	Description
Lot 171/-/1245186	Moama Marsanne Drive Reserve Address - Marsanne Drive, Moama
Lot 115/-/1268382	Moama Dungala Drainage Reserve Address - Sandpiper Street, Moama
Lot 226/-/1261570	Moama Hermitage Drive Reserve Address – Hermitage Drive, Moama

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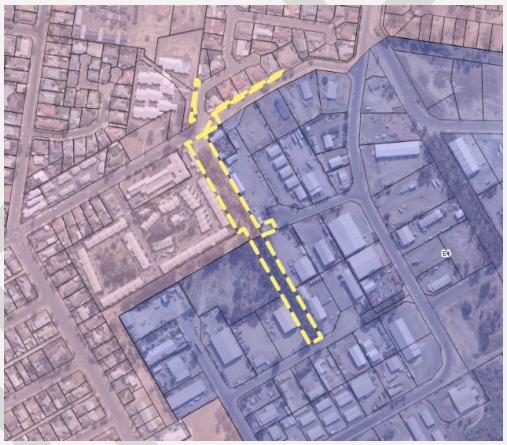
Lot	Description
Lot 61/-/1082147	Moama Perricoota Road Buffer Address - Cabernet Drive, Moama
Lot 9/-/841556	Moama Barber Court Buffer Address – Regent Street, Moama 
Lot 121/-/1238057	Moama Marsanne Drive Reserve Address - Marsanne Drive, Moama

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Lot	Description
Lot 194/-/DP1251358	Moama Lakeview Drainage Basin Address - Cabernet Drive, Moama
Lot 23/-/DP1240379	Barham Vinecombe Lane Reserve Address - Vinecombe Lane, Moama

DRAFT

3. Explanation of Provisions

3.1. Objectives and Intended Outcomes

The objectives of this Planning Proposal are to amend the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP") to reclassify 22 lots (listed in section 2) from "community land" to "operational land' by amending Schedule 4, Part 1 of MLEP and WLEP to include this land.

These lots have been identified by Council in the *Murray River Council Needs and Demands Assessment (2023)* as 'historical errors'. The purpose of the subject lots is for drainage reserves, rather than servicing any community or social function and the planning proposal is administrative only.

It is confirmed that Council does not intend to sell these parcels of land upon reclassification.

3.2. Amendment to Schedule 4

It is proposed to amend Schedule 4, Part 1 of the LEP by updating and inserting the following items within Columns 1 and 2 in alphabetical order by locality and address as follows:

Table 3 I Amendments to Schedule 4, Part 1

Column 1	Column 2	
Locality	**Description**	**Applicable LEP**
Barham	Lot 23/DP1240379, 41 Vinecombe Lane, Barham	WLEP
Moama	Lot 126/DP1264832, Nicholas Drive, Moama	MLEP
Moama	Lot 11/-/DP1103416, McCulloch Drive, Moama	MLEP
Moama	Lot 16/-/DP10884308, Cabernet Drive, Moama	MLEP
Moama	Lot 23/-/DP256000, Lea Court, Moama	MLEP
Moama	Lot 56/-/DP1175457, Martin Road, Moamar	MLEP
Moama	Lot 91/-/1220526, Cabernet Drive, Moama	MLEP
Moama	Lot 33/-/DP1259774, Brolga Avenue, Moama	MLEP
Moama	Lot 34/-/DP1259774, Brolga Avenue, Moama	MLEP
Moama	Lot 34/-/DP1209212, Marion Court, Moama	MLEP
Moama	Lot 104/-/DP1256111, Firefly Court, Moama	MLEP
Moama	Lot 17/-/DP1175457, Beer Road, Moama	MLEP
Moama	Lot 95/-/DP1201662, Ghost Gum Place, Moama	MLEP

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Moama	Lot 131/-/DP1226905, River Gums Drive, Moama	MLEP
Moama	Lot 2/-/DP1255836, Pericoota Road, Moama	MLEP
Moama	Lot 171/-/DP1245186, Marsanne Drive, Moama	MLEP
Moama	Lot 115/-/DP1268382, Sand Piper Street, Moama	MLEP
Moama	Lot 226/-/DP1261570, 26 Hermitage Drive, Moama	MLEP
Moama	Lot 61/-/DP1082147, Cabernet Drive, Moama	MLEP
Moama	Lot 9/-/DP841556, Barber Court, Moama	MLEP
Moama	Lot 121/-/DP1238057, Marsanne Drive Moama	MLEP
Moama	Lot 194/-/DP1251358, Durif Drive, Moama	MLEP

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4. 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.

4.1. General

Section A - Need for the Planning Proposal

1. Is the planning proposal a result of an endorsed strategic planning statement, strategic study or report?

Yes, the Planning Proposal has been prepared consistent with the recommendations of the *Murray River Council Needs and Demands Assessment (2023),* which was endorsed by Council

The assessment supports the Murray River Council (MRC) Community Strategic Plan (CSP), and establishes the Open Space Planning Standards for MRC to guide future community infrastructure provision levels for open space locations.

As a result of the assessment, 22 lots were identified as historical errors that need to be reclassified.

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

Yes, as set out in Practice Note PN 16-001 (Classification and reclassification of public land through a local environmental plan), a planning proposal is the best method to achieving the objectives, being the reclassification of land.

The alternative is that the reserves continue to be incorrectly classified as 'Community Land'.

Section B – Relationship to Strategic Planning Framework

3. 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 outcomes of this planning proposal are not directly related to the strategies set out in the *Riverina Murray Regional Plan 2041*

An assessment of the Planning Proposal against the relevant goals, directions and actions of the Regional Plan is undertaken in **Attachment B**.

In summary the Planning Proposal is consistent with the Regional Plan in as much as it does not derogate from the plan's objectives.

4. 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?

The planning proposal is consistent with the Murray River Council LSPS in as much as it does not derogate from the LSPS.

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

The *Murray River Council Needs and Demands Assessment (2023)*, which was endorsed by Council in 2023, and established a new set of Open Space Planning Standards. This proposal gives effect to the recommendations of the Assessment.

There are no other applicable State and Regional studies/strategies that are relevant to the proposal.

6. Is the planning proposal consistent with applicable SEPPs?

The planning proposal is consistent with all SEPPs, in as much as it does not derogate from the objectives of the SEPPs.

See **Attachment C** for further details.

7. Is the planning proposal consistent with applicable Ministerial Directions (section 9.1 directions) or key government priority?

The planning proposal is consistent with the Ministerial Directions, in as much as it does not derogate from the objectives of the directions.

See **Attachment D** for further details.

Section C – Environmental, Social and Economic Impact

8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected because of the proposal?

No, this proposal only seeks to reclassify land from community land to operational land and is an administrative change only. The existing conditions of the land will remain unchanged.

9. Are there any other likely environmental effects of the planning proposal and how are they proposed to be managed?

No, this proposal only seeks to reclassify land from community land to operational land and is an administrative change only. The existing conditions of the land will remain unchanged.

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

The subject Planning Proposal has been prepared following a needs and demand assessment for sport and recreation facilities, which has identified that the subject land parcels are incorrectly classified. Therefore, the proposed reclassification of this land is not expected to have any adverse social or economic effects.

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Section D – Infrastructure (Local, State and Commonwealth)

11. Is there adequate public infrastructure for the planning proposal?

This proposal seeks to reclassify 'community' lots to 'operational' lots, for the purpose of drainage reserves. As such, no public infrastructure will be affected, or required as a result.

Section E – State and Commonwealth Interests

12. What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway determination?

A meeting was held between Council and representatives of the NSW Department of Planning, Housing and Infrastructure on 6th March, 2023, who were generally supportive of the planning proposal.

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5. Mapping

Mapping is not anticipated to be required for this planning proposal, as the subject sites for reclassification are whole lots only.

If required, relevant maps will be prepared in accordance with the Department's *Standard Technical Requirements for Spatial Datasets and Maps* using the same format, symbology, labelling and appropriate map scale.

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6. Community Consultation

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 *a 'reclassification', it expected to be placed on public exhibition for 28 days as set out in the* PN 16-001. *Council will also hold a public hearing, held with at least 21 days notice, following the closure of the exhibition period.*

Written notification of the community consultation will be provided in a local newspaper and on Councils' website. In addition to this, any Public Authorities, Government Agencies and other key stakeholders as determined by the Gateway Determination.

The *planning proposal will be notified to the following parties:*

- Any agency determined by the Gateway Determination.

The written notice will contain:

- a brief description of the intended outcomes of the Planning Proposal.
- an indication of the land which is affected by the proposal.
- information on where and when the Planning Proposal can be inspected.
- the name and address of Council for the receipt of submissions.
- the closing date for submissions; and
- confirmation whether the Minister has chosen to delegate Plan Making powers to Council.

During the public exhibition period the following documents will be placed on public exhibition:

- the Planning Proposal.
- the Gateway Determination.
- any technical information relied upon by the Planning Proposal (including the endorsed Needs and Demand Assessment for Sports and Recreation Facilities (2023))
- 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 will prepare a report to Council.

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7. Project Timeline

The project timeline for the Planning Proposal is outlined in Table 4.

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	Anticipated Dates
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.	2 weeks to prepare council report and include on council agenda.	Mid April 2024
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)	2 weeks following Council resolution and request for a Gateway determination	May 2024
Public Exhibition Undertake public exhibition of Planning Proposal in accordance with the conditions of the Gateway Determination.	2 weeks to prepare and place a public notice in the paper and 4 weeks to publicly exhibit the Planning Proposal.	June 2024 through to July 2024
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.	2 weeks to collate, consider and respond to submissions received (if any).	July 2024
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.	August 2024

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Submission to NSW DPIE/Parliamentary Counsel Forward Planning Proposal to NSW DPE/Parliamentary Counsel (if delegated) for finalisation following public exhibition.	4 weeks	September 2024
Notification Finalisation/gazettal of Planning Proposal	2 weeks	October 2024

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8. Conclusion

This Planning Proposal has been prepared by Habitat Planning on behalf of Murray River Council in support of an amendment to the *Murray Local Environmental Plan 2011* ("the MLEP") and *Wakool Local Environmental Plan 2013* ("the WLEP").

Specifically, the Planning Proposal seeks to utilise the provisions of Clause 5.2 of MLEP and WLEP to reclassify 22 lots (listed in section 2) from "community land" to "operational land' by amending Schedule 4, Part 1 of MLEP and WLEP to include this land.

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 & Environment's guideline titled *Local Environmental Plan Making Guideline* (August 2023). The Planning Proposal sets out the justification for the proposed amendment and considers the environmental, social and economic impacts of the proposal.

This Planning Proposal provides an analysis of the physical and strategic planning constraints and opportunities and considers the relevant environmental, social and economic impacts of the proposal and its strategic merit.

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

- The proposal is consistent with the strategic planning framework including State, Regional, District and local planning strategies for Murray River Shire.
- The proposal seeks to reclassify a number of land parcels, that are presently used for drainage purposes, from community to operational which reflects a more appropriate land classification.
- The proposal is consistent with the relevant State Environmental Planning Policies and Section 9.1 Ministerial Directions.
- The proposal is not expected to have any negative economic, environmental or social impacts on the local area.

Therefore, the proposed amendment to MLEP and WLEP is appropriate and well-considered and warrants approval subject to the conditions of a Gateway Determination.

DRAFT

Attachment A: Title Details

DRAFT

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 126/1264832

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:30 PM	1	23/5/2022

LAND

LOT 126 IN DEPOSITED PLAN 1264832
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF MOAMA COUNTY OF CADELL
TITLE DIAGRAM DP1264832

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (8 NOTIFICATIONS)

1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3 LAND EXCLUDES MINERALS WITHIN THE PART(S) SHOWN SO INDICATED IN THE TITLE DIAGRAM - SEE CROWN GRANT(S) AND MEMORANDUM S700000A
4 DP840400 EASEMENT FOR WATER SUPPLY 1 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
5 DP840400 EASEMENT TO DRAIN SEWAGE 3 METRE(S) WIDE APPURTENANT TO THE PART(S) SHOWN SO BENEFITED IN THE TITLE DIAGRAM
O199765 EASEMENT RELEASED IN SO FAR AS IT AFFECTS LOTS 87 & 88 IN DP840400
6 DP849197 EASEMENT TO DRAIN SEWAGE 3 METRE(S) WIDE APPURTENANT TO THE PART(S) SHOWN SO BENEFITED IN THE TITLE DIAGRAM
7 DP1201493 EASEMENT FOR LEVEE BANK PURPOSES 21 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
8 DP1213540 EASEMENT TO DRAIN WATER 10 METRE(S) WIDE APPURTENANT TO THE PART(S) SHOWN SO BENEFITED IN THE TITLE DIAGRAM

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

24061 PRINTED ON 27/3/2024

* Any entries preceded by an asterisk do not appear on the current edition of the Certificate of Title. Warning: the information appearing under notations has not been formally recorded in the Register. InfoTrack an approved NSW Information Broker hereby certifies that the information contained in this document has been provided electronically by the Registrar General in accordance with Section 96B(2) of the Real Property Act 1900.

BOX 545D
(DP1103416)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE

REFERENCE TO FOLIO OF THE REGISTER	
IDENTIFIER 11/1103416	
EDITION	DATE OF ISSUE
1	11/10/2006
CERTIFICATE AUTHENTICATION CODE	
5J9E-PE-J6IE	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 11 IN DEPOSITED PLAN 1103416
AT MOAMA
LOCAL GOVERNMENT AREA: MURRAY
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1103416

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. LAND EXCLUDES MINERALS AFFECTING THE PART SHOWN SO BURDENED IN THE TITLE DIAGRAM-SEE CROWN GRANT
3. DP1016329 EASEMENT TO DRAIN WATER AFFECTING THE LAND ABOVE DESCRIBED
4. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND SEARCH THE CURRENT FOLIO OF THE REGISTER 1578578

BOX 1W
(DP1084308)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE

REFERENCE TO FOLIO OF THE REGISTER	
IDENTIFIER 16/1084308	
EDITION	DATE OF ISSUE
1	7/7/2005
CERTIFICATE AUTHENTICATION CODE	
E9FD-II-XZUK	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 16 IN DEPOSITED PLAN 1084308
AT MOAMA
LOCAL GOVERNMENT AREA: MURRAY
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1084308

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. DP285349 EASEMENT TO DRAIN WATER 3 METRES WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
3. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND SEARCH THE CURRENT FOLIO OF THE REGISTER

0889981

BOX 5N
(9331329)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE

REFERENCE TO FOLIO OF THE REGISTER	
IDENTIFIER 23/256000	
EDITION	DATE OF ISSUE
1	11/2/2003

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 23 IN DEPOSITED PLAN 256000
AT MOAMA
LOCAL GOVERNMENT AREA: MURRAY
PARISH OF MOAMA COUNTY OF CADELL
TITLE DIAGRAM: DP256000

FIRST SCHEDULE

THE COUNCIL OF THE SHIRE OF MURRAY

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. LAND EXCLUDES MINERALS BY LOT 1 DP254832

PERSONS ARE CAUTIONED AGAINST ALTERING OR ADDING TO THIS CERTIFICATE OR ANY NOTIFICATION HEREON

WARNING: BEFORE DEALING WITH THIS LAND SEARCH THE CURRENT FOLIO OF THE REGISTER

BOX 1W
(DP1175457)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
56/1175457	
EDITION	DATE OF ISSUE
1	8/6/2012
CERTIFICATE AUTHENTICATION CODE	
FCMP-KK-5TKX	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 56 IN DEPOSITED PLAN 1175457
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1175457

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. AD773019 LAND EXCLUDES MINERALS (S.141 PUBLIC WORKS ACT, 1912)
2. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3. DP1175457 EASEMENT FOR DRAINAGE OF WATER 3 AND 6 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

4510430

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 91/1220526

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	4:08 PM	2	29/4/2020

LAND

LOT 91 IN DEPOSITED PLAN 1220526
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM DP1220526

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (8 NOTIFICATIONS)

1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE
3 DP285511 EASEMENT FOR WATER SUPPLY 5 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4 DP1031279 EASEMENT FOR WATER SUPPLY 15 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
5 DP1062417 EASEMENT FOR WATER SUPPLY 15 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
6 DP1062679 EASEMENT TO DRAIN SEWAGE 3 METRE(S) WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
7 DP1259238 EASEMENT FOR UNDERGROUND POWERLINES 3 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN DP1259238
8 DP1259238 EASEMENT FOR MULTI-PURPOSE ELECTRICAL INSTALLATION 4.2 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN DP1259238

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 33/1259774

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:30 PM	1	29/9/2020

LAND

LOT 33 IN DEPOSITED PLAN 1259774
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM DP1259774

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (2 NOTIFICATIONS)

1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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BOX 1W
(DP1259774)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
34/1259774	
EDITION	DATE OF ISSUE
1	29/9/2020
CERTIFICATE AUTHENTICATION CODE	
GR3L-74-CZZF	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 34 IN DEPOSITED PLAN 1259774
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1259774

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE
3. DP1259774 EASEMENT FOR MULTI-PURPOSE ELECTRICAL INSTALLATION 6.3 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

8115161

BOX 1W
(DP1209212)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
34/1209212	
EDITION	DATE OF ISSUE
1	27/7/2016
CERTIFICATE AUTHENTICATION CODE	
JM55-YS-QT36	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 34 IN DEPOSITED PLAN 1209212
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF MOAMA COUNTY OF CADELL
TITLE DIAGRAM: DP1209212

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. LAND EXCLUDES MINERALS AND IS SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE
3. DP1213540 EASEMENT TO DRAIN WATER 10 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT)

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

6648737

BOX 1W
(DP1256111)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
104/1256111	
EDITION	DATE OF ISSUE
1	26/8/2019
CERTIFICATE AUTHENTICATION CODE	
SS2M-ZR-GHXQ	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 104 IN DEPOSITED PLAN 1256111
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF MOAMA COUNTY OF CADELL
TITLE DIAGRAM: DP1256111

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. LAND EXCLUDES MINERALS AND IS SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3. DP1201493 EASEMENT FOR LEVEE BANK PURPOSES 21 METRE(S) WIDE AFFECTING THE WHOLE OF THE LAND ABOVE DESCRIBED
4. DP1209212 EASEMENT FOR OVERHEAD POWER LINE(S) 20 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
5. DP1209212 EASEMENT FOR ASSET PROTECTION ZONE 10 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
6. DP1213540 EASEMENT TO DRAIN WATER 10 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.44 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

7814032

BOX 1W
(DP1175457)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
17/1175457	
EDITION	DATE OF ISSUE
1	8/6/2012
CERTIFICATE AUTHENTICATION CODE	
DFVL-XD-WSTL	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 17 IN DEPOSITED PLAN 1175457
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1175457

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. AD773019 LAND EXCLUDES MINERALS (S.141 PUBLIC WORKS ACT, 1912)
2. LAND IS DEDICATED AS A DRAINAGE RESERVE

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

4510429

BOX 1W
(DP1201662)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
95/1201662	
EDITION	DATE OF ISSUE
1	21/1/2015
CERTIFICATE AUTHENTICATION CODE	
LLSQ-TC-LSV2	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

LAND

LOT 95 IN DEPOSITED PLAN 1201662
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1201662

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. LAND IS DEDICATED AS A DRAINAGE RESERVE
3. DP803807 EASEMENT TO DRAIN SEWAGE 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4. DP1031043 EASEMENT TO DRAIN SEWAGE 2.5 METRE(S) WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
5. DP1064636 EASEMENT FOR WATER SUPPLY 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED

**** END OF CERTIFICATE ****

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

5802105

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 131/1226905

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:05 PM	1	14/12/2016

LAND

LOT 131 IN DEPOSITED PLAN 1226905
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM DP1226905

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (5 NOTIFICATIONS)

1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE
3 DP803807 EASEMENT TO DRAIN SEWAGE 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4 DP1064636 EASEMENT TO DRAIN SEWAGE 3 AND 8 METRE(S) WIDE AFFECTING THE WHOLE OF THE LAND ABOVE DESCRIBED
5 DP1064636 EASEMENT FOR WATER SUPPLY 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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BOX 1W
(DP1255836)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
2/1255836	
EDITION	DATE OF ISSUE
1	13/8/2019
CERTIFICATE AUTHENTICATION CODE	
T2SX-SD-JLYF	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 2 IN DEPOSITED PLAN 1255836
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1255836

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE
3. DP258661 EASEMENT FOR WATER SUPPLY & ELECTRICITY SUPPLY PURPOSES 6 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4. DP258661 EASEMENT FOR WATER SUPPLY APPURTENANT TO THE LAND ABOVE DESCRIBED
5. DP258661 EASEMENT FOR ELECTRICITY SUPPLY PURPOSES VARIABLE WIDTH AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
6. DP258661 EASEMENT TO DRAIN WATER 6 METRE(S) WIDE WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
7. DP258661 EASEMENT FOR WATER SUPPLY & ELECTRICITY SUPPLY PURPOSES 16 & 20 METRE(S) WIDE & VARIABLE APPURTENANT TO THE LAND ABOVE DESCRIBED
8. S649543 COVENANT
9. DP1255836 RIGHT OF WAY 6 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

7804062

BOX TW
(DP1245186)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
171/1245186	
EDITION	DATE OF ISSUE
1	14/1/2020
CERTIFICATE AUTHENTICATION CODE	
MPQS-JM-D7KN	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

REGISTRAR GENERAL · NEW SOUTH WALES ·

LAND

LOT 171 IN DEPOSITED PLAN 1245186
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1245186

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3. DP285349 EASEMENT TO DRAIN WATER 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT)

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

7927858

BOX TW
(DP1268382)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
115/1268382	
EDITION	DATE OF ISSUE
1	20/5/2021
CERTIFICATE AUTHENTICATION CODE	
J2WM-KJ-NJFJ	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

REGISTRAR GENERAL · NEW SOUTH WALES ·

LAND

LOT 115 IN DEPOSITED PLAN 1268382
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1268382

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS A DRAINAGE RESERVE

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

8298102

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 226/1261570

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:25 PM	1	24/1/2022

LAND

LOT 226 IN DEPOSITED PLAN 1261570
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM DP1261570

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (7 NOTIFICATIONS)

1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3 DP285349 EASEMENT TO DRAIN WATER 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4 DP1063690 EASEMENT TO DRAIN SEWAGE VARIABLE WIDTH AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
5 DP1251358 EASEMENT FOR UNDERGROUND POWERLINES 2 & 3 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
6 DP1261570 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (2) IN THE S.88B INSTRUMENT
7 DP1261570 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (3) IN THE S.88B INSTRUMENT

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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BOX 1W
(DP1082147)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE

REFERENCE TO FOLIO OF THE REGISTER	
IDENTIFIER 61/1082147	
EDITION	DATE OF ISSUE
1	20/5/2005
CERTIFICATE AUTHENTICATION CODE	
JJB7-57-6I5H	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

LAND

LOT 61 IN DEPOSITED PLAN 1082147
AT MOAMA
LOCAL GOVERNMENT AREA: MURRAY
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1082147

FIRST SCHEDULE

MURRAY SHIRE COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. 8043542 MORTGAGE TO COMMONWEALTH BANK OF AUSTRALIA
3. DP285511 EASEMENT FOR WATER SUPPLY 5 METRES WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4. DP1031279 EASEMENT FOR WATER SUPPLY 15 METRES WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
5. DP1062417 EASEMENT FOR WATER SUPPLY 15 METRES WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
6. DP1062679 EASEMENT FOR ELECTRICITY PURPOSES 3 METRES WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
7. DP1062679 EASEMENT TO DRAIN SEWAGE 3 METRES WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
8. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE

**** END OF CERTIFICATE ****

WARNING: BEFORE DEALING WITH THIS LAND SEARCH THE CURRENT FOLIO OF THE REGISTER 0814606

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 9/841556

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:25 PM	1	8/8/1994

LAND

LOT 9 IN DEPOSITED PLAN 841556
AT MOAMA
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF MOAMA COUNTY OF CADELL
TITLE DIAGRAM DP841556

FIRST SCHEDULE

MURRAY COUNCIL

SECOND SCHEDULE (4 NOTIFICATIONS)

* 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S) AFFECTING THE PART WITHIN POR.157
2 LAND EXCLUDES MINERALS WITHIN LOT 1 IN DP42523
3 K200000P CAVEAT BY THE REGISTRAR GENERAL FORBIDDING UNAUTHORISED DEALINGS WITH PUBLIC RESERVES
4 DP841556 RESTRICTION(S) ON THE USE OF LAND

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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BOX 1W
(DP1238057)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
121/1238057	
EDITION	DATE OF ISSUE
1	10/1/2018
CERTIFICATE AUTHENTICATION CODE	
9CHJ-47-QFF4	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

LAND

LOT 121 IN DEPOSITED PLAN 1238057
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1238057

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3. DP285349 EASEMENT TO DRAIN WATER 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4. DP1238057 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (2) IN THE S.88B INSTRUMENT

**** END OF CERTIFICATE ****

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER

7343599

BOX 1W
(DP1251358)

NEW SOUTH WALES

CERTIFICATE OF TITLE

REAL PROPERTY ACT, 1900

TORRENS TITLE REFERENCE	
194/1251358	
EDITION	DATE OF ISSUE
1	24/12/2020
CERTIFICATE AUTHENTICATION CODE	
DWXP-F5-MW2M	

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple (or such other estate or interest as is set forth in that Schedule) in the land within described subject to such exceptions, encumbrances, interests and entries as appear in the Second Schedule and to any additional entries in the Folio of the Register.

REGISTRAR GENERAL

REGISTRAR GENERAL · NEW SOUTH WALES ·

ANY ATTEMPT TO ALTER THIS CERTIFICATE COULD RESULT IN HEAVY FINES OR IMPRISONMENT (S.141 REAL PROPERTY ACT).

LAND

LOT 194 IN DEPOSITED PLAN 1251358
AT MOAMA.
LOCAL GOVERNMENT AREA: MURRAY RIVER.
PARISH OF TATAILA COUNTY OF CADELL
TITLE DIAGRAM: DP1251358

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE
---
1. RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
2. THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE
3. DP285349 EASEMENT TO DRAIN WATER 3 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
4. DP1251358 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (5) IN THE S.88B INSTRUMENT

**** END OF CERTIFICATE ****

WARNING: BEFORE DEALING WITH THIS LAND, SEARCH THE CURRENT FOLIO OF THE REGISTER 8190309

LAND REGISTRY SERVICES

Title Search

InfoTrack

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 23/1240379

SEARCH DATE	TIME	EDITION NO	DATE
27/3/2024	1:25 PM	1	5/3/2018

LAND

LOT 23 IN DEPOSITED PLAN 1240379
AT BARHAM
LOCAL GOVERNMENT AREA MURRAY RIVER
PARISH OF BARHAM COUNTY OF WAKOOL
TITLE DIAGRAM DP1240379

FIRST SCHEDULE

MURRAY RIVER COUNCIL

SECOND SCHEDULE (2 NOTIFICATIONS)

1 LAND EXCLUDES MINERALS AND IS SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE CROWN GRANT(S)
2 THE LAND WITHIN DESCRIBED IS PUBLIC RESERVE

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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Attachment B: Consistency with Riverina-Murray Regional Plan 2041

DRAFT

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.	N/A	N/A
Objective 2 – Manage development impacts within riverine environments	N/A	N/A
Objective 3 – Increase natural hazard resilience	N/A	N/A
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.	N/A
Objective 5 – Ensure housing supply, diversity, affordability and resilience.	N/A	N/A
Objective 6 – Support housing in regional cities and their sub-regions	N/A	N/A

DRAFT

Part, Objective and Actions	Relevance to Planning Proposal	Consistency
Objective 7 – Provide for appropriate rural residential development.	N/A	N/A
Objective 8 – Provide for short-term accommodation	N/A	N/A
Objective 9 – Plan for resilient places that respect local character	N/A	N/A
Objective 10 – Improve connections between Murray River communities	N/A	N/A
Objective 11 – Plan for integrated and resilient utility infrastructure.	N/A	N/A
Part 3 - Economy		
Objective 12 – Strategically plan for rural industries	N/A	N/A

DRAFT

Part, Objective and Actions	Relevance to Planning Proposal	Consistency
Objective 13 – Support the transition to net zero by 2050	N/A	N/A
Objective 14 – Protecting and promoting industrial and manufacturing land	N/A	N/A
Objective 15 – Support the economic vitality of CBDs and main streets	N/A	N/A
Objective 16 – Support the visitor economy	N/A	N/A
Objective 17 – Strategically plan for health and education precincts	N/A	N/A
Objective 18 – Integrate transport and land use planning	N/A	

DRAFT

Attachment C: Consistency with State Environmental Planning Policies

DRAFT

Table 6 – Consistency with State Environmental Planning Policies

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Biodiversity and Conservation) 2021		
Chapter 2 – Vegetation in non-rural areas	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 3 – Koala habitat protection 2020	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 4 – Koala habitat protection 2021	Applies to subject sites	Not applicable to a reclassification of land where no tree removal is proposed.
Chapter 5 – River Murray lands	Not applicable.	Not applicable.
Chapter 6 – Water Catchments	Not applicable.	Not applicable.
Chapter 13 – Strategic Conservation Planning	Not applicable.	Not applicable.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	Applies to all land in the State.	Not applicable

DRAFT

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Housing) 2021		
Chapter 2 – Affordable housing	Applies to all land in the State.	Not applicable
Chapter 3 – Diverse housing	Applies to all land in the State.	Not applicable
Chapter 4 – Design of residential apartment development	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Industry and Employment) 2021		
Chapter 2 – Western Sydney employment area	Not applicable.	Not applicable.
Chapter 3 – Advertising and signage	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Planning Systems) 2021		
Chapter 2 – State and Regional Development	Applies to all land in the State.	Not applicable

DRAFT

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Aboriginal land	Not applicable.	Not applicable.
Chapter 4 – Concurrences and consents	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Precincts – Central River City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Sydney region growth centres	Not applicable.	Not applicable.
Chapter 4 – Homebush Bay area	Not applicable.	Not applicable.
Chapter 5 – Kurnell Peninsula	Not applicable.	Not applicable.
Chapter 6 – Urban renewal precincts	Not applicable.	Not applicable.
State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable

DRAFT

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Darling Harbour	Not applicable.	Not applicable.
Chapter 4 – City West	Not applicable.	Not applicable.
Chapter 5 – Walsh Bay	Not applicable.	Not applicable.
Chapter 6 – Cooks Cove	Not applicable.	Not applicable.
Chapter 7 – Moore Park Showground	Not applicable.	Not applicable.
State Environmental Planning Policy (Precincts – Regional) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Activation precincts	Not applicable.	Not applicable.
Chapter 4 – Kosciuszko National Park and alpine resorts	Not applicable.	Not applicable.
Chapter 5 – Gosford city centre	Not applicable.	Not applicable.

DRAFT

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Precincts – Western Parkland City) 2021		
Chapter 2 – State significant precincts	Applies to all land in the State.	Not applicable
Chapter 3 – Sydney region growth centres	Not applicable.	Not applicable.
Chapter 4 – Western Sydney Aerotropolis	Not applicable.	Not applicable.
Chapter 5 – Penrith Lakes Scheme	Not applicable.	Not applicable.
Chapter 6 – St Mary's	Not applicable.	Not applicable.
Chapter 7 – Western Sydney Parklands	Not applicable.	Not applicable.
State Environmental Planning Policy (Primary Production) 2021		
Chapter 2 – Primary production and rural development	Not applicable	Not applicable.
Chapter 3 – Central Coast plateau areas	Not applicable.	Not applicable.

DRAFT

Policy	Applicable to Planning Proposal	Consistency
State Environmental Planning Policy (Resilience and Hazards) 2021		
Chapter 2 – Coastal management	Not applicable.	Not applicable.
Chapter 3 – Hazardous and offensive development	Applies to all land in the State.	Not applicable
Chapter 4 – Remediation of land	Applies to all land in the State.	Not applicable
State Environmental Planning Policy (Resources and Energy) 2021		
Chapter 2 – Mining, petroleum production and extractive industries	Applies to all land in the State.	Not applicable
Chapter 3 – Extractive industries in Sydney area	Not applicable.	Not applicable.
State Environmental Planning Policy (Sustainable Buildings) 2022		
Chapter 2 – Standards for residential development - BASIX	Applies to all land in the State.	Not applicable

DRAFT

Policy	Applicable to Planning Proposal	Consistency
Chapter 3 – Standards for non-residential development	Not applicable.	Not applicable
Chapter 4 - Miscellaneous	Not applicable.	Not applicable.
State Environmental Planning Policy (Transport and Infrastructure) 2021		
Chapter 2 – Infrastructure	Applies to all land in the State.	Not applicable
Chapter 3 – Educational establishments and child care facilities	Applies to all land in the State.	Not applicable
Chapter 4 – Major infrastructure corridors	Not applicable.	Not applicable.
Chapter 5 – Three ports – Port Botany, Port Kembla and Newcastle	Not applicable.	Not applicable.
Chapter 6 – Moorebank Freight Intermodal	Not applicable.	Not applicable.
Draft State Environmental Planning Policies		

DRAFT

Policy	Applicable to Planning Proposal	Consistency
Corridor Protection SEPP	Not applicable.	Not applicable.

DRAFT

Attachment D: Consistency with Section 9.1 Ministerial Directions

DRAFT

Table 7 – Consistency with Ministerial Directions

No.	Title	Applicable to Planning Proposal	Consistency
1.	**Planning Systems**		
1.1	Implementation of Regional Plans	Yes, as this Direction applies to all Planning Proposals that apply to land where a Regional Plan has been prepared.	The Planning Proposal is consistent with the goals, directions and actions as contained within the *Riverina Murray Regional Plan 2041,* in as much as it does derogate from those objectives. A full response in relation to this Regional Plan has been provided as **Attachment B.**
1.2	Development of Aboriginal Land Council Land	Not applicable, as the subject land is not identified on the Land Application Map of *State Environmental Planning Policy (Aboriginal Land) 2019*	Not applicable.
1.3	Approval and Referral Requirements	Yes, as this Direction applies to all Planning Proposals.	Not applicable
1.4	Site Specific Provisions	Not applicable, as the Planning Proposal does not seek to create any site specific provisions.	Not applicable.

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No.	Title	Applicable to Planning Proposal	Consistency
1.	**Planning Systems – Place Based**		
1.5	Parramatta Road Corridor Urban Transformation Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.6	Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.7	Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.8	Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable to the Murray River Local Government Area.	Not applicable.

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No.	Title	Applicable to Planning Proposal	Consistency
1.9	Implementation of Glenfield to Macarthur Urban Renewal Corridor	Not applicable to the Murray River Local Government Area.	Not applicable.
1.10	Implementation of Western Sydney Aerotropolis Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.11	Implementation of Bayside West Precincts 2036 Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.12	Implementation of Planning Principles for the Cooks Cove Precinct	Not applicable to the Murray River Local Government Area.	Not applicable.
1.13	Implementation of St Leonards and Crows Nest 2036 Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.14	Implementation of Greater Macarthur 2040	Not applicable to the Murray River Local Government Area.	Not applicable.

DRAFT

No.	Title	Applicable to Planning Proposal	Consistency
1.15	Implementation of the Pyrmont Peninsula Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.16	North West Rail Link Corridor Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.17	Implementation of Bays West Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.18	Implementation of the Macquarie Park Innovation Precinct	Not applicable to the Murray River Local Government Area.	Not applicable.
1.19	Implementation of the Westmead Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
1.20	Implementation of the Camellia-Rosehill Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.

DRAFT

No.	Title	Applicable to Planning Proposal	Consistency
1.21	Implementation of South West Growth Area Structure Plan	Not applicable to the Murray River Local Government Area.	Not applicable.
1.22	Implementation of the Cherrybrook Station Place Strategy	Not applicable to the Murray River Local Government Area.	Not applicable.
Design and Place [This Focus Area was blank when the Directions were made]			
Nil			
Biodiversity and Conservation			
3.1	Conservation Zones	Yes, as this Direction applies to all Planning Proposals.	Not applicable
3.2	Heritage Conservation	Yes, as this Direction applies to all Planning Proposals.	Not applicable

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No.	Title	Applicable to Planning Proposal	Consistency
3.3	Sydney Drinking Water Catchment	Not applicable to the Murray River Local Government Area.	Not applicable.
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs.	Not applicable to the Murray River Local Government Area.	Not applicable.
3.5	Recreation Vehicle Areas	Yes, as this Direction applies to all Planning Proposals.	Not applicable
3.6	Strategic Conservation Planning	Not applicable	Not applicable.
3.7	Public Bushland	Not applicable to the Murray River Local Government Area.	Not applicable.
3.8	Willandra Lakes Region	Not applicable to the Murray River Local Government Area.	Not applicable.

DRAFT

No.	Title	Applicable to Planning Proposal	Consistency
3.9	Sydney Harbour Foreshores and Waterways Area	Not applicable to the Murray River Local Government Area.	Not applicable.
3.10	Water Catchment Protection	Not applicable to the Murray River Local Government Area.	Not applicable.
Resilience and Hazards			
4.1	Flooding	Not applicable	Not applicable
4.2	Coastal Management	Not applicable	Not applicable.
4.3	Planning for Bushfire Protection	Not applicable	Not applicable
4.4	Remediation of Contaminated Land	Not applicable	Not applicable
4.5	Acid Sulphate Soils	Not applicable	Not applicable.

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No.	Title	Applicable to Planning Proposal	Consistency
4.6	Mine Subsidence & Unstable Land	Not applicable	Not applicable.
Transport and Infrastructure			
5.1	Integrating Land Use and Transport	Not applicable	Not applicable
5.2	Reserving Land for Public Purposes	This direction relates to the provision of land for public purposes.	As part of this planning proposal, any changes to public land will seek the approval of the Planning Secretary (or an officer of the Department nominated by the secretary).
5.3	Development Near Regulated Airports and Defence Airfields	Not applicable	Not applicable.
5.4	Shooting Ranges	Not applicable	Not applicable.
Housing			
6.1	Residential Zones	Not applicable	Not applicable

DRAFT

No.	Title	Applicable to Planning Proposal	Consistency
6.2	Caravan Parks & Manufactured Home Estates	Not applicable	Not applicable
Industry and Employment			
7.1	Business and Industrial Zones	Not applicable.	Not applicable
7.2	Reduction in non-hosted short term rental accommodation period	Not applicable.	Not applicable.
7.3	Commercial and Retail Development along the Pacific Highway, North Coast	Not applicable	Not applicable.
Resources and Energy			
8.1	Mining, Petroleum Production and Extractive Industries	Not applicable	Not applicable

DRAFT

No.	Title	Applicable to Planning Proposal	Consistency
Primary Production			
9.1	Rural Zones	Not applicable	Not applicable.
9.2	Rural Lands	Not applicable	Not applicable.
9.3	Oyster Aquaculture	Not applicable	Not applicable.
9.4	Farmland of State & Regional Significance on the NSW Far North Coast	Not applicable	Not applicable.

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Attachment E:
LEP Information Checklist

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INFORMATION CHECKLIST FOR PROPOSALS TO CLASSIFY OR RECLASSIFY PUBLIC LAND THROUGH AN LEP

The process for plan-making under the EP&A Act is detailed in the *Local Environmental Plan Making Guideline* (August 2023).

Importantly, the Guideline contains the Secretary's requirements for matters that must be addressed in the justification of all planning proposals to reclassify public land.

Councils must ensure the Secretary's requirements are addressed. Councils must also comply with any obligations under the *Local Government Act* when classifying or reclassifying public land. More information on this can be found in Practice Note No. 1 - Public Land Management (Department of Local Government, 2000).

All planning proposals classifying or reclassifying public land must address the following matters (**Table 8** below) for Gateway consideration in accordance with PN16-001 – Information Checklist. These are in addition to the requirements for all planning proposals under section 3.33(2)(a) – (e) of the *Environmental Planning & Assessment Act* (and further explained in *Local Environmental Plan Making Guideline*).

Table 8 – Matters for Consideration

Matters for Consideration	Response
the current and proposed classification of the land;	Current: community land Proposed: operational land
whether the land is a 'public reserve' (defined in the LG Act);	Some lots identified in this proposal fall under the definition of 'public reserve'
the strategic and site-specific merits of the reclassification and evidence to support this;	Each of the 22 sites are drainage reserves and have been incorrectly classified and need to be amended to 'operational'. This planning proposal is administrative only.
whether the planning proposal is the result of a strategic study or report;	The Planning Proposal has been based on the recommendations of a Needs and Demand Assessment for Sport and Recreation Facilities.
whether the planning proposal is consistent with council's community plan or other local strategic plan;	The planning proposal is considered to be consistent with and gives effect to, Council's Community Strategic Plan (CSP).
a summary of council's interests in the land, including: **how and when the land was first acquired (e.g. was it dedicated, donated, provided as part of a subdivision for public open space or**	Council is the owner of all subject sites. Refer to Certificates of Title (Attachment A)

DRAFT

Matters for Consideration	Response
other purpose, or a developer contribution) **if council does not own the land, the land owner's consent;** **the nature of any trusts, dedications etc;**	
whether an interest in land is proposed to be discharged, and if so, an explanation of the reasons why;	Council has no plans to discharge any interest in the land.
the effect of the reclassification (including, the loss of public open space, any discharge of interests and/or removal of public reserve status	There will be no change from existing conditions.
evidence of public reserve status or relevant interests, or lack thereof applying to the land (e.g. electronic title searches, notice in a Government Gazette, trust documents);	The relevant Certificates of Title are included as **Attachment A** to the Planning Proposal.
current use(s) of the land, and whether uses are authorised or unauthorised;	The subject sites are currently used as drainage reserves.
current or proposed lease or agreements applying to the land, together with their duration, terms and controls;	Not applicable.
current or proposed business dealings (e.g. agreement for the sale or lease of the land, the basic details of any such agreement and if relevant, when council intends to realise its asset, either immediately after rezoning/reclassification or at a later time);	Not applicable. The Planning Proposal will not result in the sale of the land following reclassification.
any rezoning associated with the reclassification (if yes, need to demonstrate consistency with an endorsed Plan of Management or strategy);	Not applicable.

DRAFT

Matters for Consideration	Response
how council may or will benefit financially, and how these funds will be used;	Not applicable. The Planning Proposal will not result in the sale of the land following reclassification.
how council will ensure funds remain available to fund proposed open space sites or improvements referred to in justifying the reclassification, if relevant to the proposal;	Not applicable.
a Land Reclassification (part lots) Map, in accordance with any standard technical requirements for spatial datasets and maps, if land to be reclassified does not apply to the whole lot; and	Not applicable as the Planning Proposal relates to whole lots only.
preliminary comments by a relevant government agency, including an agency that dedicated the land to council, if applicable.	No preliminary comments are available at the stage of drafting the Planning Proposal. Relevant government agencies will be consulted in accordance with the Gateway determination.

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Attachment F: Needs and Demands Assessment for Sport and Recreation Facilities

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Attachment G: LEP Practice Note PN-16-001 - Classification and reclassification of public land through a local environmental plan

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Monthly Operational Report – April 2024

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 afford to pay (in rates) or would be happy to pay anyway. Cost shifting and rates capping mean we must improve our effectiveness and efficiency at a rate at least equal to the task to remain viable and improve our prosperity.

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

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

1.Strategic direction and planning
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

murray river council Monthly Operational Report – April 2024

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

murray river council

Monthly Operational Report – April 2024

Civic Office

PART A: Section Accountabilities and Team Roles

CEO – Terry Dodds	Manager People –	Manager Community Engagement – Zoe Croft	Manager Organisational Development – VACANT
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.	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	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)	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

murray river council

Monthly Operational Report – April 2024

Civic Office

Accountabilities

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
B	Intergovernmental Relations
B	Councillors
B	Civic Events
B	Election Coordination
B	Emergency Management Response and Planning as per Consequence Management Plans (LEMO)
B	Mayoral Revenue Taskforce
P	4 Year Strategic Plan

Accountabilities

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

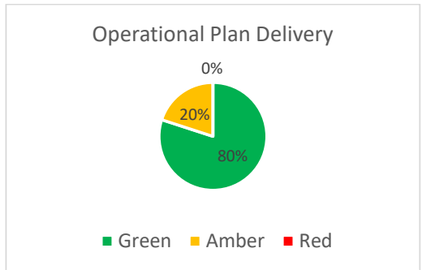
Accountabilities

SBPO	Accountability
B	External Communications Development & Management
B	Internal Communication
B	Council Branding & Corporate Image
B	Community Engagement
B	Website and Intranet
B	Social Media
B	Community Education
P	Strategic Planning
P	Social Media
P	Community Education
P	Community Engagement
O	Your Say Website
O	Community Strategic Plan
O	MRC Community Stakeholder Engagement
O	Community Education

Accountabilities

SBPO	Accountability
B	Workforce Culture
B	Workforce Planning
B	Accountability Framework
B	Monthly Operating Report
B	Corporate Change Management
O	Corporate Change Management Advice and Support
O	Monthly Operating Report Deliver
O	Accountability Framework
O	Integrated Planning and Reporting
O	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 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 2 – Goal 2 – Continue to be a trusted and ethical leader that leads by example 2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy. (S CEO)	Partner, Advocate	(DP 2.5.2) Partnering with community and businesses to achieve positive community outcomes	B: CEO O: CEO	✓	✓	✓	✓	(Refer to June 2022 MOR for 2021/2022 updates). Liaison with Campaspe Shire Council to facilitate the fifth (5th) Cross-Border Councillor Meeting which will focus on digitalisation of tourism information. Country University Campus joint project between Hay, Edward River, Berrigan, and Murray River Councils at the Federal grant application stage. There are 26 areas the Federal Government has funds to support. Not yet named. *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.	

murray river council Monthly Operational Report – April 2024 **Civic Office**

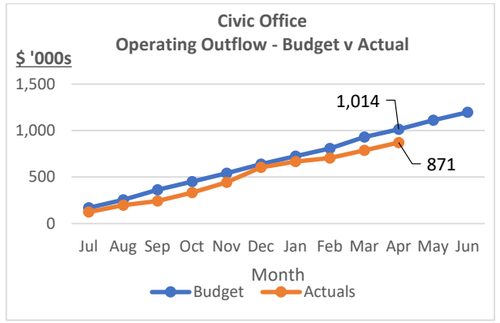
	Deliver	(DP 2.5.4) Define internal and external services and responsibilities of what Councils is and is not responsible for.	B: CEO O:MCE	✓	✓			Completed 2012/2022: see CSP (with amendments).	●
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous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

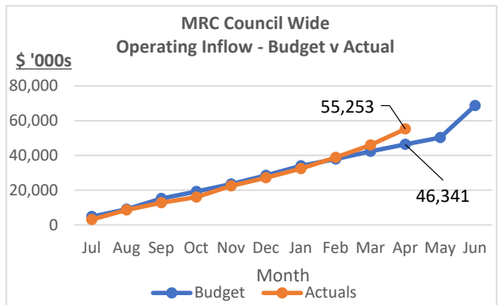
murray river council

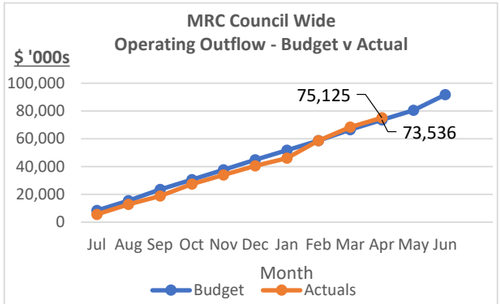
Monthly Operational Report – April 2024

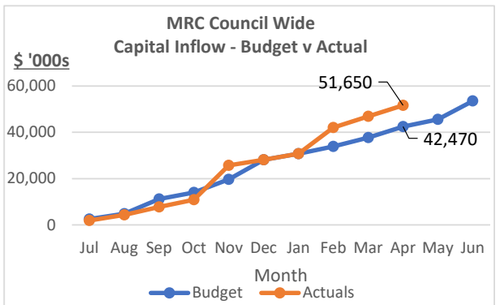
Civic Office

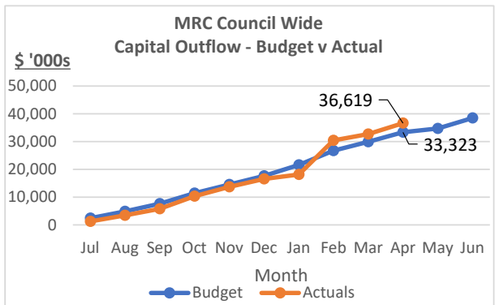
PART C: Financial Outcomes











PART D: Project Status

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

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	

murray river council

Monthly Operational Report – April 2024

Civic Office

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	House Committee on Regional Development, Infrastructure and Transport – Inquiry into local government sustainability	030424	**RESOLUTION 030424** Moved: Cr Thomas Weyrich Seconded: Cr Ann Crowe That Council makes a submission to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport's inquiry into local government sustainability. **CARRIED**	Dodds, Terry

06 May 2024 2:31pm Leyonhjelm, Lindy

Submission has been completed by Mr Terry Dodds and received by House Committee on Regional Development, Imfrastructure & Tramsport

06 May 2024 2:33pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy on behalf of Dodds, Terry (action officer) on 06 May 2024 at 2:33:21 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Sundry Delegates Report	250424	**RESOLUTION 250424** Moved: Cr Nikki Cohen Seconded: Cr Ann Crowe That the Sundry Delegates Report of the Mayor and Councillors for the period 1 March 2024 through to 31 March 2024 be received and the information noted by the Council; and reasonable out of pocket expenses be met by Council. **CARRIED**	Leyonhjelm, Lindy

06 May 2024 2:33pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy (action officer) on 06 May 2024 at 2:33:59 PM - completed, no changes required to the report

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Correspondence Report	240424	**RESOLUTION 240424** Moved: Cr Nikki Cohen Seconded: Cr Kron Nicholas That the Correspondence Report be received and the information noted by the Council. **CARRIED**	Leyonhjelm, Lindy

06 May 2024 2:34pm Leyonhjelm, Lindy - Completion

murray river council

Monthly Operational Report – April 2024

Civic Office

Completed by Leyonhjelm, Lindy (action officer) on 06 May 2024 at 2:34:06 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Confirmation of Minutes - Ordinary Meeting held on 26 March 2024 of Murray River Council	010424	**RESOLUTION 010424** Moved: Cr Dennis Gleeson Seconded: Cr Geoff Wise That the minutes of the Ordinary Meeting of Murray River Council held on 26 March 2024 be confirmed as a true and correct record. **CARRIED**	Leyonhjelm, Lindy

06 May 2024 2:54pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy (action officer) on 06 May 2024 at 2:54:07 PM - confirmed minutes

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports	050424	**RESOLUTION 050424** Moved: Cr Ann Crowe Seconded: Cr Dennis Gleeson 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**	Leyonhjelm, Lindy

06 May 2024 2:34pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy (action officer) on 06 May 2024 at 2:34:15 PM - completed

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Recommendation for the sale of Former Moama Preschool site, Regent Street, Moama.	360324	**RESOLUTION 360324** Moved: Cr Nikki Cohen Seconded: Cr Geoff Wise That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing of the required contractual arrangements to sell the land identified as Lot 11 DP 236459 and Lot 12 DP 236459 (the land parcel) through an open market approach of either Expression of Interest or Competitive Direct Sale, as suggested in the attached Valuation Report. **CARRIED**	Godfrey, Chris

09 Apr 2024 4:39pm Godfrey, Chris - Target Date Revision

murray river council

Monthly Operational Report – April 2024

Civic Office

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

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Recommendation for the sale of 44 Nyang Street, Moulamein	290224	**RESOLUTION 290224** Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing of the required contractual arrangements to sell the land identified as Lot 1 DP 810764 and attached residential building (the property), through an open market approach of Competitive Direct Sale, as suggested in the attached Valuation Report. **CARRIED**	Godfrey, Chris

08 Mar 2024 12:09pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 12 March 2024 to 01 June 2024 - Agent has been appointed on 08/03/2024 with advertising to commence by end of March 2024. Allowing 2 months for sale to be completed and settlement received.

09 Apr 2024 4:47pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 01 June 2024 to 14 June 2024 - Waiting for signed Contract of Sale from purchaser. Anticipate mid-June for final settlement.

06 May 2024 4:10pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 14 June 2024 to 17 June 2024 - Confirmed settlement date 17 June, 2024.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Notice of Motion - Council gives an update on the delivery of the Moulamein Main Street Redevelopment Project, including the timelines involved and community engagement.	270424	**RESOLUTION 270424** Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That Murray River Council gives an update on the delivery of the Moulamein Main Street Redevelopment Project, including the timelines involved and community engagement. Following the meeting, a media release to be issued, updating the community on this project. **CARRIED**	Gorey, Neil

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Notice of Motion - That a 24-month extension be given to the Mortgagee in terms of their obligations under contract with MRC for purchasing and development of land in Moama Business Park	310424	**RESOLUTION 310424** Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That Murray River Council grants a 12-month extension to the Mortgagee of 5 Wild Court Moama, in terms of meeting his obligations under contract with MRC, the Mortgagor. As part of the agreement, the Mortgagee is to complete the final two payments before the close of the contract. The Mortgagee to be given title to the lot immediately. **CARRIED**	Rodriquez, Samantha

murray river council

Monthly Operational Report – April 2024

Civic Office

06 May 2024 3:17pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Rodriquez, Samantha by Leyonhjelm, Lindy - Sam will need to arrange for a new contrat to me completed and signed off

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Murray River Council Leasing and Licensing of Council Property Policy - POL-218	040424	**RESOLUTION 040424** Moved: Cr Nikki Cohen Seconded: Cr Neil Gorey That Council endorses the draft Leasing and Licensing of Land Policy to be issued for public exhibition. **CARRIED**	Rodriquez, Samantha

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Collaborative Tender for the Supply of Power to Large Sites	060324	**RESOLUTION 060324** Moved: Cr Nikki Cohen Seconded: Cr Geoff Wise That Council approves: 1. The Chief Executive Officer considering the recommendations of the relevant lead agency responsible for managing the public tender process following the conclusion of that process; and 2. The delegation of authority to the Chief Executive Officer for the following functions insofar as they relate to this tender and/or any resulting contract: a. The acceptance or rejection of the recommendation to award a contract to the successful tenderer for a term not exceeding 6 years from the commencement of the contract and for any anticipated sum. b. The signing of signing of any documents and/or correspondence which may be required to give effect to the decision to award the contract or to effectively manage the contract for the duration. c. The approval of any variations and approval of any purchase orders for the term of the contract. **CARRIED**	Rodriquez, Samantha

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Recommendation to Award Contract 2401 - Murray Irrigation Network Structural Assessments	070324	**RESOLUTION 070324** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe 1. Approves the tender evaluation panel recommendation to award Contract 2401, Murray Irrigation Network Structural Assessments to B G & E Pty Ltd for the lump sum of $1,128,380.00 (including GST).	Rodriquez, Samantha

2. Authorises the Chief Executive Officer to do the following:

   a. Sign any documents which may be necessary to give effect to this resolution;

   b. Approve a requisition for the amount of $1,128,380 (including GST).

   c. Approve spend relating to any financial variation within budget, all variations being viewed on a cumulative basis.

3. Authorises the Director Infrastructure to act as Contract Superintendent.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Contract 2402 - Moama Sewerage Scheme Upgrade Consultancy	350324	**RESOLUTION 350324** Moved: Cr Nikki Cohen Seconded: Cr Neil Gorey That Council: 1. Consider the information provided by the Project Manager for the Moama Sewerage Scheme Upgrade Consultancy Contract (Options Study Review and Concept Design) by way of background; 2. Retrospectively endorse the acceptance of the quotation for work under Contract 2402 to NSW Public Works Department of Regional NSW (ABN 19 948 325 463) for a lump sum amount of $398,750.00 (including GST); and 3. Grant a delegated authority to the Chief Executive Officer, allowing for: (a) the signing of this Contract; (b) the approval of a Purchase Order in the amount of $398,750.00 (including GST); and (c) the approval of variations within budget. **CARRIED**	Rodriquez, Samantha

Council resolutions outstanding outside 3 months

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

murray river council

Monthly Operational Report – April 2024

Civic Office

13 Mar 2024 9:44am Leyonhjelm, Lindy

Cr Crawley & Terry Dodds discussing the necessary steps to enanct on this NoM from Cr Weyrich.

10 Apr 2024 10:54am Leyonhjelm, Lindy - Target Date Revision

Target date changed by Leyonhjelm, Lindy from 06 February 2024 to 01 June 2024 - Discussion and information to be gathered by CEO & Mayor

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 Mayor and CEO attended the NSW Country Mayors Association meeting held on the 10th of May. Linda Scott, the National President of the Australian Local Government Association gave a presentation to the 89 mayors and 39 CEOs in attendance, specifically mentioning Murray River Council's submission to the Federal inquiry into local government financial sustainability in order to encourage others to follow MRC's lead..

NSW Country Mayors Association has made a submission to the NSW inquiry into local government financial sustainability. The Chair of Chairs (the 13 Joint Organisations across NSW), Mayor Russell Fitzpatrick, Bega Valley Shire Council, wrote the submission. Mayor Fitzpatrick thanked Murray River Council for our contribution.

The Administration has gone through a restructure, with the changes being adopted on the 7th of November 2023. The Accountabilities Framework was used to design the distribution of responsibilities across the whole organisation. As a result, the organisation is now much leaner.

- In March of 2022 the Full Time Equivalent staffing level was 189.42.
- In October of 2023 the Full Time Equivalent staffing level was 190.41.
- In March of 2024 the Full Time Equivalent staffing level was 174.28.

(Excluding externally funded positions and fixed term)

This has reduced the ratio (CEOs aspire to lower) of operation expenditure (labour) over total income from 36.8 to 32.6%.

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

The Mayor and CEO attended the NSW Country Mayors Association meeting held on the 10th of May. Linda Scott, the National President of the Australian Local Government Association (ALGA) gave a presentation to the 89 mayors and 39 CEOs in attendance, specifically mentioning Murray River Council's submission to the Federal inquiry into local government financial sustainability in order to encourage others to follow MRC's lead.

NSW Country Mayors Association has made a submission to the NSW inquiry into local government financial sustainability. The Chair of Chairs of the 13 Joint Organisations across NSW, Mayor Russell Fitzpatrick, Bega Valley Shire Council, wrote the submission. Mayor Fitzpatrick thanked Murray River Council for our contribution (on changing the way depreciation is addressed).

murray river council

Monthly Operational Report – April 2024

Community Engagement and Communication

PART A: Section Accountabilities and Team Roles

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)
Schools & community education program delivery – What waste goes where (kinder program)
Development and assistance with implementation of Community Engagement Plans (FOGO kerbside collection rollout)
Assist with development of Community Strategic Plan.

Accountabilities

SBPO	Accountability
B	Community Strategic Plan
B	External Communications Development & Management
B	Internal Communication
B	Council Branding & Corporate Image
B	Community Engagement
B	Website and Intranet
B	Social Media
B	Community Education
P	Stakeholder Engagement for Strategic Planning
P	Social Media Development
P	Community Engagement
P	Community Education
O	Your Say Website
O	Community Strategic Plan
O	MRC Community Stakeholder Engagement
O	Community Education

Communications Coordinator

The coordinator is responsible for communicating with our community.
Provide an avenue for all media enquiries (internal and external)
Communication support to all portfolios including collateral development (graphic design), and engagement/information campaign development (social media/media releases/surveys etc)
Development of speeches as required
Development and management of Councils Website
Media releases
Website development
Social media posts

Accountabilities

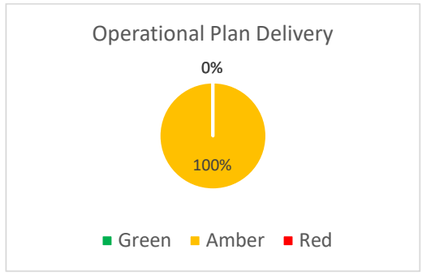
SBPO	Accountability
P	External Communications
P	Website Development
P	Election Communications
P	Branding and Corporate Image
P	Internal Communications
O	Corporate Advertising
O	Council Branding and Corporate Image
O	Internal Communication
O	External Written Communication
O	Community Newsletter
O	Council Publications internal printing services
O	MRC Social Media
O	MRC Media Management
O	MRC Website

murray river council

Monthly Operational Report – April 2024

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, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability 1.8 – Develop an education program focusing on Council Services									
Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities. (S CEO)	Deliver, Partner	(DP 1.8.1) Develop an education program focusing on Council service – Sustainability – Rare and Endangered species	B: MCE P: MCE O: MCE		✓	✓	✓	Oct – preparation work began on the SRV application and community education and engagement program. Sust MRC program continued with internal staff training. Aug - Sustainable MRC project public launch occurred in Murray Matters (Aug 2023 edition). Project is being soft launched due to longevity of project. Focus will be on terminology education until the end of 2023, before further information about surplus asset disposal to be released approx. March 2024. Jul - Initial preparation for the Working towards a Sustainable MRC project have begun (video, launch for all staff at training day, YourSay Page). Public launch of project to occur in August	
	Deliver, Partner	(DP 1.8.2) Develop an education program focusing on Council service - Water efficiency, Water Security and impacts on source water	B: MCE P: MWS O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for Water efficiency program (Moama Preschool). Sept – Using Water Wisely education session undertaken at Insight Early Learning Preschool (Moama) Mar – Water education sessions held at Moama Preschool (6 sessions) – Whizzy's Incredible Journey (water cycle), how and where do you use water at home and at Preschool? Sessions were well received.	
	Deliver	(DP 1.8.3) Develop an education program focusing on Council service - Sewer systems	B: MCE P: MWS O: MCE				✓		
	Deliver	(DP 1.8.4) Develop an education program focusing on Council service - FOGO, Waste and Recycling	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for What Waste Goes where program (Moama Preschool). Sept – What Waste Goes Where education session 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 to community – updated education on Food waste in green bin not red bin Mar – What Waste Goes Where education session at Moama Preschool (6 session). Sessions were well received.	
	Deliver	(DP 1.8.5) Develop an education program focusing on Council service - Illegal activities	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Sept – Fire Hazard Reduction Program rolled-out for 2023 – ref MOR19 for further details.	
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service - Weeds and biosecurity	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓	Oct – additional Boxthorn education sessions provided by Biosecurity Team – ref MOR18 for furhter details. Sept – Boxthorn education session provided by Biosecurity team – ref MOR18 for further details. Jul - Joint training session held to upskill NSW National Parks team relating to invasive weeds – ref MOR18 for further details. Mar – attendance at Echuca Moama Discovery Day - Weeds and weed manangement were hot topics of conversation within the communtiy who attended the MRC stand.	
	Deliver	(DP 1.8.7) Develop an education program focusing on Council service - Geospatial	B: MCE P: MSA O: MCE				✓		
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers 2.6 – Improve externally provided information and communication.									
Further develop and enhance public	Deliver	(DP 2.6.1) Update and improve external community information pathways including - Website and online webforms	B: MCE P: CC O: MCE	✓	✓	✓	✓	Aug – updates on website – updated pdf bill (in new bill format), updated information relating to new billing system Jul - Website updates – new billing system, Mobile Library calendar.	

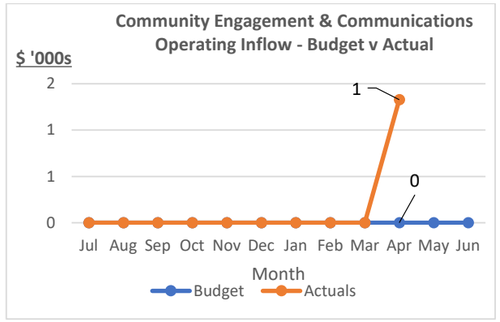
communication materials. (S CEO)		- Your Say Portal - Use community noticeboards - Mobile library - Increase online and offline event frequency to communicate and drive outcomes - Snap Send Solve – Continue digitisation of externally available services						Jan – requested by community during Boil Water Advisory better notification to community member via SMS or email. Under investigation Mar – review of all MRC webpages has begun to ensure accurate information, links to documents and external pages are relevant and live. See Project Status below.	
	Deliver	(DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)	B: MCE P: CC O: MCE	✓	✓	✓	✓	Ongoing development of website, flyers, social media posts to ensure they incorpotate plain english and graphics to assist with readibility.	●
	Deliver	(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			✓		Web-based payment being investigated currently (July 2023)	
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.8 – Community and Council collaboration									
Increased interaction with Communities. (S CEO)	Deliver	(DP 2.8.1.) Review and update Councils Community Engagement Framework. - Plan to increase face to face engagement with communities - Provide updates on CSP and Delivery Program implementation - Council meetings being held in various locations across the region - Meet the Council events (staff and councillors).	B: MCE P: MCE O: MCE	✓	✓			Dec – Report was received by Council at the Dec 2023 Council meeting. Updated DP to be produced and will be placed online during Jan 2024. Nov – Amendments to the Delivery program for the 2023-24 FY were submitted for review at the Oct 2023 Council meeting – amendments are currently on display with a report due outlining the findings to Council in Jan 2024. DP implementation reported monthly via MOR reports from Business Unit Managers. Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Ongoing development of options to increase engagement being investigated. Mar – Attended the Echuca Moama Discovery Day hosting information on various Council services including Community Transport, weeds, library services, water, waste, Sustainable MRC, recruitment. Event was successful for the interactions held but there was minimal foot traffic from community members in general attending the day.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.9 – Community Engagement Framework									
Further development and implementation of Councils Community Engagement Framework. (S CEO)	Deliver	(DP 2.9.1) Review and update the existing Community Engagement Framework ensuring the framework is embedded into Council's operations	B: MCE P: MCE O: MCE	✓	✓	✓	✓	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.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.10 – Community Engagement Toolkit									
Further development and implementation of Councils Community Engagement Toolkit. (S CEO)	Deliver	(DP 2.10.1) Develop overarching engagement toolkit and implement engagement tools into Council processes	B: MCE P: MCE O: MCE	✓	✓	✓	✓	Ongoing discussions 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	●

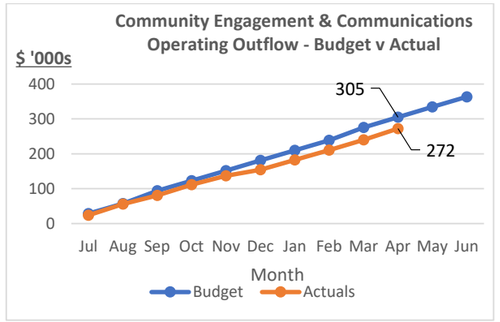
murray river council

Monthly Operational Report – April 2024

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)

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

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

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

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

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

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

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

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

February 2024 – further investigation on alignment of projects across the business.

March 2024 – Parks and Open Spaces Service Delivery Plan draft developed, teams are trialling before incorporation into the Parks and Open Space Strategy. Ongoing development of the Building Strategy, development of Planning Proposal for reclassification of Land Status has begun.

April 2024 – ongoing development of Parks and Open Space Strategy, Building Strategy and Planning Proposals for reclassification of Land

MRC Financial Sustainability Project (SRV)

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

Project timeline (Comms and Engage)

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

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

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

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

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

murray river council Monthly Operational Report – April 2024

Community Engagement and Communication

Website update

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

March 2024- initial business unit meetings with Environmental Health and Development Services; Comms Coordinator now mapping out suggested architectural changes in each section and working with relevant staff for updated information.

April 2024- Linked in with external TechOne Project Team to develop reporting mechanisms for tracking where information updates relating to applications are at. Still on track for November Go-Live.

End-of-Term Report

The End-of-Term Report will be prepared in accordance with s428(2) of the Local Government Act 1993 for presentation at one of the final meetings of the outgoing council; 2021-2024.

This report provides an overview of council's achievements over the last three years and is linked to the top-level objectives outlined in our Community Strategic Plan.

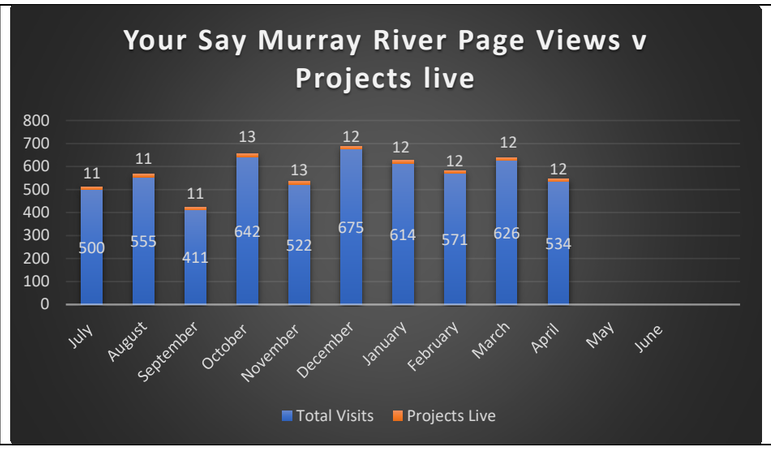
April 2024- commenced production.

PART E: Business as Usual

Campaigns run during the month	Comments
Campaigns	• Customer and Library Services – Barham Library book sale, MVBC technical issues, • Road closure / Road Works – Kerb and gutter works: Jacana Avenue, Moama, Bridge Damage - Narcurrie Road North, Moulamein. • Waste – Devices and batteries cannot go into bins/landfill closure of Bunnaloo and Womboota Bin Stations, • Filtered / Raw Water notifications - The Mews Estate, Moama filtered water outage, Wakool filtered water outage, filtered water outage Murray Downs • Parks, Gardens & Biosecurity – Snakes out and about, • Our pounds are seeking blankets and towels • Draft Southern Riverina Regional Drought Resilience Plan. • Onshares – Nature Fair Barham, Moama Lights, road interruption Cobb Highways (car crash), Double Demerit points, • Recruitment – Water & Waste Water Technician • Project Updates – Horseshoe Lagoon Works • Skateboarding workshops in Mathoura and Barham happening in April • Footpath, kerb and gutter works – Moulamein • report a streetlight fault • Official opening of Koraleigh Raw Water pipeline • Emergency RediPlan • Upcoming Council elections – want to be a Councillor?
Collateral and promotional material	• Continue work on Sustainable MRC project (working /internal title for project) – Working towards a Sustainable MRC (public title of project) – See above Project Status. • Library Mother's Day and school holiday promotional material • Design and production of commemorative plaque for official Moama Preschool opening (June)
Proactive Media Outreach (media releases / interviews / advertisements / social media posts)	• 33 social media posts • 6 media releases • 2 fortnightly update features /Mayor columns
MRC website	Covering period: April 1 – April 30, 2024 **Users:** 6270 **Average engagement time of users:** 1 minute **Total overall page views:** 21,050 **Top 10 ranked page views for the month:**

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

	Page title and screen class	Views	Users	Views per user
		21,050 100% of total	6,270 100% of total	3.36 Avg 0%
1	Home Murray River Council	3,005	1,601	1.88
2	Moama Lights 2024 - tickets on sale now! Murray River Council	1,268	922	1.38
3	Search results Murray River Council	1,253	547	2.29
4	Current vacancies Murray River Council	688	409	1.68
5	Agendas and minutes Murray River Council	634	129	4.91
6	ANZAC Day services 2024 Murray River Council	630	472	1.33
7	Transfer stations and landfill sites Murray River Council	456	275	1.66
8	Find my bin day Murray River Council	425	259	1.64
9	Careers Murray River Council	418	278	1.50
10	ANZAC Day services 2023 Murray River Council	393	317	1.24

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 November were • Working towards a Sustainable MRC • Koraleigh Raw Water Pipeline installation • River Country Art Trail *(project closed)* • Meninya Street Upgrade • Moama Preschool • Economic Development and Tourism Strategy *(project closed)* • Murray River Council Arts and Culture Strategy (draft strategy on display for public comment) • Employment Lands Strategy • Moulamein roads and footpath upgrades • MRC Customer Experience Strategy • *2024 Local Government Elections (new page developed)* • *Draft Southern Riverina Regional Drought Resilience Plan (new page developed)*	

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.

murray river council

Monthly Operational Report – April 2024

Community Engagement and Communication

Continuing review of various projects and how they align with Sustainable MRC.

Celebration event of the Koraleigh Raw Water Supply Pipleine.

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

Celebration event of the Koraleigh Raw Water Supply Pipleine.

murray river council Monthly Operational Report – April 2024 **People, WHS and Wellbeing**

PART A: Section Accountabilities and Team Roles

Manager of HR and Safety – Marnie Rowden

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 healthy working environment.
- Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.
- Resources for administering compensation, benefits, policies, and procedures.
- All aspects of performance management
- HR data and metrics

Accountabilities

SBPO	*Accountability*
B	Talent Management
B	Employment Law
B	Training, Development and Mandatory Competencies
B	Workcover & RTW
B	Volunteer Program
B	Workforce Performance
B	Onboarding and Induction
B	WHS Programs
B	Succession Planning
B	Staff Professional Registrations/Accreditations & Membership
B	Employee Relations
B	Recruitment and Selection
B	Reward and Recognition
B	Remuneration Management
B	Uniforms
B	Staff Education
B	Industrial Relations
B	Dispute Resolution
B	Staff Health and Wellbeing
P	Staff Education
P	Recruitment and Selection
P	Onboarding and Induction
P	Workcover and RTW
P	Compliance to Employee Conditions
P	Employee Relations
P	Training, Development & Mandatory Competencies
P	Succession Planning
P	Staff Professional Registration/Accreditation
P	Volunteer Program
P	Dispute Resolution
P	Staff Health and Wellbeing
P	Workforce Performance
P	Uniforms
O	Staff Health & Wellbeing
O	Uniforms

HR Coordinator – currently recruiting

Providing support to the Manager People in the facilitation of all key HR functions and programs and assume responsibility for Manager People in their absence.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Onboarding and Induction
	O	Return to Work and Claims Management
	O	Traineeships and Cadetships
	O	Workcover Reconciliations
	O	Recruitment and Selection
	O	Employee Relations
	O	Industrial Relations
	O	Monitoring & Renewal of Licensing
	O	Reward and Recognition
	O	Succession Planning
	O	Dispute Resolution
	O	Staff Education Program
	O	Staff Professional Registration Compliance/ Accreditation and Memberships
	O	Remuneration Service
	O	Talent Management
	O	Training, Development and Mandatory Competencies
	O	Workforce Planning Execution
	O	Employment Law Advisory Service
	O	Workforce Performance
	O	Volunteer Recruitment and Placement services (non-community services) and ongoing monitoring
	O	Volunteer Compliance.

HR Admin Officer – Beck White

Assisting the HR Coordinator in all aspects of Human Resources.

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*
	O	Onboarding and Induction
	O	Return to Work and Claims Management
	O	Traineeships and Cadetships
	O	Workcover Reconciliations
	O	Recruitment and Selection
	O	Employee Relations
	O	Reward and Recognition
	O	Succession Planning
	O	Staff Education Program
	O	Staff Professional Registration Compliance/ Accreditation and Memberships
	O	Remuneration Service
	O	Training, Development and Mandatory Competencies

WHS Specialist – Rob Redzepi

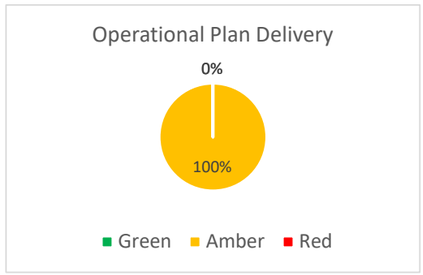
Maintain Work Health & Safety for employees, manage safety systems, including surveillance of staff, training testing and compliance. Ensure compliance against legislative requirements, Coach and Mentor Strengthen Safety Culture process and systems for MRC Mangers & Supervisors.

Accountabilities

Number	*SBPO*	*Accountability*
	P	Work Health & Safety
	O	Site Audits and Reporting
	O	Safety Awareness Program
	O	Work Health Program, Hearing Tests, Skin Checks, Immunisations etc
	O	WHS Testing and Compliance
	O	Internal Emergency Management
	O	Maintenance of WHS Registers
	O	Event Notification and Investigations
	O	Health and Safety Training

murray river council Monthly Operational Report – April 2024 **People, WHS and Wellbeing**

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



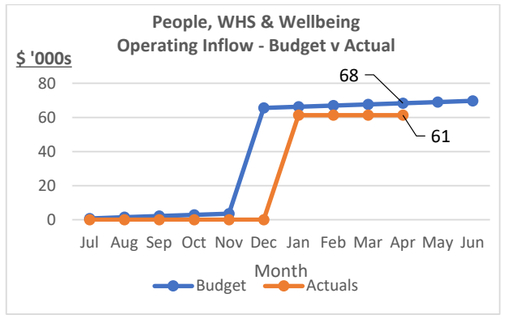
Under the 4-year Delivery Plan, the Human Resource Unit relates to the full life cycle of employees. The Office of the CEO directly oversees the delivery of these outcomes.

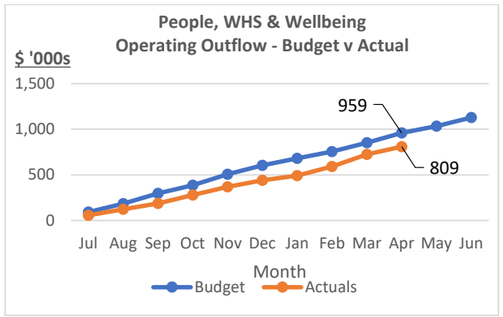
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example 2.5 – Leadership that is trusted, capable and collaborative									
Review and enhance our values and behaviours within Council. (S CEO)	Deliver	(DP 2.5.5) MRC values and behaviours to become an integral part of the staff performance appraisal process.	B: MHR&S P: MHR&S O: MHR&S	✓				Completed as part of our new Performance Review Process in June 2023. Focus on both the what we do(tasks/outputs/performance) and also the how we do it. (values/attitudes and behaviours)	●
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people). 4.7 – To attract quality staff to service community demands.									
To attract quality staff to service community demands. (S CEO)	Deliver	(DP 4.7.1) Investigate RDA Riverina's 'Country Change' program to attract new residents	B: MHR&S P: O:	✓	✓			RDA program has changed, and further investigations required. RDA Riverina have received additional funding from Transgrid to expand the Country Change program. RDA Riverina have contracted RDA Murray to bring 5 Murray Region partners on board by the end of 2023. Murray River Council is on the list of possible partners. RDA Murray will be engaging with MRC in the coming month regarding next steps. Concurrently, the Country Change program is undergoing a rebrand.	●
	Deliver	(DP 4.7.2) Actively recruit for specific roles within Council to service community demands and requirements	B: MHR&S P: O:	✓	✓	✓	✓	Ongoing – recruitment campaign in action. Participated in Community Connection Forum targeting strategies to attract and retain workforce. MRC will participate in the working group, established to benefit the Murray River and Campaspe regions.	●
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people). 4.8 – Developing future leaders .									
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program . (S CEO)	Deliver	(DP 4.8.1) Redevelopment and ongoing review of MRC recruitment and advertising program	B: MHR&S P: O:	✓	✓	✓	✓	New pull up recruitment banners located at MVBC, Moama Office, MBC, Barham office, Barham Hub	●
	Deliver	(DP 4.8.2) Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)	B: MHR&S P: O:	✓	✓	✓	✓	• Partnership with MEGT has been completed to manage our Apprenticeship & Traineeships. • 2024 will see the commencement of 2 x School Based Apprenticeships – 1 x Moulamein and 1x Mathoura. • Professional Development – Emerging Leaders Program to commence in May 2024 • Development of a Learning and Development Framework for all employees.	● ● ●

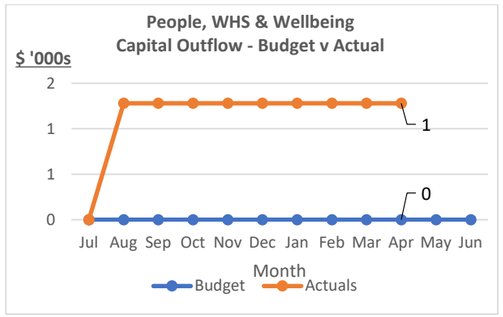
murray river council Monthly Operational Report – April 2024

People, WHS and Wellbeing

PART C: Financial Outcomes







PART D: Project Status

HR Module – TechOne

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

Training and Development – ongoing

- Ongoing - Manager HR & Safety in discussions re: Emerging Leaderhsip Program. Time2Talk is the preferred training provider.
- Mental Health First Aid training to be rolled out in May / June across MRC
- New policy and procedure has been drafted and is out for review.
- Skills analysis for depot staff is underway.

Annual Performance Reviews

- Performance Reviews for all staff to be finalised.
- Annual Performance reviews to be streamlined and to occur at the same time across the Organisation. Discussions underway with ELT for their input and feedback.

Policy & Procedure Review

- Manager of HR & Safety commenced review / rewrite of all HR policies and procedures.
    - Employee Performance Management and Disciplinary Process out for review and feedback.
    - Recruitment and Selection Policy underway
    - Grievance Management Policy currently being reviewed.

WHS Document/Systems Reviews:

- WHS procedure development ongoing
- Fatigue & Traffic management procedures being drafted.
- Chain Of Responsibility documentation and training being developed by external consultant.

Project Murray 2023:

- Recruitment of the CFO, CIO, Financial Controller and the PMO are underway. This will see the finalisation of the Finance Team Restructure under Project Murray 2023 and the team will settle
- Superintendent of Parks and Biosecurity was announced – and Tim Moodie will act in this role until September 2024.
- Superintendent Compliance – Liz O'Farrell has been offered this role and has verbally accepted. Commencement will be April 2024. That completed the Compliance and Waste team restructure.

PART E: Business as Usual

Staff Updates (including internal changes)

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

murray river council Monthly Operational Report – April 2024

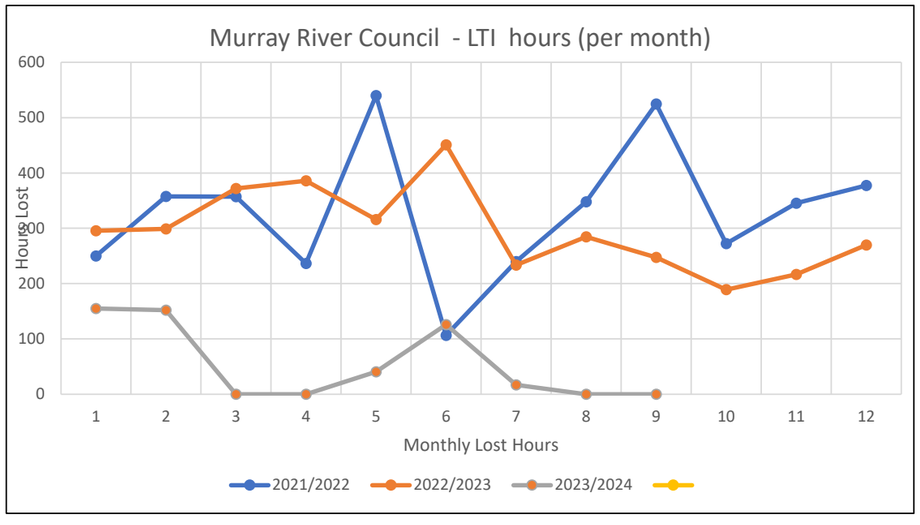
People, WHS and Wellbeing

	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			1		2	6	5			
Onboarded	5	6			1	2	3	3	3			
Turnover								-3	-2			
Internal movement	1	1					2	0	2			

Internal movement was a change of department.

PART F: Service Metric

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
25/03/24 – People & Culture	Turnover of staff in critical roles	Backfilling roles through Local Govt NSW, and other consultants.	Task – Develop a succession plan for critical positions Task – Identify changing profile and needs of Council employee through developing a workforce plan Task – Identify employment incentives for attraction and retention of professionals Task – Review reasons for people leaving Council from exit questionnaire and develop action plan.	●
25/03/2024 – People & Culture	Skilled Workforce – Difficulty in attracting and retaining skilled / qualified staff. Employees using MRC stepping stone to more preferred locations or pay increases.		Creating a workplace that people desire to spend employed longer in, often called Employer of Choice, is fundamental. The staff culture improvement project (called the VOICE Project) will assist. (Being delivered in Office of The CEO – 'Civic').	●



Incidents	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	TOTAL
Injury to Employee	**2**				**3**		3	1	2				11
Injury to 3rd Party				1									1
Property Damage Council	1	2	2	1	2	2	3		1				14
Property Damage 3rd Party	1				1		1						3
P&E Council	7	8	10	13	9	7	3	8	10				75
P&E 3rd Party													
Hazard Identified		56	1	3	1				6				67
Near Miss/ Other	2	2	2		3		1	1	1				12
TOTAL	13	68	15	18	19	9	11	10	20				183

2024 WHS Action Plan:

Date Updated	Risk Details	Required	Required Actions	
Jan 24	Internal WHS procedures	• Managing Psychosocial hazards Procedure	• Draft, Consult & implement Procedure into existing processes – IN PROGRESS	●
Jan 24	High Risk Construction	• Construction process and documentation of all works and projects - Infrastructure	• Develop Construction Safety Procedure - Drafted • Develop Chain of Responsibility Procedure and process – commences March 24	● ●

Jan 24	Planning	• Develop departmental WHS Targets & Objectives	• Departments to create WHS targets and objectives for 24/25 – In Progress	●
Jan 24	Worker risks	• Volunteers risk controls	• WHS Induction for Volunteers • Volunteer induction checklist – drafted • Supervision of Volunteers	● ● ●
Jan 24	Contractor Management	• Contractor Management Procedure and associated process and operations per department	• Review Contractor/Supplier register – Procurement/Tech One – System Platform • Develop online Contractor WHS induction – WHS - Drafted • Departmental process for managing contractors – each department	● ● ●

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

Melissa Best commenced Fairly Leadership Program in March 2024.

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

Organisational Structure and Accountability

The HR and Safety department, led by Marnie Rowden, embodies the essence of managing human resources as the core that runs the business. The team is structured to efficiently address high-level focus areas such as recruitment, employee retention, training and development, succession planning, workplace safety, employee engagement, compensation, benefits administration, and performance management. Accountabilities are delineated across strategic, business, and operational levels, ensuring clarity in roles and responsibilities.

Strategic Initiatives and Delivery Program

Over the four-year delivery plan, HR is committed to enhancing leadership qualities, attracting quality staff, and fostering educational pathways to ensure a continuous influx of talent and leadership development within the council. Key initiatives include integrating values and behaviours into the performance appraisal process, exploring partnership opportunities to attract new residents, and launching an Emerging Leaders Program to develop future leaders. These efforts are directed under the oversight of the Office of the CEO, demonstrating a top-down approach to achieving excellence in HR practices.

Financial and Project Outcomes

HR's focus extends to optimizing the HR module within the TechOne system, enhancing training and development programs, conducting annual performance reviews, and reviewing HR policies and procedures. The emphasis on project management, particularly the HR module optimisation and training development, underscores the strategic importance of leveraging technology and continuous learning to improve HR functions.

Service Metrics and Risk Management

The organisation faces challenges such as staff turnover in critical roles and the difficulty of attracting and retaining skilled staff. To combat these issues, strategies such as developing a succession plan, creating a workplace culture that enhances employee retention, and implementing risk management initiatives related to WHS audits are being pursued. These strategies are essential in maintaining a competitive edge as an employer of choice within the region.

Business Improvements and Highlights

Noteworthy achievements include the commencement of leadership programs, and the implementation of risk management strategies. These accomplishments reflect the organisation's commitment to nurturing talent, enhancing leadership capabilities, and fostering a culture of continuous improvement and safety.

Conclusion:

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

murray river council

Monthly Operational Report – April 2024

Corporate Services Directorate

PART A: Director Accountabilities and Key Performance Indicators

Director Corporate Services - Stephen Fernando	Accountabilities

Provide required internal services to operational departments to enable the delivery of community services.

This bureau service manages Finance & Accounting, Information/Communications Technology & Business Intelligence, Governance & Risk, Procurement & Contract Management, Property & Leases, Facilities Management & Maintenance. The directorate facilitates corporate reporting.

As the business-arm of council, Corporate Services supports the operational & financial planning process, and provides analysis of actual operational & capital performance. The directorate also facilitates the longer-term financial planning process.

SBPO	*Accountability*
S	Intergovernment Relations – CSD
S	Corporate Performance a& Reporting
S	Light Motor Vehicle (White) Strategy
S	Rural Fire Service
S	Purchasing Outdoor Supplies
S	Procurement
S	Disability Asset Management Plan
S	Financial Appraisals
S	Internal Audit
S	Payroll
S	Information & Records Mgt
S	Policies & Procedures
S	Risk Mgt
S	Legislative Compliance
S	Commercial Business
S	Governance Framework
S	Business Improvement
S	Leasing
S	Contract Management
S	Property (Buildings and Facilities) Operations
S	Finance Services
S	Information Technology
B	Intergovernment Relations – CSD
B	Commercial Business
B	Business Continuity
B	Financial Appraisals
B	Internal Audit
B	Legal Services
B	Corporate Performance & Management

Key Performance Indicator 2023/2024	Evidence/Comments	●●●
In time for the 24/25 financial year manage the SRV process – in line with IPART	Council resolved not to proceed with an SRV.	n/a
Assist the CEO to harvest synergies with other Councils	Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. No further progress made in June. CEO & Mayor met with LG Minister to obtain support for a collaborative effort.	●
Deliver the TechOne project as adopted by Council	The project is being delivered in modules. Release 1 (Finance, Procurement, Payroll, Asset Management) is in use. Some data loads for assets remains in progress. Release 2 is Property & Rating, which will be delivered in 3 phases Phase 1: Rating & Receipting, Phase 2: Compliance (development services, ranges etc.) and Phase 3: Customer service. Release 2 Phase 1: This is now operational. Release 2 Phase 2: Compliance module project is progressing. The go live date for this module has been postponed from June 24 to November 24 due to non-availability of TechOne consulting staff.	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government in relation to corporate services: finance, governance, records, and digitalisation issues and policies.	Continue to work on the Governance & Technology subcommittees of LG Professionals, NSW chapter. 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. Awaiting arrival of new CIO.	●

murray river council

Monthly Operational Report – April 2024

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 Goodsell
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.

murray river council

Monthly Operational Report – April 2024

Corporate Services Directorate

Accountabilities

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

Accountabilities

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

Accountabilities

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

Accountabilities

SBPO	Accountability
B	Office Supply & Stationary
B	Procurement Advice & Framework
B	Crown Land
B	Contracts Advice & Framework
B	Income from Commercial Leases
B	Leasing
B	Land Sales & Procurement
P	Income from Commercial Leases
P	Leasing
P	Crown Land
P	Retirement Villages
P	Procurement
O	Income from Commercial Leases
O	Procurement
O	Leasing
O	Property Framework
O	Property Compliance
O	Reporting of Crown Land

Accountabilities

SBPO	Accountability
B	Internal Finance & Revenue
B	Rates & Revenue
B	Investments
B	Payroll
B	Fees & Charges
B	Financial Projects
B	Management Accounting & Reporting
B	Corporate Financial Planning
B	Sundry Debtors
B	Accounts Payable
P	Internal Audit
P	Finance Systems and Processes
P	Investment Management
O	Corporate Finance Accounting
O	Monitoring & Payment of Bills

Accountabilities

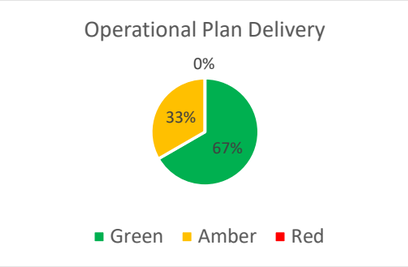
SBPO	Accountability
B	Council Asset Mapping
B	Strategic Asset Projects Management
B	Strategic Asset Planning (4 yrs.) LFTP and IP&R
B	Asset Expenditure Forecasting
B	Gifted Assets
B	Infrastructure Forward Works
B	Asset Creation and Disposal
B	Corporate Asset Advisory & Information Role to Managers
B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

murray river council

Monthly Operational Report – April 2024

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.

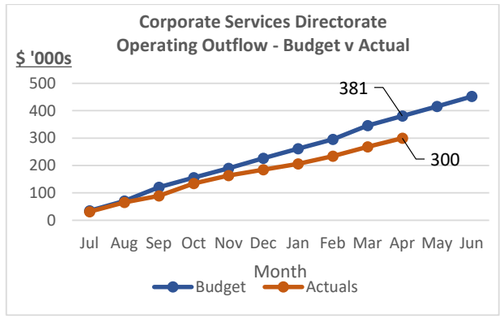
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 1 – Goal 3 - Plan for the impacts of climate change 1.7 – Environmental Sustainability Strategy									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DCS)	Deliver	(DP 1.7.2) Adopt an internal policy within MRC to address micro energy production – for MRC site usage	B: DCS P: MB&F O:			✓		Site assessments for Solar installations completed. Quotes being sought for 8 sites for inclusion in a grant application. Due in April.	
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.1 – Signage across Council									
Develop a program to identify, upgrade and renew signs across Council. (S DCS)	Deliver	(DP 4.1.1) Review all signage, develop a plan and begin renewal or replacement of all old Council signage including entranceways signs to all communities & towns, old Wakool signage and old Murray Shire signage	B: DCS, P: MSA, MBF, MPOS, MED O:	✓	✓	✓	✓	Internal signage at Council operational sites have been reviewed by WHS for conformance to requirements. Project to review and upgrade tourism signage is in progress by Economic Development team.	
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation. 5.11 – Innovation									
Be engaged in innovation and technology platforms and networks (S DCS)	Deliver, Partner, Advocate	(DP 5.11.2) Work with neighbouring LGAs on implementing a shared services module	B: DCS P: O:	✓	✓	✓		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	
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. 7.11 – Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements									
Be prepared for more stringent biodiversity and carbon offset requirements. (S DSP)	Deliver	(DP 7.11.1) Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.	B: DSP P: O:		✓	✓	✓	Responsibility likely to get reallocated.	

murray river council

Monthly Operational Report – April 2024

Corporate Services Directorate

PART C: Financial Outcomes



PART D: Project Status

#	PROJECT	COMMENTS	
1	Energy Review	Meters replaced with Digital meters at Large Scale Usage sites. Switchboards evaluation completed. Application for solar Installation grant made. Awaiting final quotes for the next PPA..	🟢
	Asset Management Framework	Final Draft completed.	🟡
	Cyber Security Review	Commenced..	🟡
	Cobb Highway Land Sale	Heads of Agreement (HoA) signed. Due diligence period extended to 31 May 2024.	🟢
	Sale of Mathoura Line Road Land	Real Estate Agent following potential buyers. No clear prospect at present.	🟡
	Development of Residential Land Mathoura	High level concept design being revised. Issues with drainage needs addressing before project can proceed. Currently on hold till all issues have been addressed.	🟡
	Technology One Implementation	P&R - Revenue Management module in use. P&R - Compliance & regulatory module implementation progressing with a delayed go-live date of November 2024.	🟢
	SCADA Review	Temporarily on hold. Cut over from 3G to 4G being addressed as a priority.	🟡

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	🔴🟡🟢
	None		

murray river council

Monthly Operational Report – April 2024

Corporate Services Directorate

Risk Management

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

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Quarterly Budget Review - Period Ended 31 December 2023	110224	**RESOLUTION 110224** Moved: Cr Neil Gorey Seconded: Cr Kron Nicholas That Council resolve to: 1. Adopt the budget variations as detailed within the report and any subsequent changes made to those votes, in Council's estimates of income and expenditure for 2023/2024 financial year, which includes changes to the 2023/2024 Capital Listing as updated per Attachment 3 and the following Reserve movements: a. to fund Capital activities: i. $6,336,418 from General reserve ii. $1,455,581 from Sewer reserve iii. $792,127 from Water reserve iv. $2,378,334 from Waste reserve; and b. from Operational activities: i. $4,259,698 to the General reserve ii. $2,660,837 to the Sewer reserve iii. $2,872,708 to the Water reserve iv. $1,268,901 to the Waste reserve.	Chalmers, Nikki

CARRIED

07 May 2024 9:13am Chalmers, Nikki - Completion

Completed by Chalmers, Nikki (action officer) on 07 May 2024 at 9:13:48 AM - Budget adopted

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

07 May 2024 9:13am Chalmers, Nikki - Completion

Completed by Chalmers, Nikki (action officer) on 07 May 2024 at 9:13:27 AM - Budget adopted

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Quarterly Budget Review - Period Ended 30 September 2023	191123, 201123	**RESOLUTION 201123** Moved: Cr Neil Gorey Seconded: Cr Dennis Gleeson That Council resolve to receive the Investments & Reserves Report, as of 31 October 2023. **CARRIED**	Chalmers, Nikki

07 May 2024 9:13am Chalmers, Nikki - Completion

Completed by Chalmers, Nikki (action officer) on 07 May 2024 at 9:13:35 AM - Budget adopted

murray river council Monthly Operational Report – April 2024 **Corporate Services Directorate**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Mayoral Minute - Chief Executive Officer Annual Performance Review 2023/24	300424	**RESOLUTION 300424** Moved: Cr Frank Crawley Seconded: Cr Kron Nicholas That Murray River Council (Council) resolve: 1. to note the Mayoral Minute and support the priorities outlined in the report for the Chief Executive Officer to be included in the Performance Agreement for 2024/25, and 2. to congratulate the Chief Executive Officer (CEO) Terry Dodds on his outstanding performance in the year under review and encourage his personal attention to the priorities listed in the Performance Agreement for 2024/25, and. 3. in order to assist Council in making judgements on the most appropriate remuneration package that should apply the CEO role for a local government entity the size and nature of Murray River Council, that range based on the NSW Remuneration Tribunal for Senior Executive Service (noting that Local Government General Managers are subject to the same remuneration guidelines), and that the level be as specified in the section titled "Recommendation" within the body of this report, and 4. that having regard for the overall rating of 4.5 out of 5 assigned to the 2023/24 performance review of the CEO, the CEO's Total Remuneration Package (TRP) be increased by 4.5%, resulting in a TRP for the CEO for the year 2024/25 as detailed in the section titled "Recommendation" within the body of this report. **CARRIED**	Crawley, Frank

06 May 2024 3:20pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy on behalf of Crawley, Frank (action officer) on 06 May 2024 at 3:20:30 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Financial Report - Unaudited FY 2023/24 Period Ending 31 March 2024	080424	**RESOLUTION 080424** Moved: Cr Kron Nicholas Seconded: Cr Dennis Gleeson That Murray River Council (Council) resolve to receive the Monthly Financial Report for the period to March 2024 (FY 2023/24) and note its contents. **CARRIED**	Fernando, Stephen

30 Apr 2024 4:09pm Fernando, Stephen - Completion

Completed by Fernando, Stephen (action officer) on 30 April 2024 at 4:09:41 PM - No follow-up action required

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Power Purchase Agreement - Delegation to the Chief Executive Officer	100424	**RESOLUTION 100424** Moved: Cr Nikki Cohen Seconded: Cr Neil Gorey	Fernando, Stephen

That Murray River Council (Council) delegate to its Chief Executive Officer (CEO) the necessary delegations to enable the CEO to negotiate, enter into, and sign one or more Power Purchase Agreements, with a total contract value not exceeding Twelve Million Dollars ($12,000,000)

CARRIED

30 Apr 2024 4:10pm Fernando, Stephen - Completion

Completed by Fernando, Stephen (action officer) on 30 April 2024 at 4:10:18 PM - Progressing to evaluate the various options for the next PPA.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Tender Panel of IT Consultants	151123	**RESOLUTION 151123** Moved: Cr Ann Crowe 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. Appoints the following consultants to a panel of IT consultants: *A23 Pty Ltd* *Atturra* *Chartertech* *DataMC* *Ladd & Associates* *Leander Business Consulting* *LGA Cloud* *Moller Family Trust* *Prometix* *SMS Integration* *Strategic Directions* *SWIT Consulting* *Systems Thinking* 3. Authorise the CEO to sign the consultancy agreements with panel members as required. **CARRIED**	Fernando, Stephen

06 May 2024 3:19pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Fernando, Stephen by Leyonhjelm, Lindy - Sandy Patterson has left the organisation

06 May 2024 6:36pm Fernando, Stephen - Completion

Completed by Fernando, Stephen (action officer) on 06 May 2024 at 6:36:48 PM - IT panel has been set up and is in use.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Sale of Mathoura LIne Road Land (Lot 3, DP 813704) - Proposal for Option to Purchase Land		**MOTION** **MOTION WAS LOST** Moved: Cr Ann Crowe Seconded: Cr Neil Gorey	Fernando, Stephen

That Murray River Council (Council) resolve to:

1. authorise the Chief executive Officer (CEO), or duly appointed delegate, to enter into negotiations with the **Proposer** (as identified in the report) to establish an Option Agreement for the sale of Lot 3 of Deposited Plan 813704, located on Mathoura Line Road, Moama (the **Land**), subject to the maximum option period identified below, and

   Maximum Period of Option: (to be determined during debate),

2. require the **CEO** to present the final details of the negotiated agreement to **Council** for debate and adoption, prior to entering into the said Option Agreement.

30 Apr 2024 4:10pm Fernando, Stephen - Completion

Completed by Fernando, Stephen (action officer) on 30 April 2024 at 4:10:38 PM - Informed proposer that thier proposal has not bee accepted by Council.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Audit, Risk and Improvement Committee (ARIC) Draft Minutes of meeting held on the 26 February 2024	070424	**RESOLUTION 070424** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That the DRAFT minutes of the Audit, Risk and Improvement Committee (ARIC) meeting held on the 26 February 2024 be noted by Council. **CARRIED**	Gordon, Sandra

01 May 2024 8:03am Gordon, Sandra - Completion

Completed by Gordon, Sandra (action officer) on 01 May 2024 at 8:03:06 AM - Presented to April Council meeting

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Investments and Reserves Report as at 31 December 2023	100124	**RESOLUTION 100124** Moved: Cr Kron Nicholas Seconded: Cr Nikki Cohen That Council resolve to receive the Investments & Reserves Report, as of 31 December 2023. **CARRIED**	Kershaw, Kris

06 May 2024 3:18pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy on behalf of Kershaw, Kris (action officer) on 06 May 2024 at 3:18:05 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Investments and Reserves Report as at 31 January 2024	120224	**RESOLUTION 120224** Moved: Cr Neil Gorey Seconded: Cr Dennis Gleeson That Council resolve to receive the Investments & Reserves Report, as of 31 January 2024.	Smith, Peter

murray river council Monthly Operational Report – April 2024 **Corporate Services Directorate**

CARRIED

08 May 2024 3:59pm Smith, Peter

Report was for information, no action necessary

08 May 2024 4:04pm Smith, Peter - Completion

Completed by Smith, Peter (action officer) on 08 May 2024 at 4:04:29 PM - Action is completed as it was for information only (nil further requests also)

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Mayoral Minute - for Council meeting 27 February 2024	040224	**RESOLUTION 040224** Moved: Cr Frank Crawley That it be noted that Councillors have little confidence in Cr Thomas Weyrich's ability to adhere to the Councillor Code of Conduct and request him to either: (a) At an open Council meeting, apologise unreservedly to his fellow councillors and staff for his behaviour, commit to training on the Councillor Code of Conduct and guarantee that he will adhere to the Councillor Code of Conduct. OR (b) resign from Council immediately. In Favour: Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas and Geoff Wise Against: Nil **CARRIED 5/0** **CARRIED**	Crawley, Frank

08 Apr 2024 4:40pm Leyonhjelm, Lindy

Ongoing

08 Apr 2024 4:40pm Leyonhjelm, Lindy - Target Date Revision

Target date changed by Leyonhjelm, Lindy from 12 March 2024 to 29 June 2024 - Review at a this date

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	KPW Lawyers Homes Out West Vehicle	090424	**RESOLUTION 090424** Moved: Cr Nikki Cohen Seconded: Cr Ann Crowe That Murray River Council (Council) resolve: 1. to transfer the ownership of vehicle asset number 3000340 a Ford Focus, registration number EBF48T, to KPW Lawyers, and 2. that the value to be placed on the registration transfer form be $16,000, and	Fernando, Stephen

			3. the aforesaid transfer of ownership be conditional to Council being reimbursed for all outstanding registration and insurance cost incurred on the vehicle. **CARRIED**	
			07 May 2024 9:38am Leyonhjelm, Lindy - Reallocation Action reassigned to Fernando, Stephen by Leyonhjelm, Lindy - SF to complete actions	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	INVESTMENTS AND RESERVES REPORT AS AT 29 FEBRUARY 2024	090324	**RESOLUTION 090324** Moved: Cr Kron Nicholas Seconded: Cr Ann Crowe That Murray River Council resolve to receive the Investments & Reserves Report, as of 29 February 2024 **CARRIED** **07 May 2024 9:39am Leyonhjelm, Lindy - Reallocation** Action reassigned to Fernando, Stephen by Leyonhjelm, Lindy - SF to complete Peter Arthurs actions	Fernando, Stephen

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Notice of Motion - that Policy # 101 Code of Meeting Practice be amended at Section 5.11	260424	**RESOLUTION 260424** Moved: Cr Ann Crowe Seconded: Cr Neil Gorey That Policy # 101 Code of Meeting Practice be amended at Section 5.11 "Giving notice of business to be considered at Council meeting" by adding the following sentence: "The Notice of Motion must include a separate rationale sufficient that councillors, staff and the general public understand the reason for its submission" **CARRIED** **06 May 2024 3:16pm Leyonhjelm, Lindy - Reallocation** Action reassigned to Gordon, Sandra by Leyonhjelm, Lindy - SG is responsible for updating meeting policy	Gordon, Sandra

Council resolutions outstanding outside 3 months

murray river council

Monthly Operational Report – April 2024

Corporate Services Directorate

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

Finance

- Budget for 24/25 provisionally adopted at a Special Meeting on 14/5/24. Public consultation will commence from 15/5/24.
- Interim audit for 23/24 in 3rd week of May. Prelim document gathering is in final stages.
- Candidate for Financial Controller finalised. Candidate for CFO in final

Procurement

- Addressing of actions stemming from the contract management internal audit underway has slowed due to resignation of procurement manager and onboarding of replacement.
- Multiple tenders and EoIs are being managed.
- Exploring the implementation of Vendor Panel for managing external procurement processes.

Governance

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

ICT, Systems & Processes

- P&R - Compliance & Regulatory module implementation delayed from June to November 2024.
- Project Lifecycle Management module implementation being planned, with some potential delays.
- Records Management Software and processes are being implemented using SharePoint and TechOne ECM.
- Cyber Security Review has commenced.
- SCADA Review currently on hold. Cut over from 3G to 4g being prioritised.
- CIO recruitment in final stages

Assets

- Asset Custodianship Framework completed.
- Revaluation of Water/Sewer completed. Revaluation for 23/24 being planned.
- Process for next update of the Asset Management Plans being established.

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

- **The Financial Sustainability of the Council remains the most significant risk for Council. Restoring Current deficit to a break-even position purely through cost saving measures will require significant service level adjustments that may not be palatable to the community.**
- **Cyber Security needs to be improved. Review by external party underway..**
- **No firm buyer for Mathoura Line Road land yet.**
- **Some instability in the Finance and IT departments due to restructure. Permanent recruit process in final stages.**
- **Current Management Accountant Nikki Chalmers has been appointed to the role of Financial Controller.**
- **Heads of Agreement (HoA) for the Sale of Cobb Highway land has been completed. Due-diligence period extended to 31 May 2024.**
- **Council Continues its automation Journey through the Implementation of the TechOne System.**
- **Budget for 2024/25 provisionally adopted.**

murray river council

Monthly Operational Report – April 2024

Business Intelligence

PART A: Section Accountabilities and Team Roles

Manager Business Intelligence - Sandy Paterson

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.
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.
To lead the delivery of the TechONE - ONECouncil SaaS solution from concept through to completion.
Provision of ONECouncil technical expertise, recommendations and support for MRC functional group teams, key users, end users and key stakeholders.
Co-ordinate the storage and retrieval of physical and electronic records in accordance with relevant legislation.
Develop, document and continuously review corporate record keeping practices, procedures, policies and systems.

Accountabilities

Number	*SBPO*	*Accountability*
	B	OneCouncil Post Implementation Management
	B	Existing network systems & corporate business applications integration and management
	B	Information and Records Management
	B	Microsoft 365
	B	ECM Development & Management
	P	OneCouncil Post Implementation Projects
	P	Microsoft 365
	P	ECM Development
	P	Information & Records System Management
	P	Information and Records Management

Team Leader Records

Assist with managing the electronic document management system (CM9) and ensure prompt and accurate retrieval of processed information and provide assistance to staff in using CM9.

Assist with managing all hardcopy archiving requirements across the whole Council and ensure compliance with *NSW State Records Act 1998.*

Assist with developing and implementing physical and electronic records disposal schedules in accordance with relevant legislation.

Systems administration- onboarding and offboarding user logins, managing security access requirements, data cleansing, file creation and location maintenance.

Provide support and back up to Records Officer.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Information and Records Management Service
	O	ECM Service Delivery

Software Systems Administrator

Coordinate & support systems upgrades and implementations when appropriate, including integrations/interfaces, user acceptance testing (test plan/case development, testing support, result documentation, error and rectification monitoring) and co-ordination of cut-over tasks related to such upgrades/implementations.
Undertake full responsibility for administering the application software systems in use within Council, including security, workflow and reporting.
Co-ordinate report design and development. Maintain the systems set-up as required. Maintain user access to systems in keeping with applicable Council policies and guidelines.
Support the year end roll-over processes in systems where such activities are applicable.
Manage enquiries from the business regarding system operations and enhancements and provide timely software systems related first level help desk support to users.
Coordinate communication of key system changes to users.
Liaise with operational users to document the processes that are being undertaken through the software systems.
Liaise with software vendors and other service providers as needed to deliver on the role responsibilities.
Assist with providing software training to staff when required.
Develop and maintain appropriate policies and procedures to facilitate effective systems administration. Participate in adhoc projects as required.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Document Work Process
	O	Maintain Work Processes in keeping with Changing Work Practices
	O	Maintain System Set-up
	O	Administer System User-Access
	O	Provide First Level Help Desk Support
	O	Liaise with relevant Software Vendors and Service Providers
	O	Support Staff Training Activities
	O	TechnologyOne Post Implementation System Administration
	O	TechnologyOne Post Implementation Access Control
	O	Coordinate Systems Testing
	O	Liaise with relevant Software Vendors and Service Providers
	P	Support Systems Implementations
	P	Support Systems Upgrades
	P	Coordinate Systems Testing
	P	Support Cyber Security Initiatives

IT/Software Trainer

Systems Administrator for Council's business applications, including managing the access control, troubleshooting of issues and outages, internally as well as with system vendors.
Lifecycle Information Management across all systems
Provide advice on and coordinate business processes and workflows to facilitate business improvement.
Develop software training materials and keep them updated using vendor generated materials where available.
Co-ordinate and deliver software induction and follow up training, to ensure staff are familiar with the operations and use of the relevant systems.
Monitor staff usage within Council's corporate business applications and provide advice, guidance, and assistance to drive adoption.
Support the development, documentation and review of Council's corporate business applications, procedures, and policies.
Assist with business analytics and dashboard reporting across Council.
Assist with furthering the continuous improvement and automation of Council processes using advanced technologies such as Business Intelligence products and Robotic Process Automation.
Manage Council's software licence register, assist in the budgeting for such licenses and manage the related payments

Accountabilities

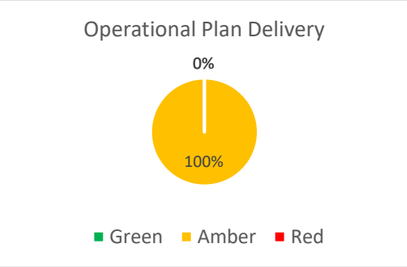
Number	*SBPO*	*Accountability*
	O	OneCouncil Post Implementation Security
	O	OneCouncil Post Implementation System Administration
	O	OneCouncil Post Implementation System Support
	O	IT/Software Training
	O	Business Improvement Delivery
	O	Existing Network systems and corporate business applications
	O	Microsoft 365

murray river council

Monthly Operational Report – April 2024

Business Intelligence

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



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

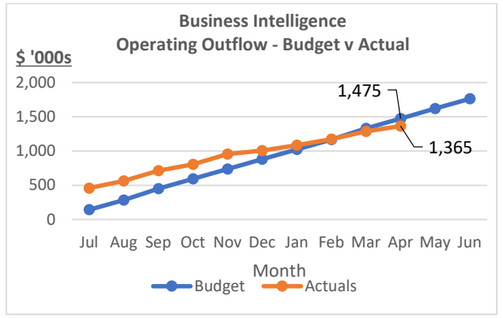
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers 2.6 – Improve externally provided information and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

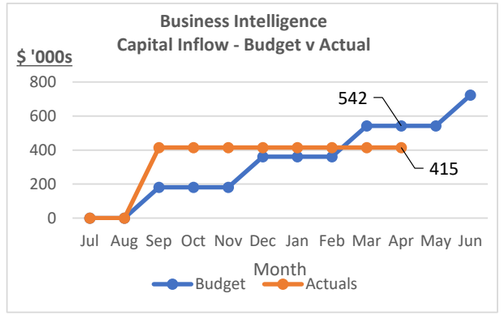
murray river council

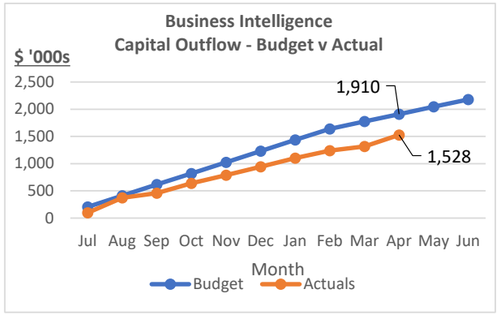
Monthly Operational Report – April 2024

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. User Stories being developed to define requirements. Design workshops almost completed and staff identified for Key user Training in January. Training Plans being developed and Sponsor Communication Plans shared with Managers so they can provide info to their teams. Over 200 document templates are under construction to enable automation across various areas and assist MRC moving towards self-serve options for our Customers. Key User Training provided to a selection of staff on Permits & Approvals, Leases & Licences, Enforcements and certificates. Staff involved in these areas will now move into the testing phase excluding Leases, which is missing quite a bit of configuration so a decision has been made to hold off on testing until TechOne can build the base configuration. TechnologyOne struggling to provide adequate resources for the project and this has been raised a number of times with TechnologyOne. Decision made to push back the go live date due to TechOne consultant availability (or lack thereof). Planning is currently underway to lock in new dates. This will have an impact on the budget as the project will push into 24/25 f/y.	
R2 – Property & Rates	Property & Rates module is now live in the production environment, with some additional works still underway to meet the needs of MRC. Planning underway for first TechnologyOne Water Billing run. Ongoing work continue to resolve outstanding issues with some bugs identified- TechOne is exploring options to resolve. TechOne Water Billing testing started last week of October, and to be completed in production during November. Water Billing in final stages, and likely to be distributed end of November. Works continue with Water Billing – various issues have hindered the process. First water bills issued in January, with additional work identified to clean up some data issues. Liquid Trade waste issue has now been resolved.	
R2 – Enterprise Cash Receipting	Enterprise Cash receipting module is now live in the production environment, and some amendments have been made to the training materials to ensure they reflect the requirements. The Compliance module will impact ECR, with Officers generating pending invoices for new applications and permits, which will then be approved by the Finance Team. This process will change the way these payments are receipted and will require additional works to the back end of the system to manage this. Met with TechOne to discuss transition to Compliance and impact on ECR- proposal to be provided by TechOne for works required. Additional training to be provided for back office receipting and staff provided with additional tools to access additional support/networking opportunities to assist with developing their skills.	
R2 – Enterprise Content Manager	Enterprise Content Manager module is now live in the production environment, with some additional works still underway to enable archiving & disposal. MRC need to make some strategic decisions on records management and how/when to transition from CM9 to ECM. Decision made for all property related records to be stored in ECM after 1 July 2024 and works underway to ensure this can be delivered. Workshop held with Planning & Building staff to ensure they are aware of upcoming changes to property related records. Incoming property related records being reviewed to plan for the transition across to ECM and workshops to be booked with TechOne consultants to start planning. Planning session held with TechOne to confirm timeline of various artifacts required and works have commenced. Exploring options to ensure usability of ECM to assist with change management. Attachment Types created for Doc Ones ready for them to be created. Started to create the QAPs to associate to the attachment types. Met with TechOne to determine next steps to determine work required to ensure product is fit for purpose. Training materials and test cases being developed and this project will be moved under the Compliance project to support delivery.	
R1 - FINANCE	Staff navigated the EOFY process for the 2nd time, with minimal support from external contractors. New interim CFO to be briefed on EOFY process for TechnologyOne.	
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 TechOne in November. TechOne & CM9 training will be managed in the new module, which enables visibility across staff training in a central location. HR Training materials under review and additional training to be provided to support staff in HR. HR have been tasked with reviewing the existing process mapping to determine the next steps to continue to build out the remaining aspects of the module, including recruitment and performance management.	

R1 – ENTERPRISE ASSET MANAGEMENT	Defects capture and Maintenance Scheduling to be rolled out. Process mapping is required to better understand Works scheduling. Asset books continuing to be refined and updated to include Assets that were missed in the reval. Await Assets Team. Pool Car Booking System being moved to T1 instead of MS Outlook – in testing phase. Pool Car Bookings moved to TechOne and training provided to staff. Feedback has been positive to date.	
R1 – STRATEGIC ASSET MANAGEMENT	Asset data to be imported - await Assets Team.	
R1 – SYSTEM ADMINISTRATION	TechOne Reports register to be updated to manage report scheduling & version control. Review of Business Process Automations (BPAs) & Resource Pools to standardize naming conventions & document use to enable long term management as the system grows. Works underway to correct multiple Business Unit naming conventions across t1 modules to align. DocOne register developed, along with naming conventions for DocOnes, XLOnes, Resource Pools and BPAs. Systems Admin support has been outsourced over the past 1.5 months due to staff leave.	
R3 – DATA MIGRATION	Data owners identified for the Compliance module and initial kick off meetings to be held early October. Initial workshops held with Data Owners. A large volume of data currently housed in IntraMaps, is no longer required for migration- a new tool will be implemented to extract this data from the correct NSW Government sources to ensure accuracy. This will feed into MRC systems for use within certificates & letters. Staff across MRC are working on the data migration of Development Applications, Food Businesses, Permits & Approvals and various other aspects. Rates staff working through some additional clean up in the property section to ensure we can manage the requirements for the Compliance module- particularly certificate management. Data migration put on hold until configuration catches up.	
R3 – ENVIRONMENTS	Planning upgrade to 2023B for Test environment on 04/10 & Production will follow on 01/11. Upgrade rolled out to MRC Test environment – Testing completed with 99% pass test cases. Moving to production 1 Nov. ECM to be scheduled for refresh to enable compliance works to commence. Permissions are to be created for staff required to access the Configuration environment of TechOne ready for Key User Training in January.	

PART E: Business as Usual

Creation of Records

- Records captured into Content Manager (CM9) – Councils Electronic Document Management System (EDMS):
  Year 2024 (to date): *8,870* documents
- Year 2023: *60,288* documents
- Total: *710,789* documents

Archiving & Disposal

- Records Destroyed – This Year to Date: 0 documents
- Records Made Inactive- This Year to Date: *15,382* documents
- Records Custody Transferred (Permanent Archive) - This Year: 0
- Records Transferred to Off-Site Storage- This Year: 0

Records Destroyed – Total: 35,849 documents
Records Made Inactive- Total: *454,218* documents
Records Custody Transferred (Permanent Archive) - Total: 7 files
Records Transferred to Off-Site Storage- Total: 7 Files

Software & Systems

- External consultants managing MRCs internal systems support desk due to staff shortages.

Records & Information Management

- Legal Documents under review to remove any that have expired from our active Legal Documents register.

Additional Works

- M365 – SharePoint & Teams training to kick off in February, with additional training materials being developed to support the re-launch.
- Process mapping has commenced for the next stage of TechnologyOne project, Request Management.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
11/10/2021	Non-compliance with regulatory requirements	Policy and Procedures in place Training and support to all EDMS users Trained Records Management staff Backups of current data	Task – Develop Information Asset Register	
			Task – Identify end user records management requirements	
			Project – Migrate network drive data and reduce/discontinue its use	
			Project – Migrate Content Manager (CM) and discontinue its use	

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

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

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

NO MANAGER IN POSITION CURRENTLY

murray river council

Monthly Operational Report – April 2024

Finance

PART A: Section Accountabilities and Team Roles

Interim Chief Operating Officer – Peter Smith

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.

Accountabilities

SBPO	*Accountability*
B	Internal Finance & Revenue
B	Rates & Revenue
B	Investments
B	Payroll
B	Fees & Charges
B	Financial Projects
B	Management Accounting & Reporting
B	Corporate Financial Planning
B	Sundry Debtors
B	Accounts Payable
B	External Audit
P	External Audit
P	Finance Systems and Processes
P	Investment Management
O	Corporate Finance Accounting
O	Monitoring & Payment of Bills
O	Annual Workcover Estimate and Return

Management Accountant

Assist the Finance Manager in budgeting, forecasting, reporting, and analysis.

Prepare Council's operational and long-term financial plan, monthly and quarterly budget reporting

Assist with the long-term financial strategy, performance monitoring and working with managers and ELT to achieve budget targets.

Provide ongoing training and support to Council staff on budget and reporting processes.

Accountabilities

Number	*SBPO*	*Accountability*
	P	Management Accounting
	P	Budget Projects
	O	Quarterly Budget Review & Reporting
	O	Budget Resource for Managers
	O	Annual Budget Preparation (10-year plan)
	O	Accounting System Maintenance
	O	Management Accounting & Reporting Delivery
	O	Internal Monthly Budget Reporting
	O	Annual Budget Preparation (1-year operating plan)
	O	External Audit Service

Financial Accountant

Assist the Finance Manager in meeting all compliance reporting requirements.

Undertake compliance reporting, compliance adherence, end of month processes, journal processing, and general ledger monitoring/ maintenance.

Reconcile & Monitor General Ledger reconciliations and monitoring.

Accountabilities

Number	*SBPO*	*Accountability*
	P	Financial Projects
	O	Investment Management
	O	Annual Financial Statements
	O	Audit Reporting & Compliance
	O	Financial Projects
	O	Monthly Financial Reporting
	O	FBT Management
	O	Monthly Investment Reporting.

Coordinator Financial Operations

Assist the Finance Manager through the supervision of day-to-day finance operations.

Supervise accounts payable, accounts receivable, payroll, and trainee finance staff.

Manage bank reconciliations.

Prepare accounting entries for the disposal and additions of plant/ fleet.

Accountabilities

Number	*SBPO*	*Accountability*
	P	Fees and Chargers
	P	Internal Finance and Revenue
	O	Fees and Chargers
	O	Bank Reconciliation (incl B/O Receipting)
	O	Business Activity Statement (BAS incl Fuel Rebate)
	O	Fortnightly Payroll Review
	O	RFS Financial Transactions

Rates Coordinator/Revenue Officer

Manage the rating function of Council.

Levy Council's rates each year, respond to ratepayer enquires and maintain rates master file details.

Undertake debt recovery activities.

Facilitate the sale of land for the recovery of unpaid rates as required.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Rates and Revenue
	O	Rate Enquiry Service
	O	Rates Debt Recovery
	O	Calculate Annual Rates
	O	Customer Water Debt Recovery West
	O	Water System Billing Backend West
	O	Water System Billing and Support West

murray river council

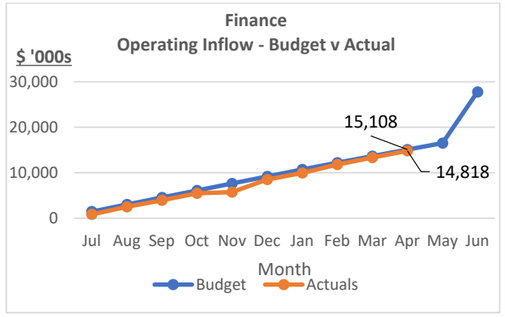
Monthly Operational Report – April 2024

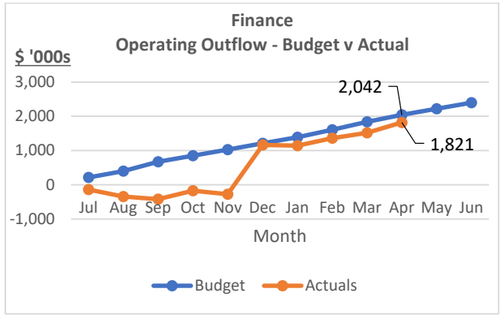
Finance

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

PART E: Business as Usual

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

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

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

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

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

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

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

murray river council Monthly Operational Report – April 2024 **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*
	B	Legal Services Management
	B	Risk Management
	B	Governance Framework
	B	Policy & Procedure Management
	B	Legislative Compliance
	P	Legal Services
	P	Policies & Procedures
	P	Risk Management
	P	Legislative Compliance
	P	Legal Services Contract Management
	P	Business Continuity
	P	Internal Audit
	O	Maintenance of Policies and Procedures documents and systems
	O	Corporate Performance & Reporting – Publications
	O	Legislative Compliance
	O	Implementation of Governance Framework and supporting education
	O	Coordination of Legal Services
	O	Annual Report
	O	Government Information Public Access (GIPA) Service
	O	Risk Management
	O	Councillor Induction & Training
	O	Business Continuity
	O	Internal Audit Services

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

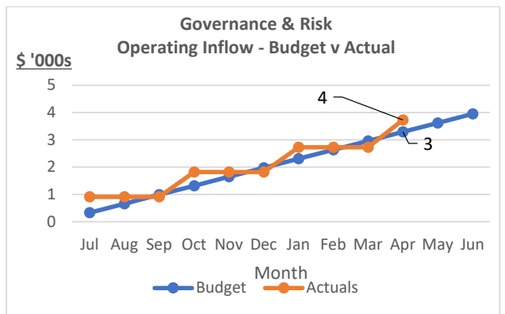
Under the 4-year Delivery Plan, Governance & Risk relates to: Good governance practices and the Statutory requirements of Local Government. Ensuring Council has an effective corporate governance framework that complies with all legislative requirement and promotes business excellence. There are no specific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

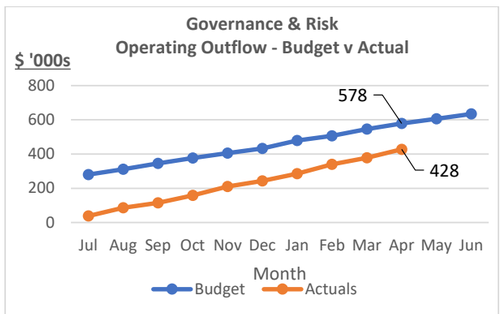
murray river council

Monthly Operational Report – April 2024

Governance and Risk

PART C: Financial Outcomes





PART D: Project Status

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

PART E: Business as Usual

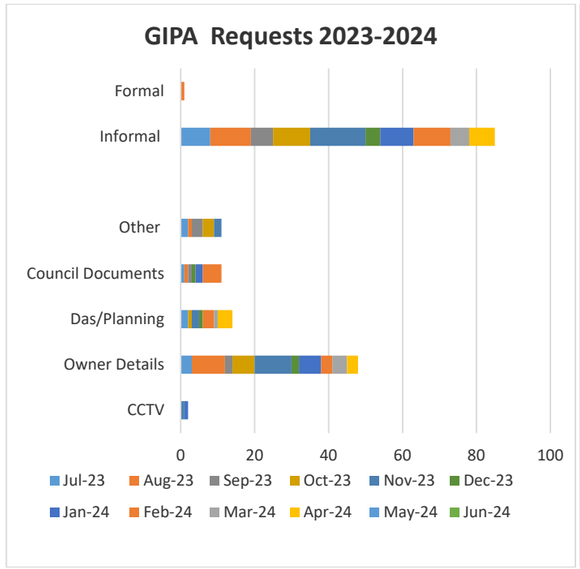
PART F: Service Metrics

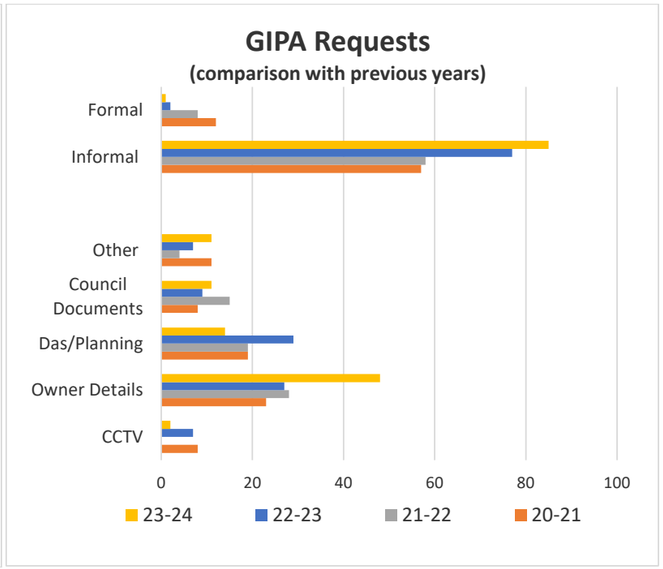
Key Performance Indicators

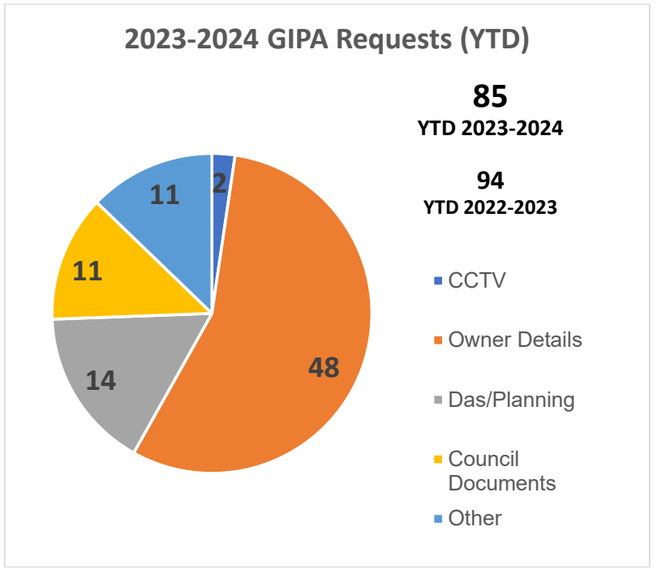
Report Against Position Description	Officer	**Comments:** *(Business Manager to provide short precis.)*	🔴 🟡 🟢
Ensure Legislative / regulatory compliance and reporting is met/adhered to.	MGR	▸ Ward Boundary Realignment Completed ▸ Compliance Register – updated and legislative changes distributed to the relevant officers – ongoing ▸ Public Interest Disclosures (PIDs) – Annual return submitted ▸ Government Interest (Public Access) Act Return (GIPA) – Annual return submitted ▸ Reviewing software to streamline the process ▸ Updated Legislative Compliance Register ▸ Updated Policy Matrix – to include new legislation ▸ Privacy Statement on website and Council documents reviewed ▸ Annual Report – Finalised and published to the website as at the 30 November 2023 ▸ Mandatory Data Breach Notification – webinar attended – preparation of the new rules being developed ▸ GIPA Annual Return – Collated and Submitted ▸ Code of Conduct Annual Return – completed and submitted - Report for Council ▸ Internal Audit Framework, Internal Audit Charter and Terms of Reference for ARIC – DRAFT for consultation ▸ Capital Bid submitted for dedicated Legislative Compliance software/ Delegations of Authority	🟢
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 ▸ Capital Bid submitted for dedicated Risk Management software	🟢
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	▸ Insurance Policies for 2023-2024 have been finalised ▸ 2023-2024 Certificates of Currency – available in CM9	🟢 🟡

		▸ Technicality due to policy wording (informed by Mutual management) is being investigated ▸ Insurance Renewal Questionnaires – completed	
Manage and develop Policies and Procedures	MGR	▸ Jul 2023 – Related Party Disclosure Policy – adopted ▸ Aug 2023 – Media Policy – adopted ▸ Sep 2023 – Contaminated Land Policy – adopted ▸ Sep 2023 – Pesticide Use Notification Plan – adopted ▸ Oct 2023 – Budget Policy – adopted ▸ Oct 2023 – Borrowing Policy – adopted ▸ Nov 2023 - Councillors & Employees Interaction Policy - adopted ▸ Nov 2023 - Road & Place Name Policy – adopted ▸ Feb 2024 - Economic Development Assistance Policy – adopted ▸ Mar 2024 – Internal Audit Framework, Charter and Terms of Reference – Draft adopted and placed on public display ▸ **Apr 2024 – Leasing and Licencing Policy – Draft adopted and placed on public display**	●
Develop, maintain and report on Council's suite of Corporate registers	MGR	▸ Updated Fraud and Corruption Register ▸ 2022-2023 Related Parties – completed ▸ Secondary Employment returns – on-going ▸ Disclosure of Interest Returns – redacted and placed on the website ▸ **Informal GIPA requests YTD – 85** ▸ **Formal GIPA requests YTD – 1**	●
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 ▸ Meeting held August 2023 ▸ Meeting held 9 September 2023 ▸ Meeting held 6 November 2023 ▸ Meeting held 26 February 2024 ▸ **Meeting held 6 May 2024**	●
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	▸ Political Donations Forms – distributed to Councillors ▸ Report to Council - Payment of the mayoral allowance when assuming the position of acting mayor ▸ Report to Council - Circular 24-01 constitutional referendums and council polls	●
Managing the legal services relationships.	MGR	▸ **Accountability under review - due to the employment of the Chief Legal Counsel**	●

murray river council Monthly Operational Report – April 2024 **Governance and Risk**







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 – April 2024 **Information Technology**

PART A: Section Accountabilities and Team Roles

Manager of IT and Digital Services – Alex Green	**Coordinator Technology & Digital Services**
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.	Coordination of the delivery of IT services to Council Supports the Manager – Technology & Digital Services to deliver the MSP contract, Network, CCTV, Access Control, Radio network and anything else required for council to deliver services to the community.

Accountabilities

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

Accountabilities

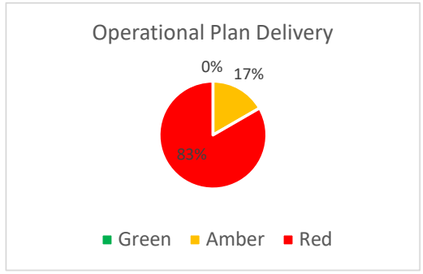
Number	*SBPO*	*Accountability*
	P	IT Asset Procurement & Disposal
	P	Existing network systems and corporate business applications
	P	Library Management Systems
	P	IT System Administration
	P	Portable Assets – IT
	P	Printing Services
	P	Point of Sale
	P	IT – Product Development
	P	IT Support Projects
	P	IT System – Software & Hardware.
	P	IT Cabling
	P	Internal Phone & Internet
	P	Community Safety
	P	IT Security Systems
	P	Public Access Systems
	P	SCADA
	P	Communication Towers & Radio Controls
	P	IT Networks
	P	IT Security Systems
	O	IT System Maintenance
	O	IT System – Software & Hardware
	O	Portable Assets – IT
	O	Community Safety
	O	IT Security Systems
	O	Internal Phone and Internet Services
	O	Public Access
	O	Communication Towers & Radio Controls
	O	IT Cabling
	O	IT Network Support Services

murray river council

Monthly Operational Report – April 2024

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.

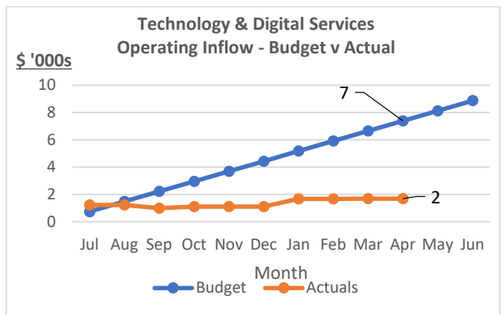
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.6 – CCTV Strategy									
Develop and implement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

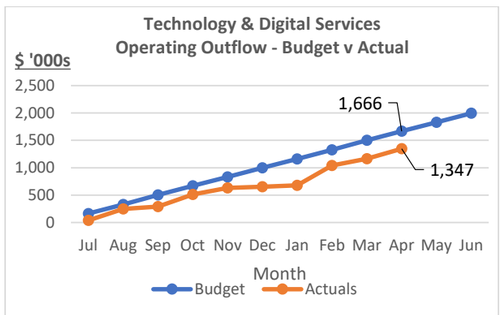
murray river council

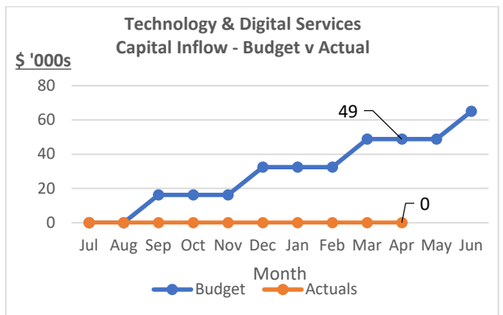
Monthly Operational Report – April 2024

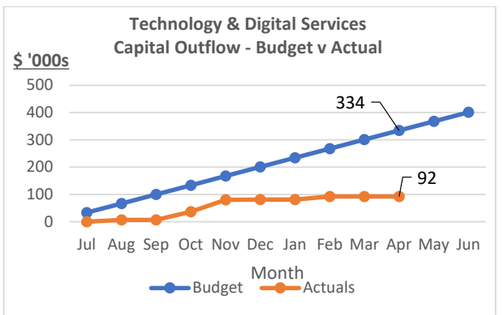
Information Technology

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

ICT PROJECTS Status at the end of January			🔴	🟡	🟢
#	**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		🟡	
7	TOOLEYBUC PARK INTERNET (STARLINK)			🟡	
8	TOOLEYBUC HACC OFFICE SPEED UPGRADE (STARLINK)			🟡	
9	WAKOOL REC RESERVE INTERNET			🟡	
10	MOULAMEIN CLEAN UP RECORDS SHED			🟡	

PART F: Service Metrics

Risk Management

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

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

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

No manager currently in role.

murray river council

Monthly Operational Report – April 2024

Property and Procurement

PART A: Section Accountabilities and Team Roles

Chief Legal Counsel – Sam Rodriquez

Provide procurement and property/leasing and contract document/contract management advice and 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). Maintain Council's procurement document template suite.

Provide oversight for Internal procurement probity and audit. Manage supplier relationships. Provide advice/negotiate commercial leases and associated issues on behalf of Council where appropriate. Prepare lease and licence documentation. Manage lease functions including renewals, reviews and contract issues. Advise on management of crown land. Manage the annual capital and operational budgets for Property and Procurement.

Oversee the functions of the Strategic Property Officer, including fleet acquisition, disposal and management, fleet and property project budget management and property acquisition and disposal, as well as maintenance of Council's lease and licence register and preparation and negotiation of lease and licence agreements to which Council is a party.

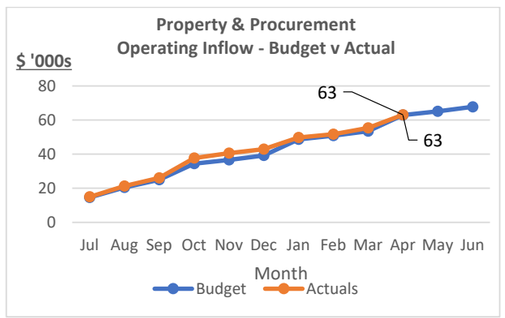
Accountabilities

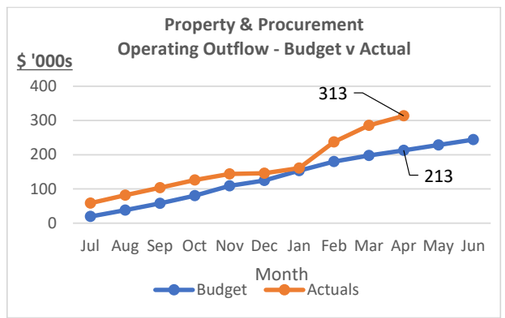
Number	*SBPO*	*Accountability*
	B	Office and Stationary Supply
	B	Procurement Advice and Framework
	B	Management of Crown Land
	B	Contracts Advice and Framework
	B	Income Strategy for Commercial Leases
	B	Leasing Management
	B	Land Sales and Procurement Management
	P	Income from Commercial Leases
	P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

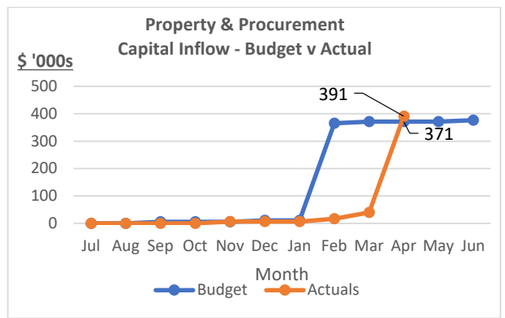
PART B: 4 Year Delivery Program and 1 Year Operational Plan

The Procurement and Property Unit relates to: Procurement and Property/Leasing functions. The Chief Executive Officer 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







murray river council Monthly Operational Report – April 2024 **Property and Procurement**

PART D: Project Status

Investigation into an appropriate software platform to appropriately manage contracts and leases continues. Preferred (current) supplier identified and contract being negotiated.
Reviewing administrative functions within the fleet and property areas in particular. Once complete, PD to be drafted to encompass the fleet management work and some more administrative property work (ie, leasing and licensing).

A system for staff to request legal support (internally or externally) is set up in Jira and will have an internal policy underpinning it. The Jira system needs some final tweaking before it is rolled out to staff.

PART E: Business as Usual

Number of tenders are currently out or due to go out to the market in the next few months, in time for the pre-election banned advertising period. Any public tenders not ready to go in the next two months or so may need to be put on hold until after the election.

Lease register is still a work in progress. Green Cloud Consulting are working on incorporating it into the compliance module of Tech One – in the interim, process is manual (Excel spreadsheet). A system is needed for managing key dates and ensuring renewals and rent reviews are not missed and all lease documentation is kept current.

Reviewing administrative functions within the fleet and property areas in particular. Once complete, PD to be drafted to encompass the fleet management work and some more administrative property work (ie, leasing and licensing).

Leasing and Licensing Policy – scheduled to go to the next available Council meeting.

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.)

Nil to report

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

Nil to report

murray river council Monthly Operational Report – April 2024

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 organisation.
They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assists Business Managers to work out what & how to categorise assets so at budget time listing and getting approval for 'cluster' business cases becomes easier.
Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal's and Closures.

Accountabilities

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

Accountabilities

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

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

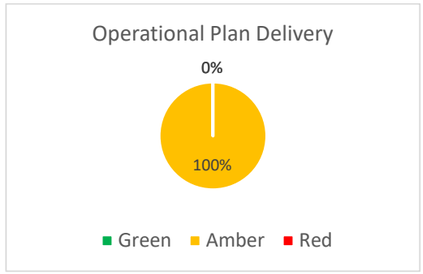
SBPO	*Accountability*
O	Asset Expenditure Forecasting
O	Maintain ASCON Plans
O	Gifted Assets
O	Rural Addressing
O	Road Closures
O	Road Naming and Gazettal
O	Maintain Library of Technical Works
O	Asset Plan Monitoring and Updating
O	Infrastructure Forward Works
O	Asset Creation and Disposal
O	Corporate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

murray river council

Monthly Operational Report – April 2024

Strategic Assets

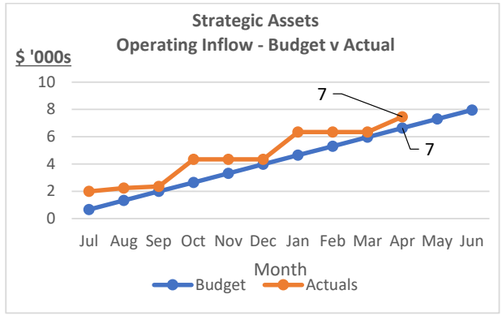
PART B: 4 Year Delivery Program and 1 Year Operational Plan

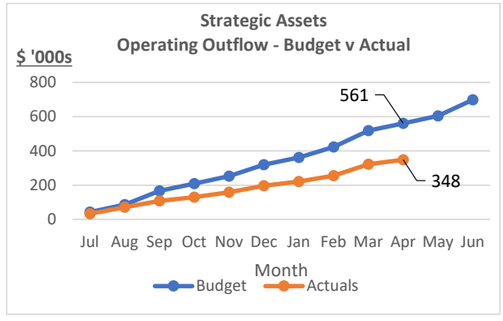


Under the 4 year Delivery Plan, Strategic Assets relates to: asset investigation, planning, policy formulation and management, as a bureau service to whole organisation. The Corporate Services Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.1 – Enable data access through a Geospatial Interface for internal and external users									
Implement a Geospatial Information System (GIS). (S DCS)	Deliver	(DP 7.1.1) Development of databases with links to internal and external GIS systems.	B: MBI P: MSA O: ASC	✓	✓	✓	✓	Working with Technology One Project implementation team to develop internal and external mapping views via Intramaps. Property data linkages have been updated using new debtor details inside the property module and regular updates from LPI are available through the mapping systems (update and integration works continuing with Technology One & LPI – now using FME). Internal documentation linkages available, and continuing to be developed, to allow access to design plans, specifications and WAE plans via hyperlinks in Intramaps. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests, with 284 referrals provided in the Month of April.	
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use new technology and software to capture information (S DCS)	Deliver	(DP 7.2.5) Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.	B: MSA P: ASC O: ASC	✓	✓	✓	✓	Works underway to review current systems and processes to determine areas for efficiency gains and suitable points of integration and automation. Collaboration with other Technology One SAM sites and adjacent LGAs in progress. BYD platform now live with buried asset data. Discussions held with other LGAs on gifted asset automation, import process established. FME now in use for NSW government agency updates and system integration.	

PART C: Financial Outcomes





murray river council

Monthly Operational Report – April 2024

Strategic Assets

PART D: Project Status

PART E: Business as Usual

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	🔴	🟡	🟢
Asset Management Strategy Update	BAU			95%	Draft Asset Management Plans completed with detailed review by BU Managers & Directors currently underway. Draft Asset Management Strategy underway awaiting final input from BU Managers & Directors re AM Plans and forward works. Review with Finance staff underway, and planning sessions with BU managers scheduled for Q3 for budget input for 24/25 and alignment with LTFP. Planned for final adoption at June Council meeting.		🟡	
Office Equipment, Furniture & Fittings, and IT Equipment 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 December 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 June 2025.		🟡	
Other Structures and Swimming Pool revaluation	BAU			95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by August 2025.		🟡	
Transport Asset Desktop Revaluation	$50,000	$35,840	$14,160	95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by December 2024.		🟡	
Aerial Imagery Capture	$28,500		-	100%	2024 Aerial Imagery Capture over Moama scheduled for February 2024. Image capture complete. Image load into Intramaps complete.			🟢
Water, Sewer and Stormwater asset Revaluation	$47,300	$18,450		95%	Comprehensive asset revaluation of Water, Sewer and Stormwater assets (as at 30 June 2024). Internal and external data collection complete. Onsite inspection of all complex assets complete. Draft valuation currently being finalised.		🟡	
IPPE fair value assessment	BAU			50%	Assessment of carrying values of IPPE no being revalued in the 23/24 year. Indices currently being compiled by external valuer.		🟡	

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 TechOne build of asset details and asst books continues to progress in conjunction with BAU. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests, with 284 referrals provided in the Month of April.

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

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

PART A: Director Accountabilities and Key Performance Indicators

2024

Director, Community & Economic Development – Sarah Ryan

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

Accountabilities

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

Key Performance Indicators 2023/2024	Evidence/Comments	
By June 2024 Prepare an Economic Development Strategy and Employment Lands Strategy	Council's Eco Dev and Tourism team have finalised the 2024 – 2034 Economic Development and Tourism Strategy. The draft strategy was formerly adopted Council's February 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. A draft strategy is complete. *Council officers met with the consultant during April to refine the strategy do a more in depth dive into clustering industry types to assist with future industrial parks/zones across the LGA.* Moama Meninya Street Project is one of Council's largest projects that will transform the heart of Moama into a vibrant precinct of social and economic activity. Reshaping Meninya Street from a transport thoroughfare into an innovative and sustainable precinct, this project intends to position Moama as a key tourism destination through place making to compliment surrounding markets. Strategically investing in infrastructure, parks and open spaces and surrounding points of interest, Council aims to create a 'sense of place' and support high intensity developments including multi-level and multi-function spaces for business and the community to thrive. A draft prospectus is almost complete. 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.	🟢
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. *By December 2024 conduct a commercial developers forum to facilitate local business and other large business joint venture opportunities. Share findings and priority initiatives from the final ELS.*	🟡
Work with Campaspe Shire Council's Director Community to harvest synergies that may exist to expand services and therefore gain scale etc	DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes. Campaspe, MRC and CPE entered a new partnership to deliver interim face to face visitor servicing in Echuca – September 2023 through to May 2024. Daily face to face numbers have been consistently increasing over the last three months at the new location in Murray Esplanade. An extended agreement has been executed with CPE providing visitor servicing through to 30 June 2025. *EMT to close doors 30 June 2024. MRC and Campaspe Shire have presented a proposal to EMT to acquire assets. A decision is yet to be made by the EMT board.*	🟢
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. Working with SPS on various projects across the LGA	🟡
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.	Current advocacy projects: -VNI West Draft Route Feedback Submission -On-going face to face GP services in Barham 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; -Internet and mobile connectivity – Wakool and Barham -up to 8 new wind/solar projects vying for Energy Connect tenders in additional to VNI West. *Drafting submission for Inquiry into insurers' responses to 2022 major floods claims*	🟡
In relation to Tourism:	Flood recovery advocacy works	🟡

• Advocate for the development of MRC at a regional level. • Expand network and zone of influence. • Create synergies leading to improved scale. • Maintain close relationship with service providers (product) • Seek grant opportunities	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 tickets on sale. -Recruiting full time TO. -Advancement of River Country Art Trail Project. -DCED & MEDT attended EMT networking event -DCED met with CEO MRTB	
Monitor delivery and achievement of client services, projects and initiatives. Ensure these are responsive to client and organisational needs and are well managed in a manner that meets MRC CS statutory, contractual obligations, organisational policies and MRC delivery Program.	--appointment of CRO funded by Resilience NSW -Council endorsed the draft Arts and Culture Strategy to go on public display for a 28-day period.	🟢
Communities are adequately informed to ensure maximised engagement with services and projects. Advocacy for health and wellbeing programs for all residents (all ages and demographics) is monitored.	Social Health and Wellbeing Plan to be updated Regular newsletters -CEO & DCED attended CLRS networking breakfast event	🟡
In relation to Economic Development: • Seek to expand our economic footprint • Advocate for the maintenance of existing industries through and post crises (emergency grants) • Positively engage with industry associations • Maintain and improve working relationships with State and Federal Government agencies and bodies.	DCED attendance at National Economic Development Conference MEDT and EDO completed accredited economic development practitioner training Attendance at DRNSW Investment Attraction Workshop Undertaking EDA Cluster Network Development Training Recovery efforts working with RA DRNSW meetings with businesses in Murray Downs and Tooleybuc New Ministers ICAC Anti Corruption Training EDA Webinar – Smart Specialisation – focus on local key assets Meeting with DRNSW to discuss priorities MRC Finance for non-finance Managers training through Melbourne Business School Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSW Meeting with Junction Rivers and VNI West Consultative Committee Meeting with YYNC regarding development of new MOU Investment Attraction Community of Practice (working group with EDA accredited professionals) *-DCED met with Department Regional NSW*	🟢
Investigate potential for introducing a Community Survey within this term of office.	Engagement will be undertaken with Economic Development & Tourism Strategy	🟡

murray river council Monthly Operational Report – April 2024 | 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.

Accountabilities

SBPO	*Accountability*
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 Development Intergovernmental Relations

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.

Accountabilities

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	Local Emergency Management Officer
O	Volunteer Engagement Cemeteries
O	Plot Administration

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.

Accountabilities

SBPO	*Accountability*
B	Delivered Meals Program
B	Comm Serv Quality Management
B	Social Respite Program
B	Home Modifications and Maintenance Program
B	Youth Engagement Program
B	Community Transport Program
P	Delivered Meals
P	Social Respite
P	Community Transport
P	Youth Engagement
P	Home Modifications and Maintenance
O	CS Volunteers Program
O	Coordination of Contract Services

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

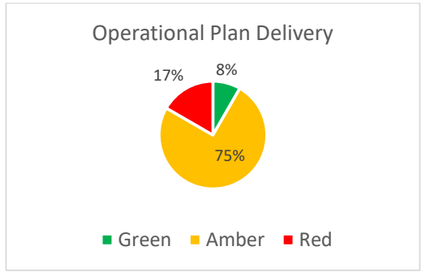
SBPO	*Accountability*
B	Business Continuity Plan – Community Services
B	Section 355s
P	Business Continuity Plan – Community Services
P	Section 355s
O	Business Continuity Plan – Community Services
B	Volunteer Management
P	Volunteer Management
O	Volunteer Management

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

murray river council

Monthly Operational Report – April 2024

Community and Economic Development Directorate



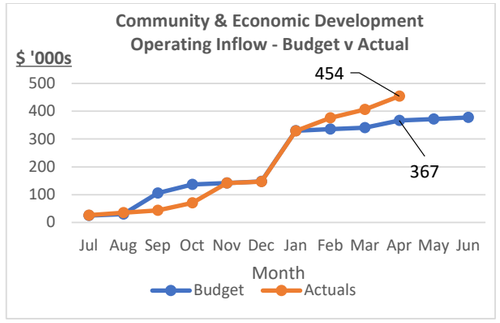
Under the 4-year Delivery Plan, the Community and Economic Development Directorate relates to: Community development through community engagement and advocacy, Provision of community services to aged, disadvantaged and at-risk members of our communities, Provision of Youth Services, Provision of internal 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.

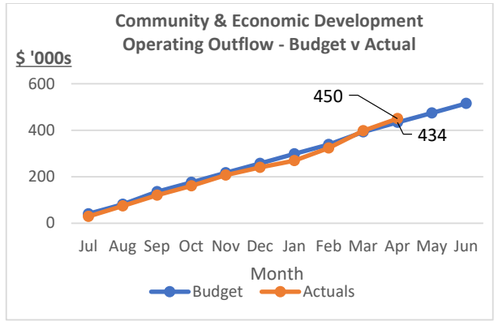
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example. 2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy (S DCED)	Deliver	(DP 2.5.3) Develop a Child Safe Strategy and implement as per NSW legislation	B: DCED P: O:		✓			Officers participated in Office of the Children's Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children's Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan									
Develop and implement a disability action plan for open spaces including a disability inclusion action plan. (S DCED)	Deliver	(DP 3.3.1) Disability Inclusion Plan developed and embedded into Councils day-to-day operations and design programs.	B: DCED P: O:	✓				Officers investigating Linkages and Capacity Building Program to align actions from the DIAP. Funding would assist with the implementation of actions across MRC. Discussions with All Abilities Org re sporting day initiatives. Formation of external community access and inclusion advisory committee emphasising commitment to fostering inclusivity and accessibility within our community. Expressions of Interest to form an Access and Inclusion Advisory Committee closed in March. This step emphasises our commitment to fostering inclusivity and accessibility within our community and more importantly across Council as an organisation.	
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc. (S DCED)	Deliver, Partner, Advocate,	(DP 4.4.2) Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified	B: DCED P: O:		✓	✓	✓	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 – conducting a second hand book sale during April/May. Move and Groove, Saturday story time and bookings for digital help with devices through partnership with Be Connected BAU. Cryptic crossword workshops on Fridays and social book chat continue on Tuesdays continue.* *Moulamein – closed during March due to ceiling collapse. Reopened at the end of the month* *Mathoura – book club chat commencing in April.* *Mobile library utilised during Moulamein closure.*	
	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 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.11 – Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).									
Develop a Health and Wellbeing Strategy (S DCED)	Deliver	(DP 4.11.1) Strategy developed and implemented	B: DCED P: O:	✓	✓			Social Health and Wellbeing Strategy 2017 under review, draft update in progress	

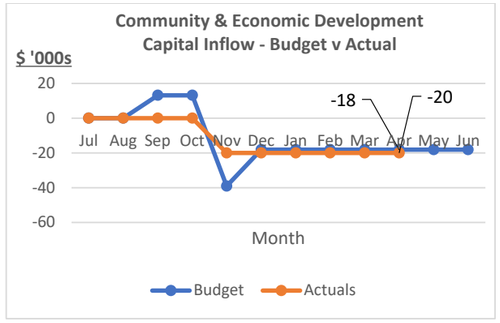
Health Services (S DCED)	Advocate	(DP 4.11.5) Advocate for increased availability of Doctors, Community and Rural Nurses, and associate services such as pathology, optometry, equipment hire and Ambulances for various locations across Council	B: DCED P: O:	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group. Moulamein LHAC Committee members resigned. Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium Attending Murrumbidgee Health Network Meetings, which meet Bimonthly.	
Aged Care Services (S DCED)	Advocate	(DP 4.11.6) Advocate for the ongoing investigation and support of local aged care, retirement, special needs, disability and assisted living housing across various locations across Council	B: DCED P: O:		✓	✓		Working collaboratively with Moama Lions Community Village Committee and Mathoura Retirement Village committee. Guidance and support obtained through ACCPA. Consideration will now be given to future models of management. CHSP and TfNSW projects continued to be delivered in line with grant funding. Department of Health grant agreement updated to 30/06/24. Transport for NSW grant funding updated to 30/06/24. Working with Southern Cross Care with the view to reinstate an aged care model in Moama	
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.4) Increase advocacy across the region in relation to Community Health Services	B: DCED P: O:		✓	✓		During March Manager of Eco Dev attended the Edward and Murray Community Network meeting and also the Campaspe Family Violence Action Group meeting. Manager Community Services meeting with Local Health Trust in Barham to advocate for continuity of face to face GP services. *Various service providers and community groups came together to exhibit their services at the inaugural Mental Health Month expo, held at Hopwood Gardens in Echuca on Thursday 19 October 2023.*	
Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.1 – Development of Business Parks / industrial expansion.									
Industrial Expansion (S DSP)	Deliver	(DP 5.1.1) Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings	B: DSP P: O:	✓	✓	✓	✓	*The project is underway and is expected to be completed by 30 June 2024.*	
Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.2 – Commercial Investment Strategy.									
Develop a prospectus of commercial investment opportunities. (S DCED)	Advocate	(DP 5.2.2) Advocate for funding for aged care homes across the region	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.3) Advocate for increased transport links for local producers	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.4) Advocate for and encourage new and diverse industries to the region	B: DCED P: O:	✓	✓	✓	✓	BAU Officers participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group. *Officers providing support for WMLIG projects.*	
Theme 5 – Goal 1 – Encourage and support economic development across the region. *5.4 – Investigate alternative and renewable energy*									
Investigate alternative and renewable energy. (S DCED)	Advocate	(DP 5.4.1) Advocate for various renewable energy projects underway and installed across the region	B: DCED P: O:	✓	✓	✓	✓	Officers currently engaged with numerous state significant projects taking place across the LGA. MRC submission to VNI West with feedback regarding route development/project study area for Option 5. VNI regional reference workshop recently presented up to 6 alternative river crossing locations. Option 5A now announced. Submission for feedback on new study submitted. Final draft route report published during March. Route now approx. 7kms north of Moulamein.	
Theme 6 – Goal 3 – Advocate for improved public transport. 6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation. (S DCED)	Deliver, Partner, Advocate	(DP 6.6.1) Develop a Public Transport Strategy for our communities to become interconnected.	B: DCED P: O:		✓	✓		Project commencement delayed. TO MOVE TO OFFICE OF CEO	

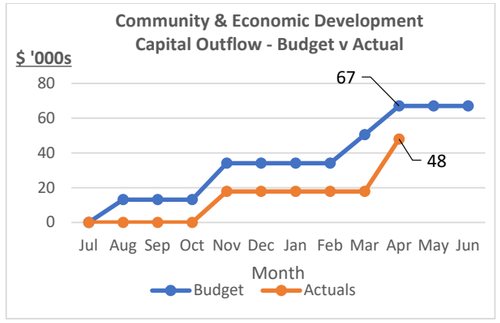
murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

PART C: Financial Outcomes









PART D: Project Status

Economic Development & Tourism Strategy	• Business and Economic Conditions Survey conducted. 58 x responses will now inform the development of an action plan to support EDT 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. • **Eco Dev Strategy and Assistance Policy adopted by Council.**
Barham Micro Abattoir	• Construction complete. • MDBEDP final report submitted. • Occupation Certificate issued. Lease agreement signed by MPMC. Lease commenced 1 September 2023. • NSW DPI audit undertaken December 2023, recommended fit out rectifications for Council and process improvement for Murray Plains Meat Cooperative • RFQs prepared for rectifications works with a view to appoint a contractor during March. • *Council resolved to complete the project. Contractor appointed.* • *Rectification works expected to be completed 30 June 2024*
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. • Not proceeding 2024
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 • Dates confirmed 5-28 July 2024. Tickets on sale.
Murray Downs Industrial Land	• Officers in continued discussions 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 • New instruments of delegation and suite of templates developed. Meeting with Committees to negotiate terms. • *RFQs prepared to appoint an independent consultant to undertake an evaluation on the management of the Mathoura Retirement village. Consultant appointed.* • DCED & MLC met with Mathoura Retirement Village to draft new instrument of delegation • Moama Lions Village – new agreements drawn up for tenants.
Crisis Management	• Support required for businesses due to October 2022 flood event, ongoing
Caravan Parks	• Officers met with PPCP to draft a schedule of responsibilities, develop a comms plan and Council engagement process
Renewable Energy	• DCED attended VNI West Community Consultative Meeting. Agenda feedback on draft route report, property acquisition process and community benefits legacy projects.

PART E: Business as Usual

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

Customer Service (See detailed Customer Service Report)	• Customer Experience Strategy to be developed. Customer and stakeholder engaged took place in December followed by a workshop. Four key priorities – people and culture, process and service capability, technology and voice of the customer. Draft strategy complete and currently being reviewed. • Proto Partners engaged; customer interviews are currently being conducted. *Internal workshops have taken place and officers have commenced a service level review. A draft Customer Charter and Customer Experience Strategy are in development.* • MCS attended NSW Local Government Professionals Customer Experience Conference • Increase in visitation to Mathoura VBC during January, sales of River Country merchandise up. Customer Service slammed with recent water quality event in Moama. Customer feedback consistent recommending SMS comms for future events. Currently being investigated. • *NSW Government introduced the Interment Industry Scheme. The scheme is currently being phased in with completion in October 2024 when all operators must be licenced and compliant. Murray River Council has begun the application process.*
Community Service (See detailed Community Service Report)	• After surveying the Moulamein and Wakool communities, a fortnightly shopping/access bus trip will be run from each centre. This service is funded through Transport for New South Wales, Community Transport program which aims to support those living in communities who are 'transport disadvantaged. Taxi vouchers are also available in the Barham community as part of the Community Transport Program - these services are not age specific and can be used by all community members. • In September we held a "Defensive Driver Course" for staff and Volunteers with x 20 participants. This was funded through Transport for New South Wales. • We have been working with Murray Haven Homes and Barham LHACC to run and 'Aging Persons Information Day' to be held in Barham on October 19th, providing information on aged care services in our Local Area, this is to be held in the Barham School of Arts Hall, at 10 am with a Guest Speaker from Centrelink, and 12 other Services from the Area who will be in attendance, ranging from Health Services, Podiatry, Hearing, Murray River Council – Community Services, Legal; • MCS attended Community Transport Organisation Conference in Port Macquarie • *Social support – 1275 hours – respite, group activities, 1:1 supports including wellness checks/phone calls and supported shopping* • *Meals – 309* • *Home maintenance – 70 hours* • *Home modifications - $895* • *Transport – 1107 trips* • There have been a number of movie outings among other shopping and social activities. • Annual refresher training for all staff and volunteers.
Community Development	• Draft Arts and Culture Strategy finalised • staff worked with South West Arts to scope a new art project to be delivered as part of NAIDOC Week in 2024. • Coordination of IWD, sold out event • Community Grants Rd 2 currently open • Grants applied for – NAIDOC week, Youth Holiday Break Program, Youth Week • Australia Day grant funding secured • Scoped new art project with South West Arts for Naidoc Week 2024 • International Women's Day event in Barham was a sold out event and well received. • Australia day events successfully delivered • *Support and event approvals have been granted for community events: Early Ford V8 Club, Forest Farm Dinner, Moama ANZAC March, Moulamein ANZAC March. Liasing with a number of upcoming events to ensure correct approvals are obtained including two motorcross events in Moulamein - Clearview Enduro and GNCC Racing, Boys to the Bush and Our Place Nature Fair.*
Economic Development (See detailed Economic Development & Tourism Report)	• New Moama Market operator appointed • Support for Moulamein Heritage Village proposed opening, Barham Art Gallery discussions, • Campaspe Murray Business Awards planning well underway • A Workforce Attraction Plan has been developed and will be implemented during 2024 and 2025 • *Council's Community Grants Program - Round 2 of Murray River Council's 2023-24 Community Grants Program closed. Recommendations will be presented to Council in May.* • *Flagship Event Fund Application: Applied to secure funds for Moama Lights marketing to enhance the visibility and reach of this flagship event.* • *Community Energy Upgrade Program: Applied to secure funds aimed at installing rooftop solar systems across 8 Council-owned buildings.* • *Progress on CAT D Flood Funding Project: Pre-approval has finally been achieved for Project 6 (Picnic Point).* • *Annual Allocations: Applications closed April 26th.* • *Funding secured for Youth Holiday Break Program.*
Tourism	• interpretive tourism signage has been mapped out for Moulamein and Barham River walks, Moulamein township, Horseshoe Lagoon and Old Moama. • Tourism signage for Wakool Recreation Reserve has now moved through to procurement phase • TO collaborating with Campaspe Shire to host the Volvo Car Club National Rally in 2024 and Backroads trail to coordinate updated brochure. • Local Aboriginal artist engaged for Moama Lights and River Country branding • Advancements River Country Art Trail – steering committee formation, engagement with stakeholders, logo design explored • Southern 80 planning • Tourism officer appointed. • *Attended EMAA AGM* •

PART F: Service Metrics

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
14/11/2023	New Moama Preschool	Council has resolved to move forward with the project subject to a significant capital contribution by the MDPS.	Construction complete. Lease agreement finalised. New term commencement February 2024 *Official opening June 2024*	
14/11/2023	Barham Micro Abattoir	Construction complete. OC issued in May. Lease commenced 1 September. If MPMC takes up the lease and fails to operate the micro abattoir it is in breach of the Lease and Council could terminate the Lease if the breach was not remedied and/or refuse to allow the exercise of the option to transfer the premises to MPMC. If either the Agreement or Lease is terminated, Council could sell the premises or lease the premises to an alternative provider. MPMC is required to pay to Council the rent for the full term of the Lease subject to an obligation of Council to use its 'best reasonable endeavours' to find an alternative tenant. Council is not under any obligation to repay any money to MPMC in relation to the Agreement Fee or the sale price.	Murray Plains Meat Cooperative Food Safety Program approved by DPI. NSW Practical audit undertaken December 2023 Recommendations from NSW DPI include rectifications to building fit out and process improvements by Murray Plains Meat Cooperative. RFQs sent out for rectifications works with a view to appoint a contractor in March. Council resolved to complete the project and a contractor has now been appointed to finalise rectifications. *Rectifications have commenced, scheduled for completion 30 June 2024*	

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	SECTION 355 COMMITTEE MEETING MINUTES AS AT MARCH 2024	150424	**RESOLUTION 150424** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council receive and note the March Section 355 Committee report **CARRIED** **01 May 2024 12:55pm Buckley, Karen - Completion** Completed by Buckley, Karen (action officer) on 01 May 2024 at 12:55:50 PM - no further action required	Buckley, Karen

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	CADWELL HALL COMMITTEE AGM	160424	**RESOLUTION 160424** Moved: Cr Geoff Wise Seconded: Cr Ann Crowe That Council 1. Revoke existing members of the Caldwell Hall Committee of Management and (a) Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the May 2023 AGM.	Buckley, Karen

CARRIED

01 May 2024 12:54pm Buckley, Karen - Target Date Revision

Target date changed by Buckley, Karen from 07 May 2024 to 31 May 2024 - letter sent to committee, awaiting confirmation of closure of bank account.

01 May 2024 12:55pm Buckley, Karen - Completion

Completed by Buckley, Karen (action officer) on 01 May 2024 at 12:55:05 PM - no further action required

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	SECTION 355 COMMITTEE MEETING MINUTES AS AT FEBRUARY 2024	230324	**RESOLUTION 230324** Moved: Cr Geoff Wise Seconded: Cr Neil Gorey That Council receive and note the February section 355 Committee report **CARRIED**	Buckley, Karen

01 May 2024 12:56pm Buckley, Karen - Completion

Completed by Buckley, Karen (action officer) on 01 May 2024 at 12:56:35 PM - no further action required

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Mathoura on the Map Committee - Australia Day Acquittal	310324, 320324	**RESOLUTION 310324** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe Supporting option 1 below. That 1) Council raises an invoice for repayment of $3,352 grant funds provided to Mathoura on the Map Committee to run 2024 Australia Day event, because evidence of expenditure has not been provided as requested, and in addition; i) Mathoura on the Map Committee are no longer eligible for any future funding from Council, and ii) Council seek an alternative committee to undertake future Australia Day activities. OR 2) Council use its own funds to repay the $3,352 grant monies not acquitted by Mathoura on the Map Committee to reimburse the Australia Day Council, for incorrect expenditure without evidence from Mathoura on the Map Committee, and in addition; i) Mathoura on the Map Committee are no longer eligible for any future funding from Council, and ii) Council seek an alternative community committee to undertake future Australia Day activities. **CARRIED**	Christie, Tiana

24 Apr 2024 2:40pm Christie, Tiana - Completion

Completed by Christie, Tiana (action officer) on 24 April 2024 at 2:40:28 PM - An invoice for repayment of $3,352 grant funds was provided to Mathoura on the Map Committee and in addition; they were advised;, i) they are no longer eligible for any future funding from Council, and, ii) that Council will seek an alternative committee to undertake future Australia Day activities.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Murray River Council Community Grants Program - Appointment of Assessment Panel, Round 2, 2023-24	220324	**RESOLUTION 220324** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council: 1. Endorse the Chief Executive Officer, or his nominee, as a member of the Murray River Council Community Grants Program Assessment Panel. 2. Appoint three (3) Councillors to the Murray River Council Community Grants Program Assessment Panel to assess applications under Round 2, 2023-24. Cr Crowe, Cr Weyrich and Cr Nicholas will be the appointed councillors. **CARRIED**	Christie, Tiana

24 Apr 2024 2:37pm Christie, Tiana - Completion

Completed by Christie, Tiana (action officer) on 24 April 2024 at 2:37:45 PM - No further action required

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	2024 Moama Lights - MRC Risk Management Framework	200424	**RESOLUTION 200424** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council receive and note the report concerning the 2024 Moama Lights event being evaluated within Council's Risk Management Framework. **CARRIED**	Hayward, Beck

01 May 2024 9:18am Hayward, Beck - Completion

Completed by Hayward, Beck (action officer) on 01 May 2024 at 9:18:12 AM - Receive and note. No specific action required.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	COMMUNITY SERVICES - CLIENT SATISFACTION SURVEY RESULTS	210224	**RESOLUTION 210224** Moved: Cr Neil Gorey Seconded: Cr Dennis Gleeson That Council receive and note the Community Services client satisfaction results. **CARRIED**	Orr, Leanne

07 May 2024 10:18am Orr, Leanne - Completion

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

Completed by Orr, Leanne (action officer) on 07 May 2024 at 10:18:52 AM - No further action required

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Moulamein Centenary Reserve - Committee Dissolved	170424	**RESOLUTION 170424** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council 1. Revoke existing members of the Moulamein Centenary Reserve Committee of Management; 2. Dissolve the Moulamein Centenary Reserve Committee of Management pursuant to Section 355 of the Local Government Act 1993; 3. Hold the balance of funds in a reserve pending a further report to Council. **CARRIED**	Buckley, Karen

06 May 2024 3:38pm Buckley, Karen

Letter has been sent to Committee, awaiting reply with confirmation for closure of bank account.

06 May 2024 3:40pm Buckley, Karen - Target Date Revision

Target date changed by Buckley, Karen from 07 May 2024 to 14 May 2024 - no response from Committee received to date.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Mathoura on the Map Committee - Australia Day Acquittal	310324, 320324	**RESOLUTION 320324** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe 1) Council raises an invoice for repayment of $3,352 grant funds provided to Mathoura on the Map Committee to run 2024 Australia Day event, because evidence of expenditure has not been provided as requested, and in addition; i) Mathoura on the Map Committee are no longer eligible for any future funding from Council, and ii) Council seek an alternative committee to undertake future Australia Day activities. **CARRIED**	Christie, Tiana

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Mathoura Retirement Village Committee of Management - Request for reimbursement of loan repayments	210424	**RESOLUTION 210424**	Ryan, Sarah

Moved: Cr Geoff Wise

Seconded: Cr Neil Gorey

That Council does not approve reimbursement of the principal and interest repayments for the loan obtained to construct new units at 12 Mathoura Street, Mathoura to Mathoura Retirement Village Committee of Management.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Draft Southern Riverina Regional Drought Resilience Plan	230424	**RESOLUTION 230424** Moved: Cr Neil Gorey Seconded: Cr Dennis Gleeson That Council: 1. Endorses the Draft Southern Riverina Regional Drought Resilience Plan; 2. Places the Draft Southern Riverina Regional Drought Resilience Plan on public exhibition for a period of 28 days; and 3. Receives a further report regarding the Draft Southern Riverina Regional Drought Resilience Plan at the June 2024 Council meeting. **CARRIED**	Ryan, Sarah

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Moama Lights - Corporate Sponsorship	220424	**RESOLUTION 220424** Moved: Cr Geoff Wise Seconded: Cr Neil Gorey That Council resolve to: 1. Rescind Resolution 301123 to not renew the Corporate Sponsorship Agreement between Transgrid and Murray River Council for the delivery of the 2024 Moama Lights event and delegate authority to the CEO to terminate the agreement, and: (a) Council contributes the required funding (reallocating from Darts) and runs the 2024 event. 2. Renew the Corporate Sponsorship Agreement between Transgrid and Murray River Council for the delivery of the 2024 Moama Lights event and delegate authority to the CEO to negotiate the terms of a renewed agreement and sign the contract documents. In Favour: Crs Frank Crawley, Neil Gorey, Ann Crowe, Dennis Gleeson, Kron Nicholas and Geoff Wise Against: Crs Nikki Cohen and Thomas Weyrich **CARRIED 6/2** **CARRIED**	Ryan, Sarah

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Mathoura Retirement Village Committee of Management - Request for reimbursement of rates	190424	**RESOLUTION 190424** Moved: Cr Nikki Cohen Seconded: Cr Thomas Weyrich That Council approve reimbursement of rates paid on the vacant land at 12 Mathoura Street, Mathoura to the Mathoura Retirement Village Committee of Management. **CARRIED**	Ryan, Sarah

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Barham Micro Abattoir - Completion of Contract	240324	**RESOLUTION 240324** Moved: Cr Ann Crowe Seconded: Cr Geoff Wise That Council: 1. Rescind Item 5 of *Resolution 230120* (23 January 2020): The Barham Micro-Abattoir project be fully funded from grant funding and lease fees; and that no ratepayer funds be committed to the project; 2. Approve the expenditure of Council's operational funds ($100,000) to engage a suitably qualified contractor to complete the rectification works as recommended by NSW Department of Primary Industries; and 3. Delegate authority to the CEO to seek to recover the costs of the rectification works pursuant to the Design Services Contract for Barham Micro Abattoir. In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Kron Nicholas and Geoff Wise Against: Cr Thomas Weyrich **CARRIED 6/1** **CARRIED**	Ryan, Sarah

10 Apr 2024 3:11pm Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 09 April 2024 to 30 June 2024 - Contractor appointed for completion of works.

10 Apr 2024 3:11pm Ryan, Sarah

SR - contractor appointed for completion of rectification works. At completion, Council will seek recompense from Contractor.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Moama Lions Community Village Committee of Management - Request for reimbursement of loan repayments	140424	**RESOLUTION 140424** Moved: Cr Neil Gorey Seconded: Cr Geoff Wise	Ryan, Sarah

That Council does not approve reimbursement of the principal and interest repayments for the loan obtained to construct new units at 10 & 12 Council Street Moama to Moama Lions Community Village Committee of Management.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Moama Lions Community Village Management Committee - Request for reimbursement of rates	180424	**RESOLUTION 180424** Moved: Cr Nikki Cohen Seconded: Cr Ann Crowe That Council approve reimbursement of rates paid on the vacant land at 10 & 12 Council Street Moama to Moama Lions Community Village Committee of Management. **CARRIED**	Ryan, Sarah

Council resolutions outstanding greater than 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Mathoura Retirement Village Committee of Management	310923	**RESOLUTION 310923** 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**	Ryan, Sarah

13 Oct 2023 11:45am Ryan, Sarah

SR - seeking quotes from suitably qualified consultants.

13 Oct 2023 11:45am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 10 October 2023 to 31 October 2023 - SR - awaiting quotes

03 Nov 2023 9:46am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 31 October 2023 to 25 December 2023 - Met with ACCPA to seek recommendations for consultants.

10 Apr 2024 3:08pm Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 25 December 2023 to 30 June 2024 - Unable to find suitably qualified consultants to undertake review.

10 Apr 2024 3:08pm Ryan, Sarah

SR - RFQs sought from 3 x suitably qualified consultants recommended by ACCPA

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/04/2022	Commercial Development Enquiries - Murray Downs	240422	**MOTION** Moved: Cr Neil Gorey Seconded: Cr Nikki Cohen That Council 1. Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to RU5 Village. 2. Include $50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal 3. Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared. **RESOLUTION 240422** Moved: Cr Neil Gorey Seconded: Cr Nikki Cohen **AMENDMENT TO MOTION** 1. Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to an appropriate zoning. 2. Include $50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal 3. Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared. In Favour: 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 Leyonhjelm, Lindy - Reallocation** Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel **12 Jul 2022 4:48pm Leyonhjelm, 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** 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	Ryan, Sarah

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

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
Council 25/02/2020	Murray Downs Land - Compulsory Acquisition	220220	**RESOLUTION 220220** Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That the Council: 1. Agree to proceed with the compulsory acquisition of the 20Ha site located on the Swan Hill to Moulamein Road at Murray Downs for the purpose of future development of a business/industrial park or other appropriate use. 2. Agree to offer the Local Aboriginal Land Council two lots, totalling not more than 5000sqm, free of charge within the completed development for the purposes of conducting retail or wholesale trade or manufacturing. 3. Upon finalisation of the acquisition of the land, the land be classified as "Operational" land in accordance with Section 31 (2) of the NSW Local Government Act 1993. 4. Delegate authority to the Mayor and General Manager to sign and apply the Common Seal of Council to all documentation relating to the purchase of the land. **CARRIED**	Ryan, Sarah

17 Mar 2020 12:19pm Keogh, Kerri

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

31 Mar 2020 2:45pm Harvie, John

The Murray Downs Local Aboriginal Land Council (LALC) has been notified of councils decision. The LALC has commenced action to have the 20Ha lot exempted from the blanket claim on all NSW Travelling Stock Routes.

21 Apr 2020 9:28am Keogh, Kerri

No further comment/update received on the matter as at 21/04/20.

18 May 2020 2:37pm Keogh, Kerri

No further comment/update on this matter as at 18/05/20.

27 May 2020 7:38am Harvie, John

Wamba Wamba nation are finalising an exemption from statewide TSR land claim for the 20Ha parcel of land. Once received compulsory acquisition process will commence.

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.

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

murray river council Monthly Operational Report – April 2024 | Community and Economic Development Directorate

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.

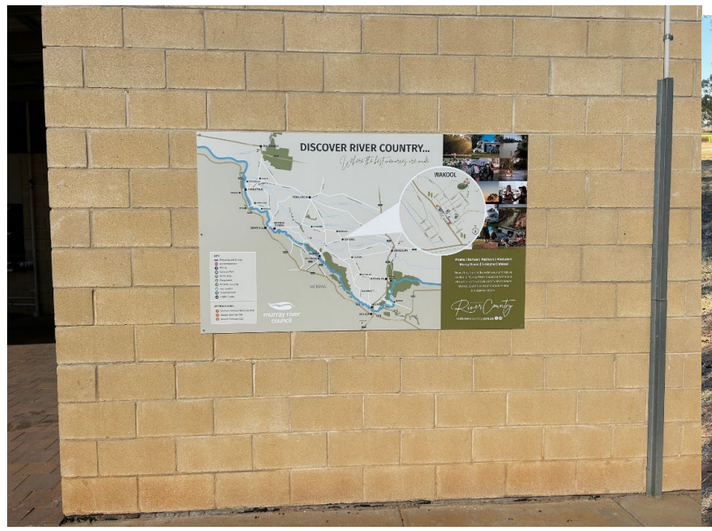
12 Sep 2023 8:52am Ryan, Sarah - Target Date Revision

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

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

Highlights

- *Signage for the Wakool Recreation Reserve has now been installed, this includes a new River Country Wide map, Wakool town map, camping rules, welcome sign, and toilet signs (pics below)*
- *Consultant appointed for the review of the management of the Mathoura Retirement Village (Council resolution 310923)*
- *Contractor has commenced rectification works at Barham Micro Abattoir, scheduled for completion 30 June 2024*



Challenges

Echuca Moama Tourism to cease operations 30 June 2024. Officers working with Campaspe Shire to ensure continuity of destination marketing activities for 'Echuca Moama'

Change

Variation to River Country Art Trail

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Monthly Operational Report – April 2024

Community Services

PART A: Section Accountabilities and Team Roles

Acting Manager Community Services - Leanne Orr

Maintain operations of the Community Services Program as the
B - all areas
P - all areas except for Quality Services

Accountabilities

Number	SBPO	Accountability
	B	Delivered Meals Program
	B	Comm Serv Quality Management
	B	Social Respite Program
	B	Home Modifications and Maintenance Program
	B	Youth Engagement Program
	B	Community Transport Program
	P	Delivered Meals
	P	Social Respite
	P	Community Transport
	P	Youth Engagement
	P	Home Modifications and Maintenance
	O	CS Volunteers Program
	O	Coordination of Contract Services

Quality and Administration Officer

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

Accountabilities

Number	SBPO	Accountability
	P	Community Services Quality Systems
	O	Quality Processing, Auditing and Accreditation

Team Leader Social/Respite Services

Provide co-ordination of services delivery of frail-aged services under the Commonwealth Home Support Program within the Community Services Department

Accountabilities

#	SBPO	Accountability
	O	Social Respite Data Collection
	O	Delivery of Social Respite Care
	O	Coordination of delivery of Meals

Community Transport/Meals Co-Ordinator

Provide co-ordination of services delivery to clients receiving Community Transport and Meals Delivered services

Accountabilities

#	SBPO	Accountability
	O	Community Transport Program
	O	Community Transport Data Collection & Reporting
	O	Coordination /Delivery of Meals

Coordinator Home Support

Accountabilities

#	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

Administration Officer

Accountabilities

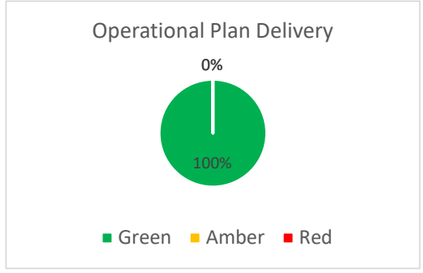
#	SBPO	Accountability
	P	Home Modifications Program
	O	Social Respite Data Collection Consolidation
	O	Home Modifications & Maintenance
	O	Service Data Collection Reporting

Youth Engagement Officer

Accountabilities

#	SBPO	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.

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Monthly Operational Report – April 2024

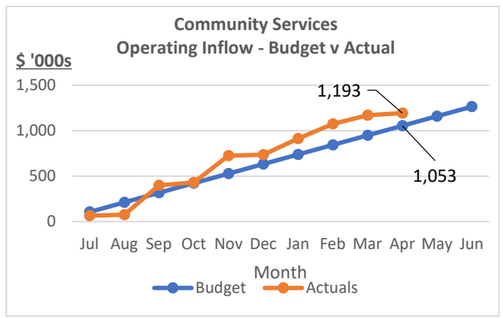
Community Services

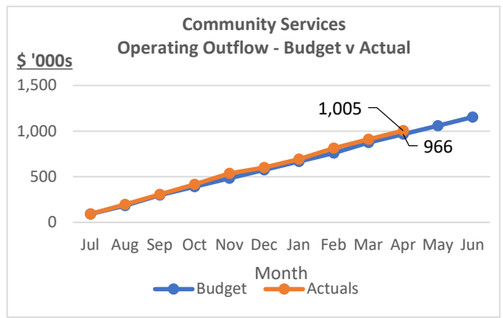
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	● ● ●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.1) Development of a Youth Forum	B: MCS P: YEO O: YEO		✓			Social programs currently being delivered by our Community Services Team include, but not limited too, Assisted Shopping, Chair Based Exercises, Lunch and Drive Outings, Cuppa and Chat, Cuppa and Cards, Social outings to the Cinema's in SwanHill, Monthly Cinema at Tooleybuc, assisting clients to navigate online shopping, arranging appointments and Home Visits. We have also commenced a Social Movie Morning in Barham, held fortnightly.	
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.3 – Health and Wellbeing program options for all residents									
Engage with Murrumbidgee Local Health Network and cross border equivalents. (S DCED)	Advocate	(DP 4.3.1) Advocate for health and wellbeing programs for all residents (all ages and demographics)	B: MCS P: MCS O: MCS	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group, and also the Murrumbidgee Health Network Meetings, which meet Bi Monthly.	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc (S DCED)	Advocate	(DP 4.4.1) Advocate for youth activities / youth group / youth centres in various locations across Council	B: MCS P: YEO/TL O: YEO/TL		✓			Our YHub group in Moulamein runs each Friday afternoon/evening providing social participation for youth in this area. School Holiday outings, are also provided if we have capacity to do so. Youth Week Programs are also offered in varied locations, depending on funding allocation. As a result of receiving funding for Youth Week 2024, we held two Skateboarding workshops, in Barham on April 20th, and Mathoura on April 21st. Please see 'Special Events' section below for photo's We have also just been notified that we have successfully received a grant for the Youth Spring Holiday Program, which again was for the Totem Skateboarding Workshops, to be held in two locations.	
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.11 – Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).									
Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council. (S DCED)	Deliver	(DP 4.11.2) Programs delivered in line with funding	B: MCS P: MCS O: MCS	✓	✓			CHSP and TfNSW projects continue to be delivered in line with grant funding. Department of Health grant agreement updated and extended to 30/06/27. Transport for NSW grant funding updated to 30/06/25	●
Health Services (S DCED)	Advocate	(DP 4.11.3) Advocate for better promotion of mental health services at various locations across Council	B: MCS P: MSC O: MSC		✓	✓		Attend local Mental Health Meetings and Forums, and the Murrumbidgee Health Network Meetings.	
	Advocate	(DP 4.11.4) Advocate for Garden of Hope Mental Health Project	B: MCS P: MSC O: MSC		✓				
Community Health (S DCED)	Deliver	(DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.	B: MCS P: MSC O: MSC			✓			
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.1) Advocate for community based mental health first aid courses to be run across various locations within the LGA	B: MCS P: MSC O: MSC		✓	✓		Our Staff and Volunteers are offered Mental Health First Aid training, and we promote Mental Health and Youth Mental Health Courses that are being offered in our local areas	
Theme 6 – Goal 3 – Advocate for improved public transport. 6.6 – Public Transport that connects towns									

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

Continue to deliver Community Transport options to a variety of community members. (S DCED)	Advocate	(DP 6.7.1) Continued use of Community Transport Services	B: MCS P: MCS O: CHS		✓			Community Transport (CTP) is available to transport disadvantaged person in our Area's. This includes the Moulamein to SwanHill bus, which runs fortnightly, and the Wakool Express which runs to Deniliquin and SwanHill on a Fortnightly Basis. We have recently updated our Transport Brochure for our transport services, which is widely advertised in our local Area's to promote services further.	

PART C: Financial Outcomes





PART D: Project Status

PART E: Business as Usual

During April 2024 the Community Services team delivered the following supports:
Social Support – 1275 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 – 309 meals – 70 hours Home Maintenance – Home Modifications - $895.00 and Transport – 1017 One Way trips

Social Support Groups across Barham, Tooleybuc & Moulamein council areas.
Chair Based Exercises
Moulamein Wednesdays 10:30—Cost $6.00, Tooleybuc Wednesdays 10:30—Cost $6.00
Supported Shopping
Trips are available from each location—bookings essential
Chat & Cuppa
Moulamein Thursdays 10:00— 3:00 Cost $6.00
Tooleybuc 1st or 2nd Tuesday of each month 10.00 Cost $6.00
Barham 10.30 am Tuesday 12th & 26th March. Cost $6.00
Let's go to the Movies
Swan Hill Cinemas: One Monday each month, Cost: $6.00 Transport $3.00 Plus movie ticket & Lunch
Golden Oldies Movies and Lunch 12.00pm @ Tooleybuc Usually 2ND Wednesday of the month. Cost: $6.00 Transport $3.00 Plus Lunch

Social Support Groups from our Moama office.
Monday – Mixed group outings with Peg
Tuesday – Individual shopping support and a lunch outing with Kim
-Shopping support -Mathoura with Peg
-Social carpet bowls at Martin Street
Wednesday
– Shopping support in Moama with Janelle
-Mathoura out and about with Peg
Thursday – Chair based exercises and a lunch outing in Moama with Kim

MRC Community Services department will have a **Quality Review** some time in the next few months. This is a process of accreditation whereby the Aged Care Quality and Safety Commission measure the delivery of our Commonwealth Home Support Program service against the Aged Care Quality Standards. In preparation for this process Community Services staff are currently reviewing our bank of evidence for compliance and updating procedures and policies that are due for review.

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

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.)

Some Photo's of our Skateboarding workshops held to celebrate Youth Week. We had approximately 20 Youth attend our sessions.
We received very positive feedback from participants, and family members watching on. I would also like to
Add that the staff at Tomem commented on the quality of our skate parks and also how well maintained the
Grounds were, which is a credit to MRC outdoor Staff.

murray river council

Monthly Operational Report – April 2024

Community Services

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

murray river council

Monthly Operational Report – April 2024

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

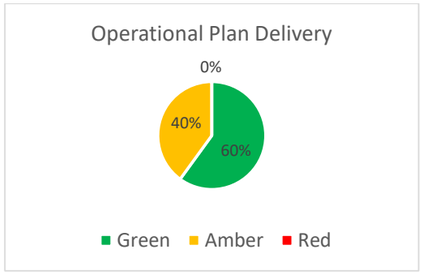
Accountabilities

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

Accountabilities

SBPO	Accountability
O	Bookings of all other Recreation Reserve Facilities & Sports Fields
O	Venue Bookings and availability and rules and regs and financial transactions
O	Closing out Customer Enquiries
O	Collection, Record Management & Distribution of Hard Copy Mail
O	Customer Counter Services
O	Customer Point of Enquiry Service Delivery
O	Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs
O	Community Halls and meeting rooms hire service
O	Bookings of Moama Recreation Reserve Facilities and Sports Fields
O	Public Library Operations Service
O	Public Library Programs Service
O	Facility and Meeting Space Hire

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



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

murray river council

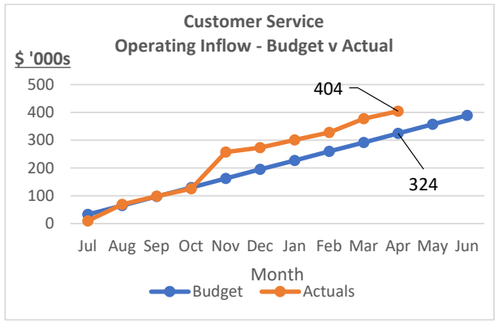
Monthly Operational Report – April 2024

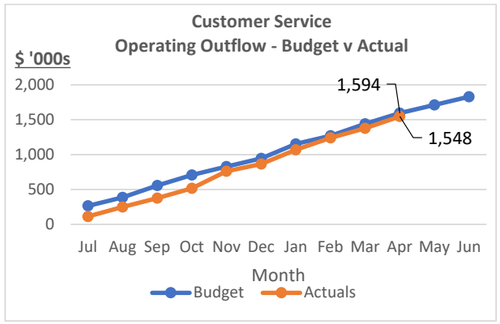
Customer Service

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community 2.1 – Visitor and Resident information									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver, Partner Advocate	(DP 2.1.1) Ensure Service NSW services are communicated and frequently visit outlying locations	B: MCUSS P: MCUSS O:MCUSS	✓	✓			• Service NSW services are offered in Barham, Moama and Moulamein. • 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 and Mathoura once a quarter. • All visitations are advertised on social media and via flyers.	🟡
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community 2.2 – Provide a variety of options on how people can contact Council									
Develop a community access/engagement strategy including digital platforms and by phone. (S DCED)	Deliver	(DP 2.2.1) Ensure face to face service centres are retained across the region	B: MCUSS P: MCUSS O: CCUSS	✓					🟢
	Deliver	(DP 2.2.2) In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	B: MCUSS P: MCUSS O: CCUSS	✓					🟢
	Deliver	(DP 2.2.3) Develop a community access/engagement strategy including digital platforms and by phone. Implement a customer satisfaction annual survey and rating system to note service satisfaction with Council services	B: MCUSS P: MCUSS O: MCUSS		✓	✓	✓	• Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms. • Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer journey.	🟡
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community 2.3 – Customer Service Charter									
Develop and implement a fully integrated Customer Relationship Management (CRM) process and system (S DCED)	Deliver	(DP 2.3.1) Customer Service Charter to be aligned and implemented across Council's Business Units	B: MCUSS P: MCUSS O:MCUSS	✓				• 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.	🟡
	Deliver	(DP 2.3.2) All Council staff to undertake and complete Customer Service Training	B: MCUSS P: MCUSS OMCUSS		✓	✓		• In consultation with HR. • Customer Service presentation on Dealing with Unacceptable Behaviour took place at the all staff training day and has been rolled out to those who were not present.	
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.12 – Cemeteries / commemoration									
Cemeteries have an identifiable level of service and standard across the Council area. (S DCED)	Deliver	(DP 3.12.1) Investigate level of services and complete an asset review for all of Councils cemeteries.	B: MCUSS P: MCUSS O: MCUSS		✓			• Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset assessments.	🟡
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.3) Increase social interaction / library programs	B: MCUSS P: MCUSS O: CCUSS	✓	✓	✓	✓	• Each Library runs programs targeted to the community. We have regular Book Club, Move and Groove, Friday games, Games, Cuppa and Chat, Art Group, school holiday activities and special event months. • Tech Savvy for Seniors programs in Barham and Mathoura.	🟢
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									

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

PART C: Financial Outcomes





PART D: Project Status

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

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

During October, Murray River Council have supplied Proto Partners with our Community Strategic Plan, Vision, Mission and Values, policies, and strategies, and current projects so they understand our vision and direction. We have provided a list of the technology we use and technology we are investigating for insights into our current and future operating processes and how these will assist us in providing service and creating efficiencies. Proto Partners also have the results of our Voice of Customer surveys so they can understand key customer challenges and feedback prior to engaging with our customers. Customer interviews are currently being conducted by Proto Partners who will 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 considered and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In addition to this we will be holding a 2.5 hour Vision Workshop to agree on the Design Challenge and the 8 Growth Drivers that will assist in the creation of the Murray River Council Customer Experience Vision.

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

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

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

murray river council

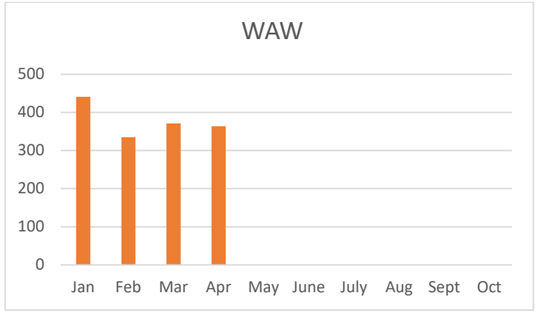
Monthly Operational Report – April 2024

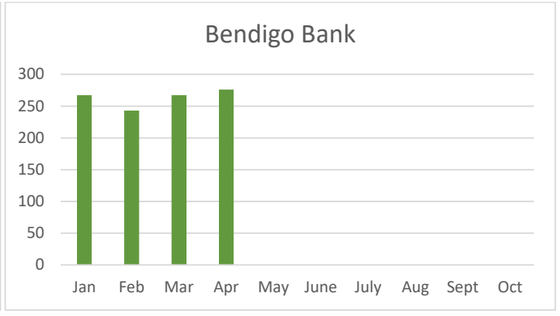
Customer Service

March Update: Over the last 4 months, Council has undertaking interviews with various community members, staff and contractors to begin creating a baseline and forward plan for the development of our Customer Experience Strategy. We have undertaken several internal workshops where we have reviewed the data presented in our baseline study and we have begun looking at the services we provide. In the coming months we will continue to work towards developing Service Levels for all the various services we provide, ensuring those services are fit for purpose, economically, socially and environmentally sustainable and align with the future needs of both Council and the Community. Alongside the development of the Service Levels, we will be creating a Customer Charter and the Customer Experience Strategy, ensuring strategic direction algins with the on-ground customer journey.

PART E: Business as Usual

WAW and Bendigo Bank Monthly Transaction Statistics





WAW Moulamein

Month	Jan	Feb	Mar	Apr	May	June
WAW Number transactions	441	335	371	364	0	0
WAW non dep.wdl transactions	34	89	112	146		

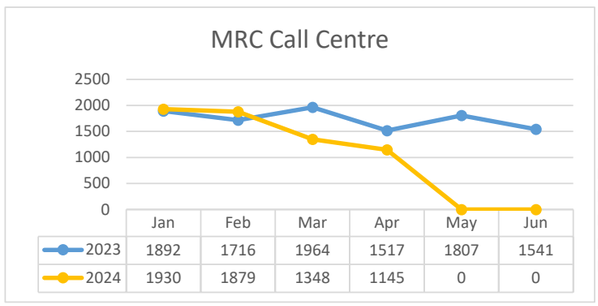
Bendigo Bank Mathoura

Month	Jan	Feb	Mar	Apr	May	June
Bendigo Number transactions	267	243	267	276	0	0
Bendigo non dep. wdl. transactions	162	136	126	116		

WAW number transactions remained consistant during April and were in line with March figures with a slight rise in non deposit and withdrawal transactions. 364 transactions were number transactions, interactions into or out of a customer's account that is visible in recorded data, for example deposits, withdrawals, BPay's, external and internal transfers between accounts, new account and term deposits, account closures etc. This also includes counting coin, verifying treasury, filling out change orders which generally require a withdrawal or deposit somewhere, either into a customer account or through the treasuries. 146 transactions conducted in April were non deposit and withdrawal transactions include balance checks, enquiries, paperwork and phone calls and we saw a slight increase from the previous month in this area. The Agency had a big month with account openings, with a total of 54 accounts opened in April.

Bendigo Bank also remained consistent during April recording 393 transactions for April. 276 transactions were number transactions which relate to deposit, withdrawals, and transfers. 116 transactions were non deposit transactions which include treasury transfers, coin counting, change orders, balance checks and passbook updates, ordering of deposit books, new accounts, term deposits, enquiries, paperwork, and phone calls. The Agency opened 6 new accounts in April which they remunerated for. Training is continuing for new staff and is progressing well, and all team members have successfully completed their on line training modules. Following a day of intermittent service at the Mathoura Visitor and Business Centre, the Bendigo Bank Agency was non operational for 2 days during April due to issues with connectivity at the Mathoura Visitor and Business Centre. The centre was closed until Telstra could attend and replace a crucial part to reinstate internet service.

MRC Call Centre Monthly Statistics



Mathoura Call Centre

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly total answered	1930	1879	1348	1145		
Monthly total unanswered	30	97	36	56		

Well Done

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly A/H Calls	66	72	45	51		
Monthly Call out	23	13	15	13		
Monthly No call out	37	49	27	32		
Emails Monthly	6	10	5	7		

murray river council

Monthly Operational Report – April 2024

Customer Service

We saw a decrease in calls during April for the MRC Call Centre. The intermittent service in Mathoura also affected the calls into the call centre. After a day of service issues we experienced no connectivity which affecting all areas of the business and caused the closure of the centre and relocation of the Call Centre to Moama for 2 days. Our call centre team have been conducting Voice of Customer feedback calls and also support the Bendigo Bank agency, Council customer service counter, Library, Tourism and Services Australia within the Mathoura Visitor and Business Centre.
The After Hours call centre received 53 calls for April with 15 call outs, 8 emails and 1 call referred to other agencies. The call outs were made to Rangers and Compliance, Water and Sewer and Alarms.

V/Line

Barham CSC conducted 98 V/Line ticket sales in the month of April. V/Line has become very popular with community members since the decrease in ticket pricing and many enquiries relate to tourism and planning multiple journey transfers. Our team help travellers successfully navigate their journey, providing assistance to determine the safest and easiest way to reach their destination.

Service Requests

Service Requests	*555*
Finalised	*495*
Phone Messages	*297 (included in Service Request figures)*
Snap Send Solve	*15 (included in Service Request figures)*

Complaints

We had 3 recorded complaints for the month of April. Two complaints have been resolved and one is under investigation by the responsible manager.

Cemeteries

We had a total of 6 interments and 1 plaque installation for April.

Cemetery	Interment	Plaques	Occupied	Vacant	Reserved	
Barham	*1 Burials, 1 Cremated Remains*	*0*	*1341*	*475*	*60*	*(69 Unavailable)*
Mathoura Lawn	*2 Burials*	*0*	*169*	*61*	*2*	*(1 Unavailable)*
Mathoura Pioneer	*0*	*0*	*429*	*313*	*16*	
Moama	*2 Burials*	*1*	*1898*	*1317*	*126*	*(83 Unavailable)*
Moulamein	*0*	*0*	*444*	*276*	*7*	
Tooleybuc	*0*	*0*	*149*	*195*	*33*	

The NSW Government has introduced the Interment Industry Scheme as part of the Cemeteries and Crematoria Regulation 2022, a licensing system for cemetery and crematorium operators. The scheme includes licensing of all operators and seta clear standards. Families will know what to expect from cemetery and crematorium operators and can make informed choices. The new licensing includes a licence fee for all operators which has been implemented to cover the cost of the administrative time required by the regulator to process and determine a licence application. The fee will be reviewed by the Regulator as part of the regulatory review process in 5 years. In addition to the licensing fee, Cemeteries and Crematoria NSW (CCNSW) are proposing to expand the interment services levy which is currently applied to the 2 Crown operators only. This levy funds the cost of Cemeteries and Crematoria NSW (the Regulator) to support and regulate the sector appropriately. A seminar was held in Wagga Wagga by CCNSW for councils across the Riverina to provide information relating to the scheme and the proposed levy which was well attended by the councils. MRC are currently developing a submission to CCNSW regarding the financial impact on the community with the introduction of a levy, lack of stakeholder engagement and the limited consultation period, and the disadvantage to rural cemetery managers who will experience a higher percentage increase compared to city-based cemeteries. Our recommendation is to delay the introduction of the levy to allow for proper consultation, resource allocation and adjustment to administrative changes along with a gradual introduction of operational reporting to allow time to adjust and assess current conditions, mitigating disruptions to service deliver and ensuring effective implementation of reporting requirements.

Tourism

Tourism has been very popular and we have had many travellers visit during April as people begin to make their journey north. With the closure of the Visitor and Information Centre in Echuca and the second bridge, many people are choosing to stop in to use the facilities and browse the brochures, maps and booklets and to purchase the local honey for sale or a souvenir. Long Paddock and the Cadell Fault are always very popular interest for the tourists attending our centre and our visitors especially since the release of Chris Hammers novel, the Tilt.

Libraries

Barham Library: *The Barham Library has been conducting a second-hand book sale which commenced Tuesday 9th April and will continue over the months of April and May. This is to clear out all the discarded items that have been identified prior to the Radio Frequency Identification tagging. So far over 1000 books have been sold. Move & Groove has once again seen the children enjoy some lovely stories read by one of our wonderful volunteers during April and created some beautiful craft. Our Saturday Storytime was on 13th April and our feature story was "Being Friends with Dragons" by Katherine Locke. The children created their own dragon from paper plates and enjoyed some wonderful colouring activities. We conducted a School Holiday Activity on Tuesday 23rd April at 10.30am with a Mother's Day theme including some lovely gifts being created by the children for the Mums, Grans etc. 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 and we welcome all enquiries. The Barham Library has registered for the Young Mentors program that has been developed by eSafety as part of the Be Connected initiative. It supports older Australians to improve their digital skills by bringing them together with young people in a mentoring capacity, to share digital skills and knowledge. The library will be partnering with the local High School to coordinate one-hour sessions that are delivered over six weeks with Year 11 students. 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 and has gained a couple of new faces. Tech Savvy Seniors is scheduled to commence on the 24th May and run over four consecutive weeks. Following an article in The Bridge Newspaper with now have 11 people registered for the four sessions.

Moulamein Library*:* Moulamein library was closed for most of March due to the ceiling collapse in February. Contractors were engaged for the repairs during which time the books were stored, and no access permitted to the library area by staff or patrons. After a closure period of 5 weeks, we have books on shelves and reopened at the end of march. The first day of reopening was a Friday and where there were 21 children in attendance all of whom advised they definitely missed it while it was closed.

Mathoura Library: *Our book purchases are starting to arrive and the team are busy getting it out on the shelves. Patrons really enjoy seeing new titles and authors and give valuable feedback that helps the team to make recommendation to others. The Book Club/Chat has been well attended and the past 2 sessions have been a roaring success with on average half a dozen people sharing their latest reads and favourite authors. This program has had positive feedback and, along with the Games Day, provides an avenue for social interaction, inclusivity and creates a sense of belonging between community members and new participants.*

Mobile Library: Mobile library continued normal service during March however it was utilised when the Moulamein library was closed. The mobile library provided services to the Moulamein residents ensuring that they were not inconvenienced by travelling to Swan Hill or Barham to change their books.

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

Service NSW Statistics

SNSW Transactions 2024	Quarter 1										
	GLS	OLGR	Drives	Total			Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
Barham	33	17	1402	1452			5900	1452	98.44%	4448	25%
Moama	135	66	4862	5063			18000	5063	112.51%	12937	28%
Moulamein	14	1	498	513			2200	513	93.27%	1687	23%

GLS – Service NSW: Office of Fair Trading, Maritime, Owner Builder applications, NCAT, Births Deaths & Marriages, Associations, Seniors Cards
OLGR – Office Liquor, Gaming & Racing: Responsible Service of Alcohol, Responsible Conduct of Gambling
Drives – Transport for NSW: Driver Licensing, Vehicle Registration, Mobility Parking Scheme, Firearms, Security, Commercial Agents & Private Inquiry Agent Licensing, Working with Children Checks

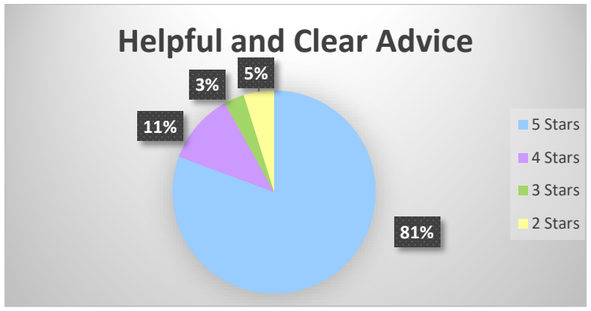
Service NSW have reviewed their reporting of transactions in line with the new contracts that took effect on the 1st January and all quarterly reporting will be done per calendar year rather than per financial year. Our yearly targets have been adjusted to reflect the rate of transactions being processed by each area. Growth and online services have had an impact on face to face service provision and the adjustments will assist agencies to achieve more realistic targets. Moving forward our targets for each agency have been adjusted as follows:
Barham 5900
Moama 18000
Moulamein 2200

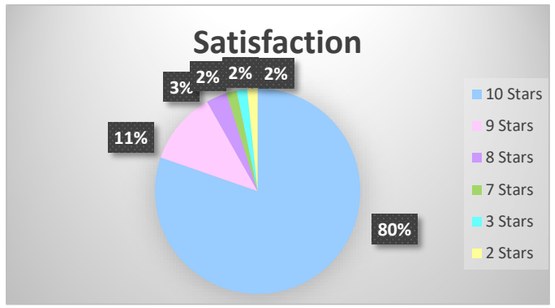
All service centres are within 10% of their adjusted targets for the first quarter.

Voice of Customer

We contacted a total of 68 customers who submitted service requests during April with 61 responses and 7 who were unavailable to take part of in the survey. Customer feedback was mainly positive with 4 customers dissatisfied due to no contact and lack of response.
As part of the Customer Experience Strategy, we are currently working with Murray River Council business units to ensure that customers receive responses to their requests. We have seen a decrease in the number of calls received through the Call Centre and this is largely due to a focus in all areas to follow up customer requests. Procedures are being developed and implemented to assist the Customer Service team with actioning the request to ensure the customer receives timely responses.

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





Risk Management

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

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Complaint	Action Undertaken	

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

Snap Send Solve

Our Snap Send Solve users provide feedback via the application with regards to Communication, Satisfaction with the Solve, Speed to Solve and an Overall rating. The majority of our users are satisfied with the speed to solve and the satisfaction with the solve however our communication generally received one star out of five. Our current version of Snap Send Solve, which is free to local councils, offers basic functionalities such as issue reporting, local tagging, and photo attachments and does not allow two way communication or to provide messaging to keep the customer updated. We are investigating an up grade to the current application to a platform that facilitates instant communication between residents and MRC, enables faster response times and updates on issue resolution progress. This real-time feedback loop ensures that residents are kept informed and engaged throughout the process. In the meantime, the Customer Service team are working with other business units to gather feedback on submitted issues, a progress report and aim to close out the issue efficiently. A trial of this process has seen an improvement in communication ratings received from Snap Send Solve and customer satisfaction with response.

Barham Library - Digital Help Program

murray river council

Monthly Operational Report – April 2024

Customer Service

The Barham Library has registered for the Young Mentors program that has been developed by eSafety as part of the Be Connected initiative. It supports older Australians to improve their digital skills by bringing them together with young people in a mentoring capacity, to share digital skills and knowledge. It is a free program for schools and organisations encourages intergenerational learning, offering one-on-one digital mentoring sessions. The weekly one-hour sessions focus specifically on the needs of the older learners and are delivered over a period of six weeks. Along with building confidence of older Australians in using digital technology, people of all ages taking part in the Young Mentors pilot reported increased social connection and understanding across generations. Barham library will be partnering with the local High School to facilitate and coordinate one-hour sessions that are delivered over six weeks with Year 11 students.

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

The NSW Government has introduced the Interment Industry Scheme as part of the Cemeteries and Crematoria Regulation 2022, a licensing system for cemetery and crematorium operators. The scheme includes licensing of all operators and seta clear standards. Families will know what to expect from cemetery and crematorium operators and can make informed choices. The new licensing includes a licence fee for all operators which has been implemented to cover the cost of the administrative time required by the regulator to process and determine a licence application. The fee will be reviewed by the Regulator as part of the regulatory review process in 5 years. In addition to the licensing fee, Cemeteries and Crematoria NSW (CCNSW) are proposing to expand the interment services levy which is currently applied to the 2 Crown operators only. This levy funds the cost of Cemeteries and Crematoria NSW (the Regulator) to support and regulate the sector appropriately. A seminar was held in Wagga Wagga by CCNSW for councils across the Riverina to provide information relating to the scheme and the proposed levy which was well attended by the councils. MRC are currently developing a submission to CCNSW regarding the financial impact on the community with the introduction of a levy, lack of stakeholder engagement and the limited consultation period, and the disadvantage to rural cemetery managers who will experience a higher percentage increase compared to city-based cemeteries. Our recommendation is to delay the introduction of the levy to allow for proper consultation, resource allocation and adjustment to administrative changes along with a gradual introduction of operational reporting to allow time to adjust and assess current conditions, mitigating disruptions to service deliver and ensuring effective implementation of reporting requirements.

The customer service team is facing a significant challenge as two members, who were trained in Service NSW as well as Council, and one who specialised in cemetery administration, will be transitioning to positions within other business units of the organisation. While we are pleased that they have remained within the business and recognise that they will be valuable assets in their new roles, their departure leaves a notable knowledge gap within the team. The expertise they brought to handling intricate agency-related inquiries is now reduced, posing a challenge in maintaining the same level of service excellence. Additionally, the training timeframes for acquiring proficiency in agency services are not immediate, and with only one training position offered at a time, the team faces the dilemma of resourcing sufficiently. Balancing these demands while ensuring uninterrupted service delivery presents a challenge for the customer service team.

murray river council Monthly Operational Report – April 2024

Economic Development and Tourism

PART A: Section Accountabilities and Team Roles

Manager of Economic Development and Tourism – *Beck Hayward*

SBPO	*Accountability*
B	Economic development
B	Community development
B	Destination branding and marketing
B	Community events
B	Tourism events
B	Tourism product development
B	Tourism and community signage
B	Visitor servicing
B	Arts and culture
B	Grant sourcing
B	MRC financial assistance program
B	Community and economic development admin management
B	Attraction and retention of residents and workers

Economic Development Officer

SBPO	*Accountability*
P	Economic development
P	Community development
P	Community events
P	Tourism and community signage
P	Arts and culture
P	Arts and culture strategy
P	Attraction and retention of residents and workers
O	Tourism and community signage
O	Attraction and retention of residents and workers
O	Community development
O	Stakeholder engagement
O	Arts and culture
O	Economic development
O	Adverse events planning coordination and delivery
O	Arts and culture strategy

Tourism Development Officer

SBPO	*Accountability*
P	Tourism product development
P	Visitor servicing
O	Tourism events - support and approvals
O	Tourism industry development
O	Visitor servicing
O	Tourism product development

Tourism Marketing and Events Officer

SBPO	*Accountability*
P	Destination branding and marketing
P	Tourism events
O	Tourism events - support, delivery and attraction
O	Destination branding and marketing
O	Tourism industry engagement
O	Being informed of industry best practice and trends
O	Stakeholder engagement

Grants Officer

SBPO	*Accountability*
P	Grant identification and applications (organisation wide)
P	Award identification and applications (organisation wide)
P	Grant reporting and acquittals
P	MRC Financial Assistance Program
P	Administration of MRC ClubGrants committee
P	Regular ED&T communication to community
O	Grant identification and applications (organisation wide)
O	Award identification and applications (organisation wide)
O	Grant reporting and acquittals
O	MRC Financial Assistance Program
O	Administration of MRC ClubGrants committee
O	Community grants support and eductaion (and Q&A)
O	Stakeholder engagement

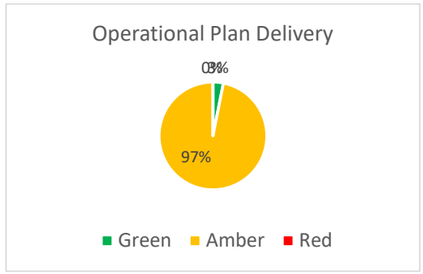
Business Support Officer

SBPO	*Accountability*
O	Community and Economic Development Admin
O	Community Events
O	Regular ED&T communication to community
O	Section 355 Administration
O	Stakeholder engagement

murray river council Monthly Operational Report – April 2024

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, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community 2.1 – Visitor and Resident information									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver	(DP 2.1.2) Investigate subscription-based program for online community directory	B: MEDT P: O:	✓				Development of a Community Directory and improved information about community groups and programs will form part of the implementation of the Workforce Attraction Strategy, during 2024 and 2025. *April 2024* • *During April a number of Community directory platforms were explored and reviewed for suitability. Numerous quotes were sought for developing the directory using both the existing MRC website and external third-party options. After reviewing the quotes, functionality and suitability, MRC will be proceeding to build a community directory platform as part of a new Live Work Invest website. Development of this will commence in May.*	🟡
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers 2.6 – Improve externally provided information and communication.									
Further develop and enhance public communication materials. (S DCED)	Partner Advocate	(DP 2.6.3) Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	B: MEDT P: O:		✓			To do.	🟡
	Deliver, Partner, Advocate	(DP 2.6.6) Investigate and undertake a business case for creating a Community Directory including 1. housing or 'New to town' concierge service Trades directory	B: MEDT P: O:		✓			Development of a Community Directory and improved information about community groups and programs will form part of the implementation of the Workforce Attraction Strategy, during 2024 and 2025. *April 2024* • *Investigation of a community directory has been completed. A community directory will be built as part of a new Live Work Invest platform and will include support for new residents through a new resident's kit and relocation information.*	🟡
	Deliver	(DP 2.6.7) Service signage at front of MRC buildings (what services are available at each location)	B: MEDT P: O:	✓				Council buildings have signage. In November new signage was installed at the Mathoura Visitor and Business Centre.	🟢
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.8 – Community and Council collaboration									
Increased interaction with Communities. (S DCED)	Advocate	(DP 2.8.2) Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands)	B: MEDT P: O:	✓	✓	✓	✓	ONGOING 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 During December, two newsletters were distributed, with the following content:	🟡

								6 Dec: • MRC - Christmas/NY closures, Christmas in River Country, ELS, FOGO for business • Small business cyber security • Strive 4 Sustainability Scorecard for eligible NSW visitor economy businesses • CUC Initiative • Active & Creative Kids voucher program • Grants - 10 opportunites • Regional Events for December 22 Dec: • MRC - Christmas/NY Closures reminder, Christmas in River Country, ELS, FOGO for business • Active & Creative Kids voucher program • Grants - 8 opportunities • Regional Events for December to Feb • Australia Day flyer • IWD Picnic flyer In December Council's Grants Officer met with Moama RSL and Club Barham to assist them in submitting applications under the EV Charging Stations Grant. During January one newsletter was distributed including the following content: • International Women's Day event in Barham. • Trending business topics for 2024 • An upcoming marketing workshop • How to become a Creative Kids provider • Current grant programs • Tourism marketing campaign • Upcoming events During February one newsletter was distributed including the following content: • International Women's Day event in Barham. • MRC EOI's – Access & Inclusion and River Country Art Trail Advisory Committee • Current grant programs including MRC Community Grants Round 2, ClubGrants Round 2, Telstra, Graincorp, SSi, NSW Govt, FRRR • MRC upcoming events • Promotion of Feast Forest Farm, Barham, Campaspe Shire Workshop and EM Discovery Day During March two newsletters were distributed including the following content: 8/3/24 • Wrap up of International Women's Day held 6/3/24 • MRC EOI – Access & Inclusion • 11 Grant Opportunities • MRC events • Promotion of Rural Recovery Workshop - 27/3/2024 • Promotion of Feast Forest Farm event - 23-24/4/2024 • Campaspe Library Discovery Day 22/3/24 – Mega Grants Issue • Easter events across MRC • River Country Art Trail survey targeting EM residents • 16 Grant Opportunities • Promotion of Rural Recovery Workshop 27/3/2024 • Promotion of Feast Forest Farm event 23-24/4/2024 During April, Grants Officer met with Barham's Collective Hub to explore their business plan and potential local partnerships and grant opportunities.	

								During April three newsletters were distributed including the following content: *11/4/24* • *Launch of Moama Lights 2024* • *Youth Week activities – Barham & Mathoura* • *10 Grant Opportunities* *17/4/24* • *Promotion of EMT Instagram Workshop for local business owners* *26/4/24* • *Addition of ice skating to ML promo* • *10 Grant opportunities*	
		(DP 2.8.3) Further develop partnerships with local community groups to implement community driven projects	B: MCE P: MCE O: MCE	✓	✓	✓	✓	ONGOING 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 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. • 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. During December staff met and worked with the following groups: • River Country Art Trail Steering Committees • Barham Consolidated Executive Committee During December the Grants Officer: • Met with Murray Connect and discussed their plans for 2024 and ways MRC can work in with them to provide support. • Met with the rebooted Barham Consolidated and discussed their new cross section of community, their strategic plans, vision and meeting schedule and advised them I will attend their full committee meetings in 2024 to ensure ongoing collaboration and support. During January, the Grants Officer efforts to support local community organisations and initiatives were demonstrated through: 1. **Support for Moulamein Heritage Village:** Productive discussions took place with Moulamein Heritage Village regarding their progress towards official business opening. The Council provided necessary support to address challenges encountered, ensuring the smooth implementation of their plans. 2. **Assistance for Barham Art Gallery:** Guidance and assistance were extended to a local community member from Barham in establishing a Barham Art Gallery. This support aims to promote cultural enrichment and community engagement through the arts and aligns with Council's draft Arts and Culture Strategy. During February, the Grants Officer efforts to support local community organisations and initiatives were demonstrated through:	●

								1. **Moulamein Heritage Village:** Assisted with funding acquittal procedures and facilitating constructive dialogue to mitigate project constraints and guide next steps. 2. **Barham Lions Club:** Offered guidance and assistance in identifying suitable grant opportunities to underpin proposed community project, thereby enhancing the club's capacity to realise its vision and benefit the community at large. *During April, staff met with Western Murray Land Improvement Group to discuss various projects they are working on.*	
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.2 – Formation of Networks – training and networking to fulfil social function and spark migration of ideas									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.2) Continue to form community networks for training and networking, placed based gathering to fulfill social function and to spark migration of ideas.	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Economic development staff met with and worked with the following during July: • 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 During October the community was engaged in various ways, to contribute to development of Council's Arts and Culture Plan. During December staff met and worked with the following groups: • River Country Art Trail Steering Committees • Barham Consolidated Executive Committee During February staff met and worked with the following groups: • Barham Water Tower Art Committee • Yorta Yorta Nation Aboriginal Corporation • Murray River Council ClubGRANTS Committee • Campaspe Murray Mental Health Network • Mathoura Speed Shear During March Manager of Eco Dev attended the Edward and Murray Community Network meeting and also the Campaspe Family Violence Action Group meeting.	
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community). 4.5 – Indigenous Recognition									
Collaborative agreements with local indigenous nations developed (S DCED	Deliver	(DP 4.5.1) Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	B: MEDT P: O:		✓	✓	✓	Manager of Eco Dev attended an information session with Reconciliation NSW in November, to gain a better understanding of best practice in developing a Reconciliation Action Plan (RAP).	
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓	During December staff met with Yorta Yorta Nation representatives to discuss plans for the Dharnya Centre redevelopment in the Barmah National Park. During March, Manager of Eco Dev met with a representative of the Barapa Barapa people to discuss opportunities to partner to better represent their culture within Barham and surrounds.	
	Deliver, Partner, Advocate	(DP 4.5.4) Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA	B: MEDT P: O:				✓	*During January a local aboriginal artist was engaged to discuss involvement in 2024 Moama Lights event and River Country branding.*	

murray river council Monthly Operational Report – April 2024 **Economic Development and Tourism**

Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community). 4.6 – Regional History									
Celebrate significant local history milestones and develop an ongoing calendar of milestones (S DCED)	Deliver	(DP 4.6.1) Facilitate investment and construction to showcase history, art and culture of the MRC area	B: MEDT P: O:				✓		
	Deliver	(DP 4.6.2) Continue to celebrate our regional history	B: MEDT P: O:	✓	✓	✓	✓	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. During November the Economic Development Team supported the Moulamein Heritage Village to obtain development approval to host ongoing events at the facility. In December staff engaged with Friends of Old Moama, Moulamein Development Inc and Barham Consolidated to obtain feedback on existing interpretive signage and the creation of new signage. Staff have been in discussions with community members during December, who wish to relocate the St James Church Bell Tower, (which has historical significance) following the sale of the property. During February – Economic Development team met with the Museum Advisor to discuss progress across several of our local museums with promising progress and efforts made in assisting Friends of Old Moama and The Border Flywheelers Museum in particular. During March and April, further work has taken place to look at updating signage in Old Moama and Moulamein township.	
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people). 4.8 – Developing future leaders									
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program (S DCED)	Deliver	(DP 4.8.3) Ongoing development and use of skilled locals within S355 committees	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Council works to support its s.355 committees to support them to be resourced and skilled to deliver on their responsibilities.	
Theme 4 – Goal 4 – Support existing and new art projects and diverse community events. 4.9 – Public Arts and Culture Projects									
Develop a Public Arts and Culture Strategy (S DCED)	Deliver	(DP 4.9.1) Public Arts and Culture Strategy developed and implemented.	B: MEDT P: O:	✓	✓			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.

During November, Murray River Council is hosting an online feedback session for the community to assess the Arts and Culture Draft Strategy on a Page.

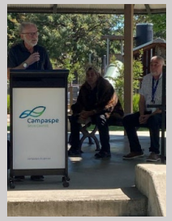
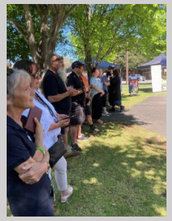
A Strategy on a page was developed during December and various stakeholder workshops and meetings were held to progress development of the Arts and Culture Strategy.

During February, the draft long form strategy was developed, with a view to go to the March Council meeting for endorsement to go on public display.

During March, Council endorsed the draft Arts and Culture Strategy to go on public display for a 28-day period.

Advocate	(DP 4.9.2) Arts and Crafts Festival – various locations across Council	B: MEDT P: O:			✓	✓		
Advocate	(DP 4.9.3) Actively advocate for Murals to be completed at various locations across Council	B: MEDT P: O:				✓		
Advocate	(DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council	B: MEDT P: O:	✓	✓	✓		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. 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, FORM Build were appointed to deliver the River Country Art Trail project. During December FORM provided a key finding report for the sites and a process/timeline info graph. This information was shared at a meeting with all Steering Group Committee members, where the change in MRC project contact details were shared. *During January, Advancements in the River Country Art Trail project include:* 1. *Steering Committee Formation:* *An Electronic Direct Mail (EDM) campaign was launched to recruit members for the Echuca Moama Steering Committee. This committee plays a crucial role in guiding the development and implementation of the River Country Art Trail.* 2. *Engagement with Stakeholders:* *Collaborative efforts with Graincorp were undertaken to facilitate progress on silo sites earmarked for inclusion in the art trail. Additionally, Steering Committee meetings with consultants from FORM were conducted to advance the community engagement phase of the project.* 3. *Logo Design Exploration:* *Discussions with designers were initiated to explore options for a River Country Art Trail logo. This branding initiative aims to enhance the project's visibility and promote community participation.* During February, progress was made in advancing the River Country Art Trail project: 1. Facilitated Steering Committee Meetings to ensure community engagement and progress. 2. Stakeholder discussions continued with Graincorp regarding Wakool and Caldwell sites. Whilst discussions with Sunrice have commenced to seek clarification around the potential use of Rice Silos. 3. Engaged in discussions with FORM (project consultant) regarding project scope and budget implications. 4. Coordinated the Expression of Interest (EOI) process and established the Echuca Moama Steering Committee to facilitate Moama Water Tower site project. 5. Actively promoted community participation through the distribution and promotion of the Community Survey.	🟡

								6. The logo for the Art Trail has been created and a tagline to accompany this will be explored via the Steering Committees in due course. During March, progress was made with advancing the River Country Art Trail Project: 1. Meetings with Sunrice Head of Corporate Affairs: Collaborative discussions were held with the Head of Corporate Affairs at Sunrice to explore potential partnerships and the utilisation of Rice Silos for upcoming art installations and events along the River Country Art Trail. 2. Meeting with Funding Body: Productive conversations took place with a key funding body to discuss necessary scope changes for ongoing projects, ensuring alignment with project goals and objectives. ***River Country Art Trail Project:*** *Throughout April, the Grants Officer dedicated efforts towards advancing the River Country Art Trail project, these included:* • *Ongoing endeavours to refine the project scope to align with funding criteria and secure approval for variation.* • *Established expression of interest (EOI) for artists, along with briefing documents, budgets and timelines.*	
	Deliver, Partner	(DP 4.9.5) Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.	B: MEDT P: O:	✓	✓	✓	✓	The Bridge Arts Project has received $4.95M funding from Regional NSW to design and construct two art galleries, along with two significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.	🟡
	Advocate	(DP 4.9.6) Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition	B: MEDT P: O:	✓	✓	✓		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. *Staff continue to work with South West Arts to scope a new art project to be delivered as part of NAIDOC Week in 2024.*	🟡
Theme 4 – Goal 4 – Support existing and new art projects and diverse community events. 4.10 – Regional Events									
Develop a Regional Events Strategy (S DCED)	Deliver	(DP 4.10.1) Regional Events Strategy developed and implemented.	B: MEDT P: O:			✓			
	Partner, Advocate	(DP 4.10.2) Partner with various groups and Government Departments to bring events to regional locations across Council	B: MEDT P: O:	✓	✓	✓	✓	During July, eco dev staff worked to deliver Moama Lights and Moama Ice Skating event. The event began very successfully, however had to be cancelled early, due to the event site being inundated with water, due to the Murray River experiencing a high water event. Staff have met with two potential event organisers during August and September, with discussions ongoing. In January, Grants Officer has continued ongoing coordination efforts towards International Women's Day (IWD) 2024 with speakers and event day arrangements underway along with marketing and promotion of the day. These efforts aim to ensure a successful and impactful celebration of women's achievements and empowerment. In February, the Grants Officer finalised preparations and coordination efforts for IWD 2024 - Picnic in the Park: (a sell-out event), which is a celebration of women's achievements and empowerment on Wednesday 6 March. In March, the Grants Officer oversaw the successful IWD event held in Barham. *During April, staff supported the running and promotion of various events.*	🟡
	Partner, Advocate	(DP 4.10.3) Create ongoing opportunities for schools, community groups and businesses to develop events within the local community	B: MEDT P: O:	✓	✓	✓	✓	Eco Dev staff worked with South West arts to deliver a NAIDOC Week program in local schools. Eco dev staff support various community groups to plan and run events within our communities. In December, staff assisted various community groups to obtain approvals and host Christmas related events. Staff also worked with one of the local schools to obtain last minute approvals to hold a Triathlon in Moama. *During February and March staff have assisted multiple event organisers with event planning and approval processes.*	🟡

	Advocate	(DP 4.10.4) Continue to support Community Markets – expand to new locations, live music, food trucks etc	B: MEDT P: O:	✓	✓			June 2023 saw the appointment of a new Moama Market operator, with the first market for the new operator held successfully on 30 July.	🟡
	Advocate	(DP 4.10.5) Community led 'indigenous language' classes for interested local community members	B: MEDT P: O:				✓		
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Deliver	(DP 4.12.3) Increase information available relating to services provided and attended across the LGA including Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	B: MEDT P: O:			✓		Various service providers and community groups came together to exhibit their services at the inaugural Mental Health Month expo, held at Hopwood Gardens in Echuca on Thursday 19 October 2023. The expo was organised by the Campaspe Murray Mental Health and Wellbeing Network, of which Council is an active member. Councillor Chris Bilkey welcomed everyone to the event and discussed the important role everyone must play when it comes to mental health and wellbeing. The expo included the unveiling of the acceptance tree.  	
Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.2 – Commercial Investment Strategy.									
Develop a prospectus of commercial investment opportunities (S DCED)	Deliver, Advocate	(DP 5.2.1) Develop and begin implementation of a Commercial Investment Strategy	B: MEDT P: O:			✓	✓		
Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.3 – Prepare an Employment Lands Strategy									
Prepare an Employment Lands Strategy (S DCED)	Deliver	(DP 5.3.1) Prepare and implement an Employment Lands Strategy	B: MEDT P: O:		✓	✓		Eco Dev invited submissions from suitable consultants to undertake Council's Employment Lands Strategy and appointed the successful consultant on 30 June. The project is underway and is expected to be completed by 30 June 2024.	🟡
		(DP 5.3.2, DP 5.33. DP 5.3.4, DP5.3.5)						All line items relocated to and reported under (DP 5.10.1)	
	Advocate	(DP 5.3.6) Continue to support and assist with Murray Connect project	B: MEDT P: O:		✓			ONGOING	🟡
	Deliver, Advocate	(DP 5.3.7) Continue to support and develop business opportunities across the region	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Council's Economic Development Strategy is well underway, with its completion expected in the coming months. Once finalised the EDS will identify which projects are undertaken over the coming years. Council's Economic Development and Tourism Strategy has been adopted and the Action Plan will support and help develop business opportunities across the region.	🟡
Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.5 – Chamber of Commerce									
Chamber of Commerce (S DCED)	Advocate	(DP 5.5.1) Assist with marketing of local Chambers of Commerce / Progress Associations.	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Eco Dev staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities. In December, staff met with the new Barham Consolidated Committee. In February staff attended an Echuca Moama Tourism networking function.	🟡
Theme 5 – Goal 2 – Continue to develop strong and resilient communities. 5.6 – Increased Educational opportunities									

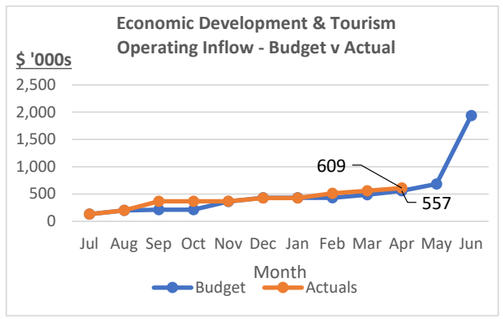
Review the education services available and required by our community including early childhood and adult community education. (S DCED)	Deliver, Partner, Advocate	(DP 5.6.1) Prepare a report and submit to Council on educational services available and required and advocate for the findings	B: MEDT P: O:			✓	Bendigo TAFE officially launched its new Skills and Jobs Centre in Echuca Moama on 9 November. The Bendigo TAFE Skills and Jobs Centre, based in Echuca is a state-funded community service providing FREE expert career advice on training and employment opportunities. This service is available to MRC residents.	
Theme 5 – Goal 2 – Continue to develop strong and resilient communities. 5.7 – Development of a resilient economy								
Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC. (S DCED)	Deliver, Partner, Advocate	(DP 5.7.1) Development and implementation of community actions plans	B: MEDT P: O:		✓	✓	To do.	🟡
Theme 5 – Goal 3 – Promote and grow tourism across the region. 5.8 – Promotion of local attractions								
Yearly Events Strategy and Marketing and Promotions Plan developed. (S DCED)	Deliver, Partner, Advocate	(DP 5.8.1) Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.	B: MEDT P: O:		✓	✓	To do Eco Dev have developed an annual marketing plan. In November commenced paid Social Media campaign promoting visitation to River Country during Summer highlighting "River Experiences" including Aqua Island, Water Skiing, on river dining, and day boat hire. *Various promotional campaigns are ongoing and in market. During April the focus has been on preparing for FY25, and working with various partners to consider the most efficient marketing activities for the next financial year.*	🟡
Theme 5 – Goal 3 – Promote and grow tourism across the region. 5.9 – Promote advantages to visit, live, work and invest								
Live, Work and Play in River Country Project further developed and implemented. (S DCED)	Deliver, Partner, Advocate	(DP 5.9.1) Development and implementation of Live, Work and Play in River Country Project.	B: MEDT P: O:		✓	✓	A Workforce Attraction Plan has been developed and will be implemented during 2024 and 2025	🟡
Theme 5 – Goal 3 – Promote and grow tourism across the region. 5.10 – Growing Tourism across the LGA.								
Develop an Economic Development and Tourism Strategy. (S DCED)	Deliver	(DP 5.10.1) Economic Development and Tourism Strategy developed and implementation has begun	B: MEDT P: O:	✓	✓	✓	Underway, expected to be completed in the coming months. The draft EDTS was on public display during Dec/January with minimal submissions received. The Strategy was adopted at the February Council meeting. *During March and April, staff refined the action plan, shared the final document with relevant stakeholders and held some discussions with neighbouring Councils to look at partnership opportunities.*	🟡
	Deliver, Partner, Advocate	(DP 5.10.2) Increase signage in and around townships relating to tourism	B: MEDT P: O:	✓	✓	✓	This work is ongoing and signage is updated as it becomes evident there needs to be improvements made. Economic Development and Tourism Team are currently developing a signage style guide to update tourism signage across all communities. In November community groups in Barham and Moulamein were approached for consultation and feedback for new tourism related signage. *In December, the Economic Development and Tourism Team developed a tourism and direction signage style guide which will be implemented across Council in 2024.* *In January, Tourism signage for Wakool Recreation Reserve has been mapped out with considerations given to free RV camping, toilet and shower facilities and the town's inclusion in the River Country Art Trail.* In February, interpretive tourism signage has been mapped out for Moulamein and Barham River walks, Moulamein township, Horseshoe Lagoon and Old Moama.	🟡

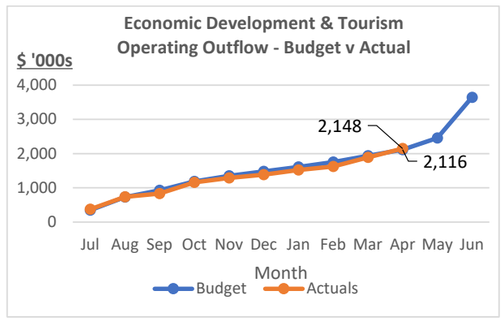
							Tourism signage for Wakool Recreation Reserve has moved to the procurement phase, with design inclusive of free RV camping, toilet and shower facilities and the town's inclusion in the River Country Art Trail. *This signage has been installed.*	
	Advocate	(DP 5.10.3) Advocate for steam trains and replica train stations across the region	B: MEDT P: O:				✓	Council's Tourism Officer investigated the potential for and viability of having steam trains and replica train stations across the region. Below outlines some of the challenges and reasons why steam trains are not a viable tourism option. **Economic Viability** Fuel Costs: steam trains require large quantities of coal or wood to produce steam, and water to generate the steam. The cost of these fuels can be significant, especially if coal is used, as it must be mined, transported, and stored. Labor Intensive: operating a steam locomotive requires a skilled crew, including an engineer and a fireman, who are responsible for managing the fire and water levels, as well as operating the locomotive. This labour can be expensive. Maintenance: steam locomotives are complex machines with many moving parts that require regular maintenance and repair. The cost of maintaining a steam locomotive is very high, especially if it's an antique or historical piece. Steam trains must meet strict safety regulations, and operators must adhere to safety protocols. Meeting these standards can be complex and expensive. Steam trains typically have limited passenger capacity compared to modern trains, which can make them less economically viable for mass tourism. **Infrastructure Challenges** Operating a steam train requires specific infrastructure, including tracks, stations, and maintenance facilities. Upgrading or maintaining this infrastructure to accommodate steam trains can be costly and time-consuming. Other requirements include water towers and coal depots, which adds to the operational costs. Modern diesel and electric trains can be refuelled or recharged more easily and quickly. Modern railway systems (like the recently updated Echuca Station) are not compatible with steam train operations due to differences in track gauges, signalling systems, and electrification. Adding a steam train to the existing schedule will interrupt the already in demand current V-line train schedule. The train lines are already under pressure due to aging infrastructure, environmental issues and keeping up with technology upgrades. **Safety Concerns** Steam locomotives pose safety risks that modern trains have largely mitigated. Boiler explosions, hot embers, and other safety hazards can pose risks to passengers and operators. **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 already have established transportation networks, visitors have access to more convenient and cost-effective transportation options, such as buses, cars, or regular train services. Steam trains are generally slower than modern trains, which means longer travel times. Tourists may prefer faster transportation options, especially for long distances. Traveler preferences have evolved over the years, most people prefer fast, efficient, and reliable transportation options. Steam trains don't meet the demands of today's commuters and travellers. Steam trains are not as accessible to people with mobility and disability challenges. As they lack the amenities and accommodations found on modern trains, older people tend to take the more convenient option of public transport. A steam train tour currently brings visitors to Echuca-Moama, however due to lack of demand (mainly due to high cost required to cover expenses), the tours only run 2-3 times a year. While steam trains and replica stations may have some tourism appeal, they don't address the broader transportation needs of residents, potentially leaving them underserved by modern, efficient transit options. As budgets are often limited, and prioritising steam train initiatives over other transport options that will benefit both residents and tourism will be more beneficial.	

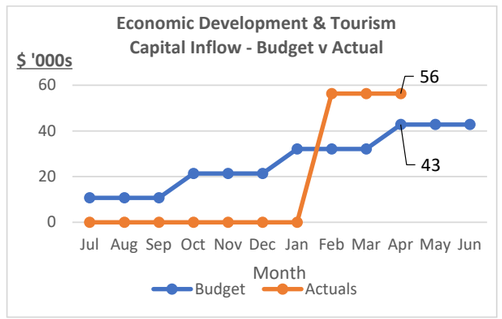
								While there is significant interest in steam trains it is far more practical to focus on preserving steam train heritage through museums and occasional special events (such as the Steam Rally) to showcase to tourists with an interest in steam trains rather than as a regular mode of transportation for tourism. While preserving steam trains and heritage stations has cultural and historical value, it's essential to consider the practicality, costs, and broader transportation needs of a region when advocating for their adoption. In most cases it is more appropriate to focus on heritage railway tourism as a niche attraction rather than a comprehensive transportation solution and attraction.	
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation. 5.11 – Innovation									
Be engaged in innovation and technology platforms and networks. (S DCED)	Partner, Advocate	(DP 5.11.1) Investigate and undertake pilot programs – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group. *Staff are participating in the Project Committee to oversee the Organic Waste Conversion – Novel biological products to increase agricultural production and reduce environmental impacts project.*	🟡
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation. 5.12 – Research & Development (R&D)									
Engage with universities and research institutions. (S DCED)	Partner, Advocate	(DP 5.12.1) Investigate and undertake pilot programs (including seeking funding sources) – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group. *Staff are participating in the Project Committee to oversee the Organic Waste Conversion – Novel biological products to increase agricultural production and reduce environmental impacts project.*	🟡
	Advocate	(DP 5.12.2) Consideration of opportunities to identify problem waste streams and implement circular economy options	B: MEDT P: O:				✓		
	Partner	(DP 5.12.3) Investigate options for Indigenous employment for trial projects Darts	B: MEDT P: O:				✓		
Theme 6 – Goal 3 – Advocate for improved public transport. 6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation (S DCED)	Advocate	(DP 6.6.2) Advocate for improved public transport for our communities	B: MEDT P: O:			✓	✓		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.3 – Apply data sources to improve corporate decision making.									
Enable interoperability between internal and Smart City systems (S DCS)	Deliver, Partner	(DP 7.3.2) Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	B: MEDT P: O:			✓			
Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making. (S DCED)	Partner	(DP 7.3.5) Partnership in place and information is being used for effective decision making	B: MEDT P: O:				✓		
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities. 7.6 – Promote advanced technologies.									
Support local business to access or develop and	Deliver	(DP 7.6.1) Business case to develop a technology hub completed.	B: MEDT P:				✓		

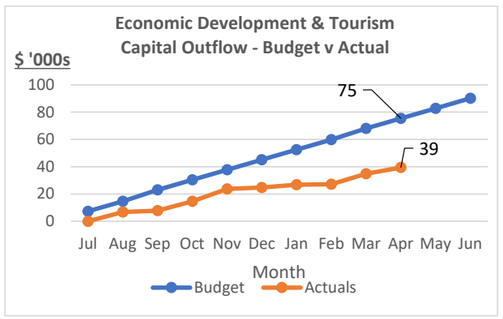
introduce advanced technologies. (S DCED)			O:						
	Advocate	(DP 7.6.2) Continue to align strategic plans to future scenario planning	B: MEDT P: O:		✓	✓	✓	Council's Economic Development Strategy and Employment Lands Strategies are underway and will be regularly reviewed and adjusted as appropriate.	●
	Advocate	(DP 7.6.3) Continue being an active member of advocacy groups to promote research and advancement	B: MEDT P: O:	✓	✓	✓	✓	Council will provide support to advocacy groups where possible.	●
Support local business to access or develop and introduce advanced technologies. (S DCED)	Advocate	(DP 7.6.4) Promote the region as a node for New Fibre Optic Network.	B: MEDT P: O:	✓	✓	✓	✓	Council will provide support as required to advocate for improved connectivity for our communities and businesses.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. 7.7 – Community based energy generation (Micro-grids).									
Support community led energy generation enterprises. (S DCED)	Advocate	(DP 7.7.1) Support Micro-grid developments across the region.	B: MEDT P: O:		✓	✓	✓	As potential projects arise, Council will provide support as required.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. 7.9 – Electric Vehicle charging stations.									
Align public infrastructure with customer and community requirements. (S DCED)	Deliver, Advocate, Partner	(DP 7.9.1) Explore options for external funding of EV charging stations to meet demand.	B: MEDT P: O:			✓			
	Deliver	(DP 7.9.2) Prepare a changing station plan for installation locations for EV charging stations	B: MEDT P: O:			✓			
	Deliver	(DP 7.9.3) Develop and begin implementation of an Electric Vehicle Strategy	B: MEDT P: O:			✓			
Theme 7 – Goal 4 – Monitor and assess emerging global technology trends. 7.12 – Be prepared to leverage emerging technologies for Economic & Community Development									
Use technology to create interactive / talking tours for our region. (S DCED)	Advocate, Partner	(DP 7.12.4) Investigate options and create a plan to develop interactive tours.	B: MEDT P: O:			✓	✓		

PART C: Financial Outcomes









PART D: Project Status

murray river council Monthly Operational Report – April 2024 **Economic Development and Tourism**

PART E: Business as Usual

GRANTS OFFICER APRIL UPDATE

The Grants Officer's activities during April reflect proactive engagement, strategic planning, and diligent efforts towards securing funding, fostering partnerships, and enhancing community engagement through various projects and initiatives.

Grants:

- ***Council's Community Grants Program -*** *Round 2 of Murray River Council's 2023-24 Community Grants Program closed 3 April 2024. Receiving 7 applications. The assessment panel meeting is scheduled for May 2nd to review the submissions.*
- ***Flagship Event Fund Application:*** *Applied to secure funds for Moama Lights marketing to enhance the visibility and reach of this flagship event.*
- ***Community Energy Upgrade Program:*** *Applied to secure funds aimed at installing rooftop solar systems across 8 Council-owned buildings.*
- ***Progress on CAT D Flood Funding Project:*** *Pre-approval has finally been achieved for Project 6 (Picnic Point) with continuing efforts to push for remaining projects progress through the Office of Local Government (OLG).*
- ***Annual Allocations:*** *Applications closed April 26th, assessment and report preparation for Council underway to ensure effective utilisation and governance of available Council resources.*

Grant application outcomes announced or pending during APRIL:
Youth Holiday Break Program – ***SUCCESSFUL.*** *Attained a successful outcome, with allocated funds earmarked for conducting Youth Skateboarding workshops.* *Get NSW Active 2024-25* ***- PENDING*** *Blackspot Program* ***- PENDING*** *Crown Reserves* ***- PENDING*** *Library Infrastructure Fund* ***– PENDING*** *NAIDOC –* ***PENDING*** *Flagship Event Fund* ***– PENDING*** *Community Energy Upgrade Program* ***– PENDING***

Opening Moama Preschool:

Invitations have been distributed, with coordination of the official opening event proceedings continuing.

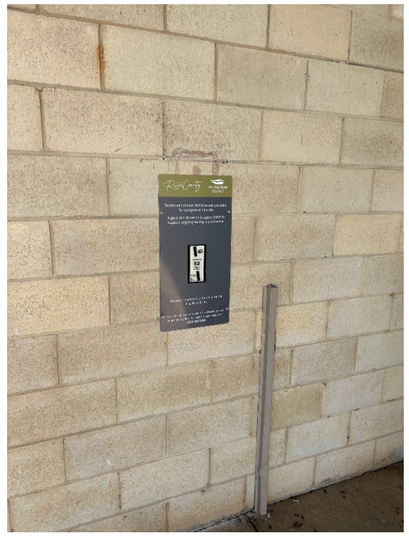
TOURISM DEVELOPMENT OFFICER APRIL UPDATE

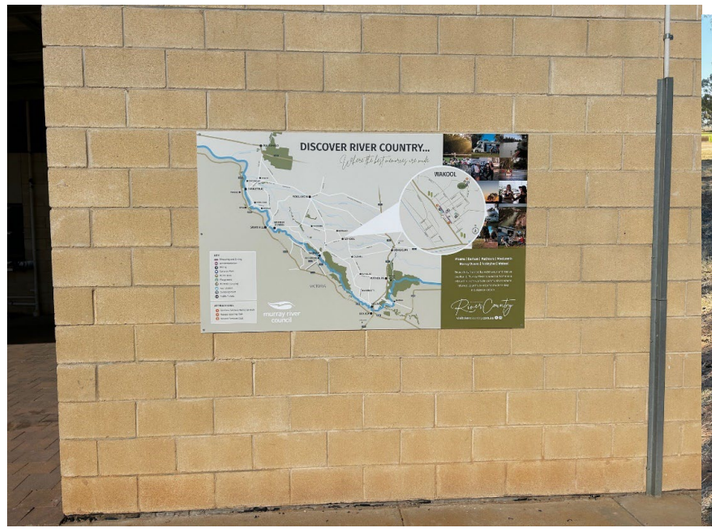
Much of April, there has been a focus on finalising the Development Application for Moama Lights and signage for the Wakool Recreation Reserve, research of historical data for the renewal of Moulamein town and Old Moama signs.

- ***Brochure Development:*** *Echuca Moama Food and Wine Guide in final draft stage, stakeholder feedback suggested a change in layout and direction. Graphic designer has been advised of change of strategic direction.*
- ***Event Applications:*** *Support and event approvals have been granted for community events included Early Ford V8 Club, Forest Farm Dinner, Moama ANZAC March, Moulamein ANZAC March. Liasing with a number of upcoming events to ensure correct approvals are obtained including two motorcross events in Moulamein - Clearview Enduro and GNCC Racing, Boys to the Bush and Our Place Nature Fair.*
- ***Tourism Signage:*** *Signage for the Wakool Recreation Reserve has now been installed, this includes a new River Country Wide map, Wakool town map, camping rules, welcome sign, and toilet signs.*

murray river council Monthly Operational Report – April 2024

Economic Development and Tourism





Shire entry signage has been manufactured and collected, ready to be installed on the Sturt Highway.

Research was undertaken to refresh the current interpretive signs in Old Moama and Moulamein. This revised wording along with historical images has now been sent to our chosen graphic designer to commence work on the new signage designs under the visit River Country branding.

- ***Moama Lights:*** *The Development Application for Moama Lights has been submitted, which included creating a new Event Management Plan (EMP), updating risk management documentation and site maps. Works for the 2024 program has commenced.*
- ***Visit River Country:*** *Continued updates to the Visit River Country website including enabling ATDW listings, Moama Lights and general pages refresh. A number of ATDW listings have been updated and renewed such as Moama Adventure Park, Moulamein Lake, Old Telegraph Station. Additionally a total bed audit on accommodation in Moama was undertaken. The Moama Lights webpage has been updated and refresh with a new layout, wording, updated imagery and FAQS to include Ice Skating.*
- ***Tourism promotion:*** *working with Murray Regional Tourism to write a blog on winter activities in River Country.*
- ***Campaspe Murray Business Awards****: The Campaspe Murray Business Awards website to include new sponsor details and ensuring the application linking is in place.*

TOURISM, MARKETING AND EVENTS OFFICER APRIL UPDATE

During April, focus remained on preparing for Moama Lights and the Campaspe Murray Business Awards. Notable activities undertaken during this period are outlined below:

- ***Moama Lights****:*
  secured and announced the launch of Ice Skating at Moama Lights, commencing ticket sales mid April. Our marketing campaign commenced across various mediums including radio, print, TV, and targeted online ads to promote ticket sales.
- ***Campaspe Murray 2024 Business Awards****:*
  Continued to prepare for 3rd May launch date including website being up to date and Marketing Campaign locked in and finalised. We confirmed the Master of Ceremonies (Lehmo) and held a meeting with Edge FM to discuss their involvement in providing voiceovers for the event.
- ***Attended "Feast, Forrest, Farm" event:***
  Continued to collaborate with the Western Murray Land Improvement Group for the forthcoming "Feast Forest Farm" event, aimed at showcasing our region's prime food-producing attributes. I personally represented MRC at the event on the 23rd May; the event saw over 100 tickets sold and was an excellent night, demonstrating the strong interest and engagement within our community.
- ***Continued preparation for NAIDOC Week****:*
  Continued preparations for NAIDOC Week in collaboration with South West Arts, focusing on organising presentations and workshops in Bunnaloo, Barham, Moama with the theme "Keep Fire Burning - Blak, Proud, and Loud."
- ***Promotion of Upcoming Events****:*
  Actively promoted various April/ May events in River Country, including Feast Forest Farm, Barham Country Music Festival, Festival and the Early Ford V8 National Rally.
- ***Preparation for Winter Social Media Marketing Campaign launch****:*
  Highlighting the upcoming winter season in River Country, emphasizing activities and attractions suited for colder weather such as outdoor activities suitable for Winter,, indoor activities, and winter events.

murray river council Monthly Operational Report – April 2024 **Economic Development and Tourism**

- ***Attended Echuca Moama Accommodation Association general meeting:***
  Engaged with local accommodation businesses to foster collaboration and support tourism initiatives.
- ***Met with Campaspe Shire to discuss joint Marketing options for Echuca Moama next financial year:***
  Explored cooperative marketing strategies to enhance promotion and visibility of Echuca Moama as a tourist destination.
- ***Assisted with the organisation of a motocross event to be held in Moulamein at the end of May:***
  Contributed to the planning and coordination of the motocross event to ensure its success and positive impact on the local community.
- ***Met with the event organizers of the annual "Autofest" event to showcase Moama's facilities and attract the event to be held here in 2025:***
  Presented Moama's amenities and resources to encourage the hosting of the Autofest event in the area for the following year.
- ***Assistance to Echuca Moama Visitor Information Centre and local tourism businesses****:*
  Ensured that the Echuca Moama Visitor Information Centre and local tourism businesses were well-equipped with River Country/ Moama Lights collateral and merchandise for the School holidays.
- ***Continued discussions with Regional Tourism Entertainment in regards to upcoming Red Hot Summer event:***
  Continued discussions in regards to hosting the Red Hot Summer event in Moama, exploring opportunities to enhance entertainment offerings and attract visitors.
- ***V8 Club Victoria Coordination:***
  Continued to work with the President of the V8 Club Victoria, organisers of the upcoming Show and Shine event scheduled for May in Moama, ensuring seamless coordination and encouraging attendees to partake in various Visit River Country experiences during their visit.
- ***Attended The Backroads Trail Committee Meeting***
  Attended The Backroads Trail Committee Meeting where it was decided that due to the limited availability and expertise of other committee members regarding Social Media, I have been entrusted with the responsibility of overseeing the Backroads Trail's online presence, including the administration of the Facebook page.

ECONOMIC DEVELOPMENT OFFICER – APRIL UPDATE

- ***Workforce Attraction Strategy***
  - *Initial research with businesses across key industries in the LGA is being conducted to gather feedback on the current challenges with attracting, hiring, managing and retaining talent. 9 meetings across the health and aged care, hospitality and tourism, education, and recruitment sectors have been completed to date, with further meetings booked with businesses in the Agriculture and manufacturing sectors. The outcomes and key challenges from this research will form part of the action plan for the workforce attraction strategy.*
  - *Live Work Invest Platform – Research for a live work invest platform has been completed and quotes for the development of a website have been sought.*
  - *Community Directory – Community directory platforms have been researched and reviewed. A directory will be built via the Live Work Invest platform for easier management and community access.*
  - *Government Funded Programs – Meetings with ASURIA who deliver the Self-Employment Assistance Program and RIEP (Regional Industry Education Partnerships Program) have taken place to discuss both programs and access to these across our LGA. Both programs will help support the development of talent in our community, enhancing the skills development and retention of talent in the region. ASURIA will work in partnership with us to deliver small business support and training locally. RIEP will work in partnership with us to connect employers with young people (Secondary school age) through a variety of key industry programs. Work to develop these partnerships and programs is ongoing.*
  - *New Resident Kit – a new resident kit has been scoped and developed. The draft is being reviewed by management.*
- ***Regional Investment Prospectus***
  - *Research into regional investment prospectus' produced by other councils has been completed and specific examples collated. An initial strategy and overview including a proposed structure for the prospectus has been drafted and is being reviewed by management.*
- ***Success Stories***
  - *Initial research into business success story formats and promotion has been completed. Quotes have been sought for the video production element and a videographer has been selected. Suitable businesses are currently being scoped and candidates selected.*
- ***MRC Website Development***
  - *An initial review of the current MRC website has been completed to identify current gaps in the business and community sections. An outline of content and pages required has been produced along with a site map structure for easier navigation. Work to develop the missing content and information will take place as part of the development of the Live Work Invest platform.*

April Social Media Report
Visit River Country March Facebook Overview
Post Reach: 196,500 Post Engagement: 405 New Page likes/ Followers: 8
Current page followers= 10,758
Audience is 63% women, 38% men, majority aged 35-55, most based in Melbourne and Sydney.

Top Posts:

murray river council Monthly Operational Report – April 2024 **Economic Development and Tourism**

1) Must do in Moulamein (3rd April)
Performed best on Facebook with: Reached 3300 people And 44 Reactions, Comments & Shares
2) Mathoura NSW (video) (10th April))
Performed best on Facebook with: Reached 1700 people And 37 Reactions, Comments & Shares
3) Neil McCarthy images of the Port of Echuca and Horseshoe Lagoon (1st April)
Performed best on Facebook with: Reached 1600 people And 22 Reactions, Comments & Shares

Instagram Reach = 13,400 Current following = 2,159 New following: 15 (net)

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.)

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

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

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

- *Signage for the Wakool Recreation Reserve has now been installed, this includes a new River Country regional map, Wakool town map, camping rules, welcome sign, and toilet signs.*
- *Council was successful in its application to the Youth Holiday Break Program for conducting Youth Skateboarding workshops.*
- *Planning is underway for the 2024 Moama Lights and the 2024 Campaspe Murray Business Awards.*
- *The River Country Silo Art Trail project planning is well underway.*
- *Staff continue to support various community event organisers to organise and promote their events, as well as progress through Council's event approval process.*

murray river council Monthly Operational Report – April 2024 **Planning and Environment Directorate**

PART A: Director Accountabilities and Key Performance Indicators

Director of Planning and Environment – Rod Croft	SBPO	Accountability
The Planning and Environment Department has approximately 65 full time equivalent staff spread across 3 Branches – Waste and Regulatory Services, Parks&& Open Spaces and Biosecurity and Development Services. The Director is responsible for an Operating Budget of $10 M and a Capital Budget of $3M (on average) The Director of Planning and Environment provides high-level strategic advice to the CEO and leadership and management of the Planning &Environment directorate to lead the Planning and Environmental Services Department of Council effectively and efficiently through and within legislative requirements and accounting practices. Ensure proactive development, deployment, and maintenance of Planning, and Environmental Services strategies, policies, and practices to meet Murray River Council (MRC) strategic direction and organisational goals. Provide leadership and direction to all planning and environment functions to deliver projects, operations, and statutory approvals within budget and on time.	S	Waste and Compliance Services
	S	Parks, Gardens, Open Space and Bio-Security
	S	Commercial Building Codes
	S	Private Building Compliance
	S	Building Compliance
	S	Statutory Planning
	S	Local Strategic Planning
	S	Intergovernment Relations – Planning and Environment
	S	Section 138's Driveways and Crossovers
	S	Solar Energy
	S	Building and Development
	S	Internal Approvals Part 5
	S	Planning Advisory Service
	S	Meninya Street Project
	B	Intergovernment Relations – Planning and Environment

Key Performance Indicators 2023/2024	Evidence/Comments:	🔴🟡🟢
Work with Campaspe Shire Council's Director Sustainability to harvest synergies that may exist to expand services and therefore gain scale etc.	Early conversations with the Director Sustainability has occurred. Looking to set up regular meetings from next year. Discussions need to be started again to confirm some cross-border development opportunities.	🟡
Deliver "Plannings" operational outcomes as determined by the 355 Special Revenue Committee, once the concept plans are finalised.	Preliminary conversations internally have occurred with the Manager Comms and Engagement regarding the timelines and process for the land conversion (community to operational land). Conversion of land from Community to operational land will be going up at Council's May meeting, with the planning process and subsequent Council reports following the Community meetings.	🟢
Assist `the Director Community and Economic Development as required with information that will contribute to the Employment Lands Strategy.	Quotes have been sought by multiple company's to complete this piece of work, input has and will continue to go into the project that relate to planning matters in particular commercial and industrial land and the relationship with the housing strategy. Consultant has been appointed with a number of workshops being held across the council area with targeted businesses to get ideas. Draft ELS is expected Feb 2024. Draft ELS strategy is in the final stages, and should be presented to Council in June/July.	🟢Complete
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. Further work has been completed with establishing a rates Sub-Category that looks at fringe residential development to activate newly zoned residential land or pipeline residential land in a timely manner.	
Jointly project manage the input into re-development of the Planning Portal	24/4/2023 - Lead and delivered the EOI process for the integration with the EPlanning Portal. Prepared EOI statement and documentation to run the process and lead the interview process for 5 x IT providers. Two IT providers were determined as being the strongest in the process, which RAMJO councils will be given the opportunity for 'economy of scale" type contracts with a provider with multiple councils. Process concluded 24/4/2023.	Complete
By Dec 23 Gain a mandate for a revised Developer Contribution Plan	Draft Developer Contribution Plan has been completed, awaiting budget confirmation to move to a % based model from Finance and the 2023/2024 budget to understand capital project forecasts.	
By Dec 23 Gain a mandate for a disincentive to land bank.	Legal advice sought in relation to legal pathways for establishing a sub-category for residential rates, including any potential IPART processes. Perr review of legal advice obtain by planning Barrister, further meetings scheduled in October to confirm a direction forward. Lot yield legal advice has been obtained regarding a sub-categorisation of land for "fringe residential/farmland". Further consideration and the timing of an approval to NSW government officials will be confirmed sometime in 2024. This has been confirmed as positive and could be considered in future	Complete
By Dec 23 in conjunction with the Director of Community and Economic Development lead the investigation and subsequent re-zoning of suitable land for IN1 (Industrial Land)	Employment land strategy will determine the type and location of industrial and commercial land to be rezoned. The consultant has been appointed, with workshops scheduled for early September 2023, to commence the data gathering exercise and site investigations (issues and discussion type analysis with key stakeholders). Dec 23 will be tight timeframes. Employment lands Strategy will identify industrial and commercial land for investigation. A number of conversations with potential developers and land owners have occurred in the past few months, with a developer forum planned to bring potential investors together to activate existing and new commercial land in Murray Downs and Moama. This will occur early to mid 2024	
By March 24 provide a detailed design for the Meninya Street Precinct	Procurement for successful supplier has occurred with Spiire being the successful consultant to undertake the work. It is doubtful that the March 24 timeline will be archivable. Spire has begun detail design process and on-ground service locating.	
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 contractor Spiire Australia Pty Ltd. The project manager is working with the Economic Development division identify and apply for relevant funding streams to progress the project. Crown Lands NSW have provided a significant challenge in relation to part of the on council offices being Crown land , with limited pathways to include in the prpspectus. Conversations at a high level in NSW will be required to allow this to process as it is not a good outcome for the project if only ½ of the planned site can be activated. Prospectus has been drafted, with a new footprint to exclude the Crown land component and by changing the configuration of the current car park. More work is to be done on this over the next month or so.	

murray river council Monthly Operational Report – April 2024 | Planning and Environment Directorate

By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.		

PART A: Section Accountabilities and Team Roles

Manager of Development Services – Jessica McFarlane

The Manager Development Services is responsible for the management and delivery of all planning and certification services within Council. The role requires detailed knowledge of all relevant legislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.
The Manager works closely with colleagues with internal and external stakeholders on a variety of issues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community.

Accountabilities

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

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

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.

Accountabilities

SBPO	Accountability
B	Boat Ramps
B	Bushcare Volunteer Management (non 355's)
B	Sport & Recreation Facility
B	Rural Weed Program
B	Open Spaces
B	Horticulture Services
B	Natural Bushland
B	Weed Action Plan
B	Public Tree Management
B	Retaining Walls
B	Vertabrate Pests
B	Aquatic Services
B	Riverside Infrastructure
B	Playgrounds
B	Landscape Approvals
B	Town Maintenance (Public Furniture P&G's)
B	Fruit Fly Control
B	Parks, Open Spaces & Biosecurity Small Plant and Equipment
B	Public Trees
P	Open Spaces Facilities (public amenities, structures, BBQ's)
P	Public Trees
P	Open Spaces and Biosecurity Small Plant
P	Sport & Recreation Facilities
P	Natural bushland footpaths and cycleways
P	Landscape Approvals
P	Town Maintenance (Public Furniture P&G)
P	Sports and Recreation Facilities
P	Aquatic Services

Manager Waste and Regulatory Services – Brian Holmes

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.

Accountabilities

SBPO	Accountability
B	Waste to Energy
B	Development Services Investigation
B	Parking Management
B	Commercial Waste Management
B	Domestic Waste Management
B	Waste Transfer Station Management
B	Construction Materials Recycling ar Management
B	Landfill Sites
B	Public Roadside Bin Management
B	Public Health Management
B	Management of unauthorised Activ
B	Management of unauthorised Activ & Camping
B	Pollution Regulation
B	Management of UPSS
B	Management of Illegal Dumping
B	Animal Regulatory Service Manage
P	Illegal Dumping (Waste and Other)
P	Illegal Dumping Systems and Proces

Meninya Street Project Manager – Matt Sherman

This is a contracted position to manage the Meninya Street Precinct Project.

Accountabilities

SBPO	Accountability
B	Meninya Street Project
P	Meninya Street Project
O	Meninya Street Project

Acting Senior Administration Officer/Executive Officer –

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.

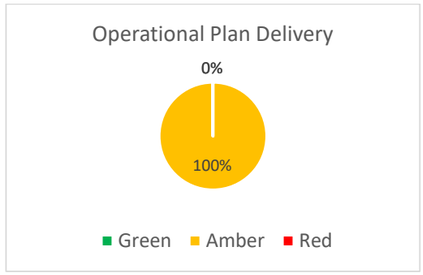
Accountabilities

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.

murray river council Monthly Operational Report – April 2024 | Planning and Environment Directorate

O	Private Tree Regulation Service	P	Arbicultural Services Urban and rural			
O	Planning DA Processing	O	Approval for Hire/Lease of Open Space Venues			
O	Private Planning Compliance Approvals	O	Stakeholder Engagement Sports & Recreation Facilities			
O	Statutory Planning Certificate Services	O	Landscape Approvals			

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



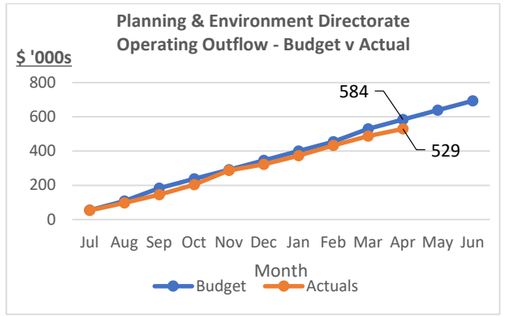
Under the 4 year Delivery Plan, the *Section* relates to The Planning and Environment Directorate directly oversees the delivery of these outcomes.

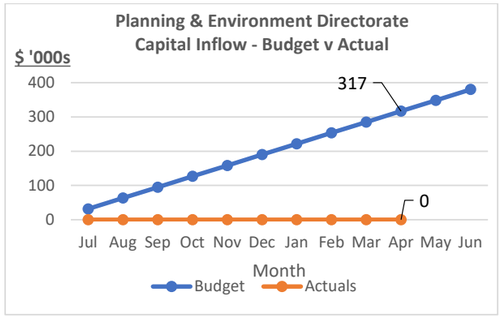
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment 1.6 - Stewardship agreements									
Work with relevant agencies to identify any projects that Council can support and contribute to relating to biodiversity, carbon or other offset agreements. (S DPE)	Advocate	(DP 1.6.1) MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented.	B: DPE P: W&BC O:W&BC		✓	✓	✓		
Theme 1 – Goal 3 - Plan for the impacts of climate change 1.7 – Environmental Sustainability Strategy									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DPE)	Deliver	(DP 1.7.1) Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change	B: DPE P: O:			✓	✓		
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example 2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy. (S DPE)	Deliver, Partner, Advocate	(DP 2.5.1) Revitalisation of Meninya Street Moama	B: DPE P: O:	✓	✓	✓	✓	Project in Progress: Updated April 2024 The Meninya Street Precinct Project has undergone extensive consultation throughout the life of the project. The development of the Master Plan included workshop sessions with invited businesses and community members to provide input and ideas into formulation of the Master Plan in 2018 focusing both the Central Meninya Street Precinct and Southern Precinct. In 2021, a Project Manager was appointed who continued the journey of the Master Plan through the development of Concept Designs and establishment of a community and business led Advisory Committee. Concept Plans were subject to extensive consultation with the community to gain feedback and direction which included hundreds of comments, emails, phone calls and direct submissions of feedback. Following the approval of Concept Designs by Council, a Video Animation was developed to help the community and businesses visualise and interact with the streetscape and to gain further feedback on the vision of Moama's CBD. Nearly 5000	

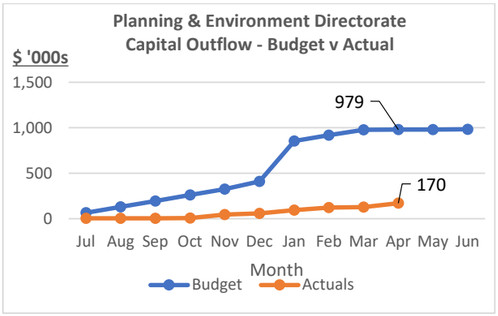
								views were received with overwhelming support from community and businesses, albeit with feedback highlight car parking requires further review to ensure the needs of businesses are met. In 2023, Council committed to the progression of the project through the award of the tender for the development of detailed civil designs for the streetscape to Spiire Pty Ltd. Spiire is tasked with completing required surveying, service location, geotechnical investigation and detailed designs to achieve shovel ready status to support funding applications and later construction. In December 2023, Spiire commenced feature surveying of the streetscape and concluded that stage of works in March 2023. Traffic Studies and geotechnical testing has also been completed by Spiire to assist the design process with evidence collected being used to support intersection, parking, pedestrian crossing and pavement design. Spiire has now reached a key stage as part of the Preliminary Design, where the finalistion of the road cross section will occur. This includes footpath, bike path, roadways, medians and nature-strip/commercial zones. Car Parking has be finalised with designs honouring the Council adopted Concept Design layout with parallel parking bays. Upon detailed investigation it was determined that the overall objectives of street beautification would be limited by retaining angled parking bays as this would restrict any outdoor dining areas and limit available nature strip buffers. Next steps will include the process of locating services within the Road Reserve through ground penetrating radar and physical location (hydro-excavation and hand-excavation). Once services are all located, this will allow functional design and detailed design to occur with the overlay of services and cross sections to highlight existing and future service upgrades. Council will work with Spiire to identify service upgrades such as Stormwater Management, Raw and Filtered water networks to ensure appropriate drainage and water supply is provided. This will include investigating the inclusion of a stand alone fire service line to negate the need for onsite water tanks for fire fighting systems. As of 10th May 2024, AUS-SCAN commissioned by Spiire is completing GPR service location in Meninya Street to accurately capture service depths and alignments to be featured on designs. Spiire has surveying staff members onsite surveying located services to incorporate into designs.	
Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes. 3.10 – Streetscaping / Master planning / Placemaking									
Investigate and prioritise townships for placemaking, masterplans and streetscaping, to be well-planned, design and implemented. (S DPE)	Deliver	(DP 3.10.1) Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.	B: DPE P: O:		✓	✓		Murray Downs Precinct Structure Plan, Moulamein and Mathoura Mainstreet redevelopments	
	Deliver	(DP 3.10.2) Meninya Street Moama is the initial priority for MRC	B: DPE P: O:	✓	✓	✓	✓	Meninya Street Precinct Project is progressing through detailed design and is on track for completion in 2024 calendar year.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.15 – Water Play									
Investigate commercial and public sector opportunities for splash and water parks throughout the region. (S DPE)	Partner, Advocate	(DP 3.15.1) Advocate for private investment of these facilities at appropriate locations linked to commercial business arrangements to allow sustainable funding model to maintain the asset and renew when required.	B: DSP P: O:	✓	✓	✓	✓	A private developer is in the early stages of designing a splash park, that will reside in the commercial/retail hub of a residential estate in Moama. Other opportunities will be advocated for in other townships outside of Moama.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. 7.8 – Waste to Energy.									
Maintain currency with EPA's Energy from Waste Policy. (S DPE)	Deliver	(DP 7.8.1) Energy from waste is embedded in the Environmental Sustainability Strategy.	B: DPE P: O:				✓		
	Partner	(DP 7.8.2) Investigate feasibility and provide a report to Council on options for future use of the WW2 fuel storage area in Mathoura in relation to waste to energy uses on the site.	B: DPE P: O:			✓			

murray river council Monthly Operational Report – April 2024 **Planning and Environment Directorate**

PART C: Financial Outcomes







PART D: Project Status

Project	Update Summary
Meninya Street Streetscape Upgrade	Overview: - Master Plan was developed in 2018 based on feedback from the community and businesses to identify needs and wants from the streetscape - 2022, Project Manager and Advisory Committee commenced scoping discussions for a detailed Concept Plan - June 2022, Concept Plan endorsed by Advisory Committee and Council. Public consultation continued with a key focus on car parking to ensure supply meets demand. - September, 2022 – Consultation Report presented to Council outlining all feedback received and areas of investigation for future improvement. - October 2022, Procurement and award of contract for video animation 'fly through' of Meninya Street. - April, 2023, Video Animation endorsed by Advisory Committee and Council following the completion of public consultation. - May 2023, Procurement commenced for Meninya Street Detailed Design, advertised by Public Tender. - September, 2023, Contract Awarded to Spiire Australia Pty Ltd for the detailed design of Meninya Street. - December 2023 – March 2024 – Feature Surveying Completed - March 2024 – Geotechnical Testing of Streetscape, Laneways and Footpath areas completed (minor service location undertaken to assist with bore-hole placement) - April 2024 – Finalisation of streetscape cross section widths to progress with detailed design. Cross sections are inline with adopted concept designs and objectives set by Council for the project. - April/May 2024: Removal of Off-Street Bicycle Path from design and confirmation of parking approach for streetscape extent as parallel parking. Meninya Street – Detailed Design: In 2023, Council committed to the progression of the project through the award of the tender for the development of detailed civil designs for the streetscape to Spiire Pty Ltd. Spiire is tasked with completing required surveying, service location, geotechnical investigation and detailed designs to achieve shovel ready status to support funding applications and later construction. In December 2023, Spiire commenced feature surveying of the streetscape and concluded that stage of works in March 2023. Traffic Studies and geotechnical testing has also been completed by Spiire to assist the design process with evidence collected being used to support intersection, parking, pedestrian crossing and pavement design. Finalisation of streetscape cross-sections: Following the completion of feature surveying and traffic data analysis, Spiire and Council have landed on preliminary cross section widths for footpaths, bike paths, roadways, green buffers and commercial activation zones. The cross sections are inline with the Council approved and adopted Concept Designs that were largely supported by the community. Parking was reviewed and investigations undertaken to see whether angled parking is feasible as part of the design. It was identified that outdoor dining, green buffer areas and cycling ways would be impacted if angled parking was pursued conflicting with the objectives set by Council and the community. Therefore parallel parking has been retained in alignment with the endorsed concept designs. Next steps will include the process of locating services within the road reserve through ground penetrating radar (GPR) and physical location (hydro-excavation and hand-excavation). Once services are all located, this will allow functional design and detailed design to occur with the overlay of services and cross sections to highlight existing and future service upgrades. A detailed update will be reported to Council in May.
Soundshell Precinct Upgrade	Please refer to update in Parks and Bio-Security MOR
Horseshoe Lagoon Upgrade:	Please refer to update in Parks and Bio-Security MOR

murray river council Monthly Operational Report – April 2024 | Planning and Environment Directorate

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
15/2/2023	Development Services resourcing	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.	- Continue to advocate for "stocktake process" to be completed Nationally via local government forums and consider international recruitment of planning staff - Advocacy at high levels through NSW Government to understand the impact on MRC growth etc. - A proposed Development Services realignment has been proposed internally to organise the team in a higher functioning and less administrative way. This has created no increase in Full time Equivalent staff but will change positions to allow a better field of applicants via the recruitment process. - A new development services structure has been designed and confirmed where roles have been changed to entice different skills sets to fill roles where the pinch points are in workloads across the development services directorate. Therefore, Council can algin skills and experience with the technical work and admin staff with more admin tasks. First stages of advertisement will be advertised in Early April. - Para planner roles and local government approval role has been filled. Senior technical roles and planning staff are being advertised currently until filled. - A council report will be seeking Council support for a longer term consulting arrangement to lower the cost of senior planning staff contracts, whicl securing longer term resources with in the department. - Regional Placemaking planner interviews in May, New Parra Planner appointed.	

Council resolutions completed

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Murray Local Environmental Plan 2011- Planning Proposal PP-2023-2003 - Beer Road & Perricoota Road Moama to change zoning from RU1 Primary Production to R1 General Residential Zone for Lots 2 & 3 DP1213161 and Lot 15 DP1273625 and vary the minimum Lot from 120 Hectares to 500m2 minimum Lot size	130224	**RESOLUTION 130224** Moved: Cr Geoff Wise Seconded: Cr Kron Nicholas That: *1.* Council endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lots 2 and 3 in DP1213161 and 15 in DP1273625 from RU1 Primary Production Zone to R1 General Residential Zone and to vary the minimum lot sizes for subject allotments from 120 hectares to a minimum lot size of 500m$^{2.}$ *2.* The Planning proposal be sent to NSW Department of Planning and Environment (DPE) for 'Gateway Determination' in accordance with Section 3.34 of the *Environmental Planning and Assessment Act 1979.*	Cartlidge, Ashleigh

3. Council staff complete all actions outlined in the Gateway Determination and send the planning proposal to the NSW Parliamentary Counsels Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan 2011 (LEP)

4. Council notes if valid objections are received via the public exhibition process, a further report will come back to council for consideration.

In Favour: Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise

Against: Nil

CARRIED 6/0

CARRIED

06 May 2024 3:18pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Cartlidge, Ashleigh by Leyonhjelm, Lindy - Kellie Richmond has left the organisation

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	DA 10.2024.45.1 - Increase Almond Processing Faciity from 30,000 tonnes to 140,000 tonnes of field weight anually incuding the installation of additional plant and equipment, extention to harvest operating times and increased staffing at the site. Request to waive Section 7.12 Development Contributions	170324	**RESOLUTION 170324** Moved: Cr Nikki Cohen Seconded: Cr Thomas Weyrich FORESHADOWED MOTION That item 1 becomes the Foreshadowed motion: 1. To apply the full Development Contribution amount of $439,492.00 in Section 64 fees as calculated under the Development Contributions Plan 2011. The Foreshadowed motion now becomes the resolution of Council. In Favour: Crs Frank Crawley, Nikki Cohen, Ann Crowe and Thomas Weyrich Against: Crs Neil Gorey, Kron Nicholas and Geoff Wise **CARRIED 4/3** **CARRIED**	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	DA 10.2023.300.1 - New Dwelling and Garage - Request to waive Section 7.12 Levy Development Contributions	160324	**RESOLUTION 160324** Moved: Cr Nikki Cohen Seconded: Cr Geoff Wise 1. That Council notes the officers report. 2. That Council waives the total amount of Section 7.12 Levy fees being $8,777.36 as calculated under the Development Contributions Plan 2011, resulting in no Section 7.12 fees payable to Council. In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Kron Nicholas, Thomas Weyrich and Geoff Wise	McFarlane, Jessica

			Against: Nil **CARRIED 7/0** **CARRIED**	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Planning Proposal to change zoning from R5 Large Lot to RU5 village and vary the mimimum lot size from 4,000m2 to 450m2 at Lot 611 DP 611 in DP 806704, 6 Clifton Street Mathoura NSW 2710	190324	**RESOLUTION 190324** Moved: Cr Thomas Weyrich Seconded: Cr Geoff Wise That: 1. Council re-endorse the Planning Proposal prepared by Habitat Planning Pty to change zoning from R5 large lot to RU5 Village and vary the minimum lots size from 4000m2 to 450m2 for Lot 611 in DP806704 located at 6 Clifton Street, Mathoura NSW 2710. 2. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement. 3. Council's staff complete all actions, as outlined in the Gateway Determination and send the Planning Proposal to the NSW Parliamentary Counsel's Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP). 4. **Council notes that this recommendation assumes that no valid objections are received prior to the public exhibition closing date of 3 April 2024. If valid objections are received via the public exhibition process, the outcomes of this recommendation are null and void and a further report will come back to council for consideration.** In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Kron Nicholas, Thomas Weyrich and Geoff Wise Against: Nil **CARRIED 7/0** **CARRIED**	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO CHANGE ZONING FROM RU1 PRIMARY PRODUCTION TO R2 LOW DENSITY RESIDENTIAL AND E1 LOCAL CENTRE FOR LOTS 1-2 IN DP1283567, LOT 1 IN DP1231552 AND LOT 1-3 IN DP854487 LOCATED AT 420-508 PERRICOOTA ROAD, MOAMA NSW 2731.	180324	**RESOLUTION 180324** Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That: 1. Council re-endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lot 1 in DP1283567 and Lots 1–3 in DP854487 from RU1 Primary Production Zone to R2 Low Density Residential Zone. Lot 1 in DP1283567 from RU1 Primary Production Zone to E1 Local Centre Zone. Subsequently, reductions in minimum lot sizes proposed for Lots 1 in DP1283567 and Lots 1–3 in DP854487, from a minimum lot size of 100 hectares to a minimum lot size of 2,000m2. Further, the minimum lot size for the E1 Local Centre Zone is proposed to be abolished. 2. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement.	McFarlane, Jessica

3. Council staff complete all actions, as outlined in the Gateway Determination and send the Planning Proposal to the NSW Parliamentary Counsel's Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP).

4. Council notes that this recommendation assumes that no valid objections are received prior to the public exhibition closing date of 3 April 2024. If valid objections are received via the public exhibition process, the outcomes of this recommendation are null, and void and a further report will come back to council for consideration.

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

Against: Nil

CARRIED 7/0

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	DA 10.2023.356.1 HOME INDUSTRY (FOOD MANUFACTURING)	170224	**RESOLUTION 170224** Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson **AMENDED MOTION** 3. On the event that Council resolves to refuse development application number 10.2023.356.1 (DA), in keeping with the recommendation of the report, then Council also resolve: a. to afford the applicant of the DA a period of 12 months to cease operations at the identified located, and such ceasing to occur irrespective of whether or not an additional development application has been submitted and is pending a decision, and b. to authorise the Chief Executive Officer (CEO) to take any and all actions available to Council, to enforce the cessation of business at the premises as envisaged through the refused DA, and c. that a condition of the concession afforded through resolution 3a above be that, should there be any complaints about the activities being undertaken at the subject premises of the DA, that the applicant cooperate with Council officers investigating such complaints, including affording access to such offices to the said premises, and d. that in the event that the applicant refuses to cooperate with any such investigations, then that the concession granted to the applicant through resolution 3a above cease forthwith, such determination to be made by the CEO, and the CEO be authorised to undertake the actions as envisaged in resolution 3b above. In Favour: Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise Against: Nil **CARRIED 6/0** **CARRIED**	McFarlane, Jessica

11 Mar 2024 10:56am McFarlane, Jessica

The Refusal Determination document and a covering letter outlining the minutes has been sent to Timothy Harley.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	RESPONSE TO NOTICE OF MOTION ITEM - MASTERPLAN MURRAY DOWNS, MATHOURA AND MOULAMEIN	150224	**RESOLUTION 150224**	McFarlane, Jessica

	Moved: Cr Thomas Weyrich Seconded: Cr Neil Gorey That the Officer's report on RESPONSE TO NOTICE OF MOTION ITEM - MASTERPLAN MURRAY DOWNS, MATHOURA AND MOULAMEIN as at February 2024 be received by the Council. **CARRIED**

11 Mar 2024 11:30am McFarlane, Jessica

Operational Bids forwrded to Nikki Chalmers

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	DA 10.2023.210.1 - Informaton & Education facility & Cafe - Request to waive Sectin 7.11 and Section 64 Development Contributions	150324	**RESOLUTION 150324** Moved: Cr Ann Crowe Seconded: Cr Geoff Wise Item number 2 became the resolution of council: 2. To apply a 25% discount to the total Development Contribution fees, bringing the total fees payable to $85,682.98. In Favour: Crs Frank Crawley, Neil Gorey, Ann Crowe, Kron Nicholas and Geoff Wise Against: Crs Nikki Cohen and Thomas Weyrich **CARRIED 5/2** **CARRIED**	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	DA 10.2023.210.1 - Informaton & Education facility & Cafe - Request to waive Sectin 7.11 and Section 64 Development Contributions	150324	**MOTION** Moved: Cr Ann Crowe Seconded: Cr Geoff Wise Cr Crowe and Cr Wise supported item 2 to apply a 25% discount to the total Development Contribution fees, bringing the total fees payable to $85,682.98 That Council notes and approves **one** of the following 4 (four) options in relation to applying a discounted rate (or not) to DA 10.2023.210.1 (Section 7.11 and section 64 Development contributions): 1. To apply the total Development Contributions amount of $114,243.97 as calculated under the Development Contributions Plan 2011. 2. To apply a 25% discount to the total Development Contribution fees, bringing the total fees payable to $85,682.98. 3. To apply a 50% discount to the total Development Contribution fees, bringing the total fees payable to $57,121.98. 4. To waive the total Development Contribution fees being $114,243.97 as calculated under the Development Contributions Plan 2011, resulting in no fees payable to Council.	McFarlane, Jessica

murray river council Monthly Operational Report – April 2024 **Planning and Environment Directorate**

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 15/11/2023	Mandate for Planning matters	041123	**RESOLUTION 041123** Moved: Cr Thomas Weyrich Seconded: Cr Nikki Cohen That Council approve the CEO and his delegate to investigate the following planning matters. 1. Investigate and prepare a New Developer Contribution Plan for Murray River Council established under 7.12 of the *Environmental Planning and Assessment Act 1979* for Council adoption. and. 2. Investigate and provide Council with options to activate and address land banking issues that are occurring within Murray River Council area. **CARRIED** In Favour: Crs Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise Against: Nil **CARRIED 7/0**	Croft, Rod

Meeting	Subject	Resolution Number	Resolution	Officer
Council 24/10/2023	Final Murray River Council Local Housing Strategy	171023	**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 **CARRIED 8/1** **CARRIED**	Croft, Rod

murray river council Monthly Operational Report – April 2024 **Planning and Environment Directorate**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Bridge Art Project - Car Parking Options	220923	**RESOLUTION 220923** Moved: Cr Ann Crowe Seconded: Cr Chris Bilkey That Option 1 below be the supported option. Option 1 – That Council supports the current car park design due to the site constraints and projected patron use of the facility, which would allow car parking requirements to be met offsite utilising existing car park spaces for larger evening events (estimated at 45 car park spaces), additional to the 12 dedicated car park spaces onsite (including 1 accessible car park) for regular daily operation. In Favour: 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**	Croft, Rod

Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mayoral Minute - Victorian Government Gas Ban	030823	**RESOLUTION 030823** Moved: Cr Frank Crawley That: 1. Council notes the information outlined in this report in relation to the Victorian Government moving to ban gas connections in homes and government building as of 1 January 2024. 2. Council authorises the CEO and/or his delegate to seek clarity and reassurance for the relevant Victorian Minister on the continued gas supply to Murray River Council townships from Victoria. **CARRIED**	Croft, Rod

12 Sep 2023 8:58am Croft, Rod

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

Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mathoura Common required maintenance or recommended change of use.	170823	**RESOLUTION 170823** Moved: Cr Neil Gorey Seconded: Cr Nikki Cohen That **1.** 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. 2. Council receive a further report on the legalities, logistics and social consderations of agisting stock on Mathoura Common. **CARRIED**	Holmes, Brian

murray river council Monthly Operational Report – April 2024 | Planning and Environment Directorate

THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL

08 Sep 2023 11:13am Birrer, Mark

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.

06 May 2024 3:19pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Holmes, Brian by Leyonhjelm, Lindy - Mark Birrer has left the organisation

08 May 2024 3:37pm Holmes, Brian

Meeting held 22 April 2024 between Sam Rodriquez, Rod Croft, Stephen Fernando and Brian Holmes agreed:, Rod and Stephen develop a Council report to recind the current motion., Sam develop a background options report for the Common and Commons more broadly., This action should be assigned to Rod Croft or Stephen Fernando.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO CHANGE ZONING FROM RU1 PRIMARY PRODUCTION TO R2 LOW DENSITY RESIDENTIAL AND E1 LOCAL CENTRE FOR LOTS 1-2 IN DP1283567, LOT 1 IN DP1231552 AND LOT 1-3 IN DP854487 LOCATED AT 420-508 PERRICOOTA ROAD, MOAMA NSW 2731.	131223	**RESOLUTION 131223** Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson That: 1. Council endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lot 1 in DP1283567 and Lots 1–3 in DP854487 from RU1 Primary Production Zone to R2 Low Density Residential Zone. Lot 1 in DP1283567 from RU1 Primary Production Zone to E1 Local Centre Zone. Subsequently, reductions in minimum lot sizes proposed for Lots 1 in DP1283567 and Lots 1–3 in DP854487, from a minimum lot size of 100 hectares to a minimum lot size of 2,000m2. Further, the minimum lot size for the E1 Local Centre Zone is proposed to be abolished. 2. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for a 'Gateway Determination' in accordance with Section 3.34 of the Environmental Planning and Assessment Act 1979. 3. Council staff complete all actions, as outlined in the Gateway Determination and send the Planning Proposal to the NSW Parliamentary Counsel's Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP). 4. Council notes if valid objections are received via the public exhibition process, a further report will come back to council for consideration. In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Thomas Weyrich and Geoff Wise Against: Nil **CARRIED 7/0** **CARRIED**	McFarlane, Jessica

11 Mar 2024 11:30am McFarlane, Jessica

Planning Proposal forwrded to DPE for concurrence.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	Development Application 16.2022.318.1 - 9 lot (torrens title) subdivision - 13 Maidensmith Drive, Moama	121223	**RESOLUTION 121223** Moved: Cr Thomas Weyrich Seconded: Cr Neil Gorey Item 2 was moved & seconded as per below:	McFarlane, Jessica

2. That Council refuse Development Application 10.2022.318.1 for the subdivision of land comprising nine (9) lots, road construction and associated infrastructure on Lot 13 DP 258661, 13 Maidensmith Drive, Moama, due to the following reasons:

   a) Pursuant to section 4.15 (1)(c) of the Environmental Planning and Assessment Act 1979, the site is not considered suitable for the proposed development given the flood prone nature of the land and increased risk to life from people trying to access the site during periods of flood events.

   b) Pursuant to section 4.15 (1)(a)(i) of the Environmental Planning and Assessment Act 1979, the proposed development is inconsistent with Section 5.8 of State Environmental Planning Policy (Biodiversity and Conservation) in relation to flooding.

   c) Pursuant to section 4.15 (1)(a)(i) of the Environmental Planning and Assessment Act 1979, the proposed development is inconsistent with Clause 5.21 of Murray Local Environmental Plan 2010 in relation to flood planning.

   d) Pursuant to section 4.15 (1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the proposed development is inconsistent with Chapter 11 of Murray Development Control Plan 2012 in relation to development on flood prone land.

   e) Pursuant to section 4.15 (1)(c) of the Environmental Planning and Assessment Act 1979 the site is not suitable for the development.

   f) Pursuant to section 4.15 (1)(e) of the Environmental Planning and Assessment Act 1979 the development is not in the public interest.

In Favour: Crs Frank Crawley, Ann Crowe, Dennis Gleeson and Thomas Weyrich

Against: Crs Neil Gorey, Nikki Cohen, Kron Nicholas and Geoff Wise

EQUAL

There being an equality of votes the Mayor used his casting vote in the postive.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	Amendment to fees and charges	111223	**RESOLUTION 111223** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe 1. That Council agree to an amendment to the Council 2022/23 fees and charges in relation to Caravan Parks, Camping Grounds & Manufactured Home Estates – Initial Application Fee for Approval to Operate (ATO)". 2. That Council, as per Section 610F of the *Local Government Act 1993*, place the amended fee on public exhibition for a period of 28 days. **CARRIED**	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer

Council 28/02/2023	Planning Proposal - PP-2021-5594 - Post Consultation Report - Planning Proposal for amendment of Murray Local Environmental Plan 2011 to reduce the minimum lot size from 3000m2 to 1000m2 at Lot 17 DP258661, 17 Maiden Smith Drive, Moama	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. SEE AMENDED RESOLUTION WITH ADDITIONAL ITEM **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 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**	McFarlane, Jessica

16 Mar 2023 11:08am Gunter, Maddison

The report went to Council meeting, then following the resolution, the Planning Proposal was sent to DPE to finalise the Murray LEP 2011 changes. Council are awaiting confirmation on the completion of the LEP map 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

murray river council Monthly Operational Report – April 2024 | Planning and Environment Directorate

No further update.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 24/10/2023	BUDGET VARIATION REQUEST - DEVELOPMENT SERVICES	161023	**RESOLUTION 161023** 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. **CARRIED**	McFarlane, Jessica

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

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

murray river council Monthly Operational Report – April 2024 **Development Services**

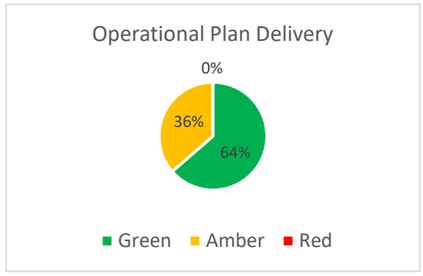
PART A: Section Accountabilities and Team Roles

Manager Development Services – Jessica McFarlane	**Senior Building Surveyor**	**Building Surveyor (Including Cadet BS)**	**Senior Town Planners**	**Administration Officers**	**Subdivision 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 legislative 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 issues 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 (pre-construction) 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* B Subdivision Planning B Local Environment Plan Preparation B Statutory Planning Management B Strategic Land Planning Statement B Section 45 Notices B Planning Advisory Services B Private Trees Management B Heritage Services B Planning Services P Statutory Planning Projects P Development of Local Environment Plan P Planning Projects O Planning Advisory Services O Implement Local Environment Plan O Implementation of Flood Study Data Interpretation O Planning Development Assessment Services O Heritage Information Service O Private Tree Regulation Service O Planning DA Processing O Private Planning Compliance Approvals O Planning Proposals	*SBPO* / *Accountability* B Building Compliance Management B Building Services B LG Act Approvals (e.g. Caravan Park) O Building Codes O Caravan Park Regulation Compliance O Post Certificate Services O Building Advisory Service O Building & Information Certificate Services O Building Development Applications O Compliance Certificates P LG ACT Approvals, ATO	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 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 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.	*SBPO* / *Accountability* P Street Light Planning P Subdivision Planning P Section 45 Projects P Gifted Assets P Plan approvals for Parking P Post DA Approvals O Subdivision Certificate Processing O Engineering Plan Checking O Issuing of Section 45 notices O Subdivision Works as Executed O Subdivision Certificates O Subdivision Works Certificates O Section 138 DA's O Section 138 Internal Advisory Service O Inspection/Compliance of Section 138's

murray river council Monthly Operational Report – April 2024 **Development Services**

O	Statutory Planning Certificate Services					

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

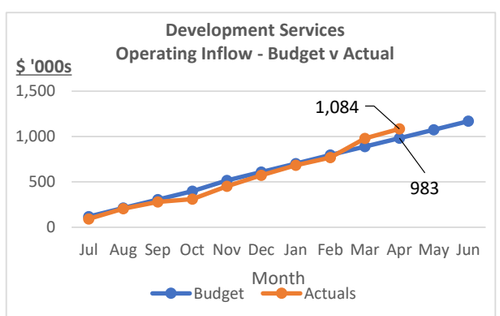


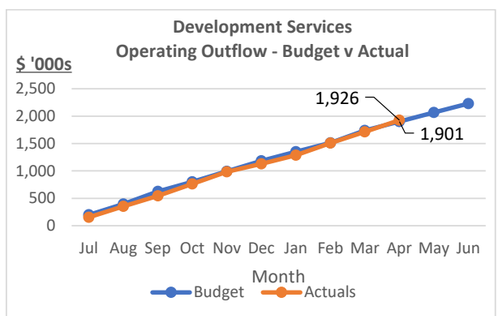
Under the 4-year Delivery Plan, the Development Services provides a service as part of the Planning and Environment Directorate

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

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

PART C: Financial Outcomes





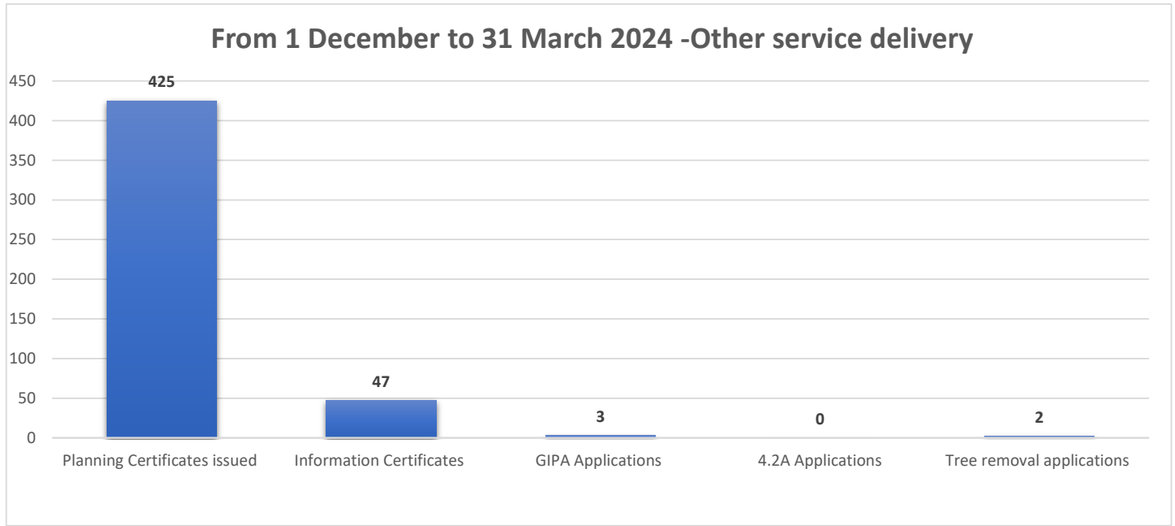
murray river council Monthly Operational Report – April 2024 **Development Services**

PART D: Project Status

August 2022	**Residential Housing Strategy**	Expected to be reported to the Council meeting September 2023 as per advice from Wakefield Planning.	*COMPLETED – STRATEGY NOW IN IPLEMENTATION*
August 2022	**Waterfront Strategy**	Project to be reassessed.	*PROJECT CEASED – WATERFRONT MATTERS TO BE INCLUDED IN NEW DCP CHAPTER*

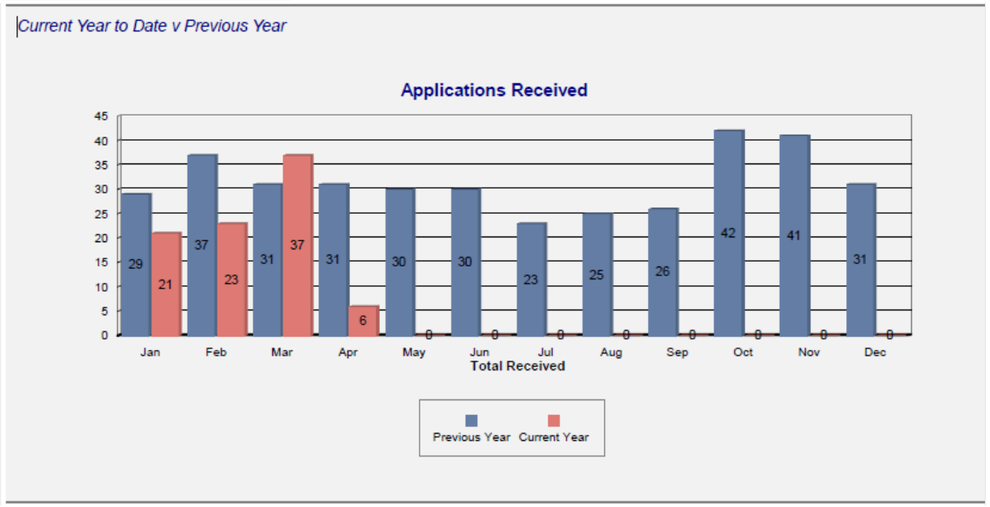
PART E: Business as Usual

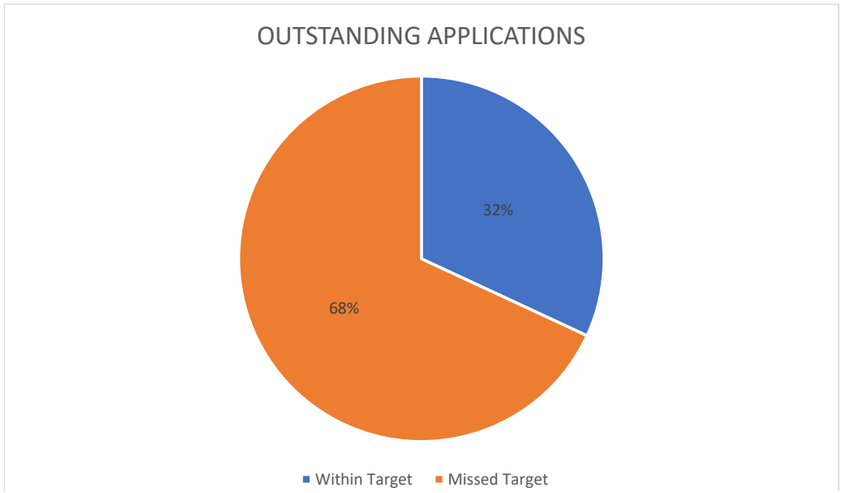
Planning Certificates issued	425
Information Certificates	47
GIPA Applications	3
4.2A Applications	0
Tree removal applications	2



murray river council Monthly Operational Report – April 2024 **Development Services**

DEVELOPMENT APPLICATIONS:





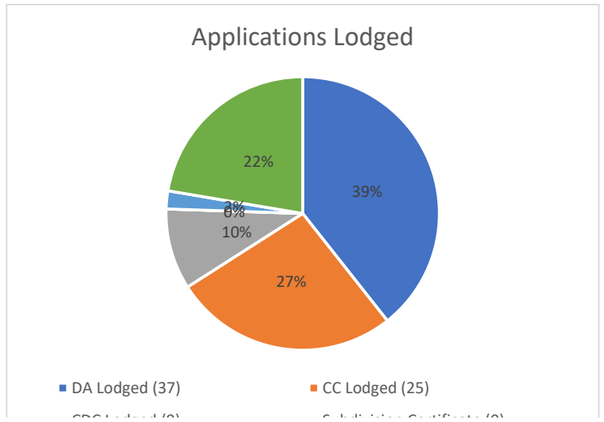
APPLICATIONS LODGED, DETERMINED and INSPECTIONS

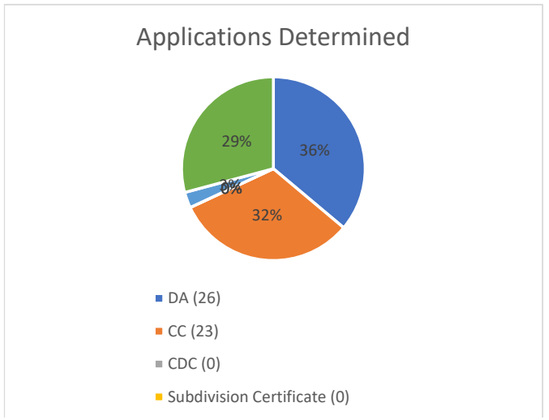
Applications Lodged:

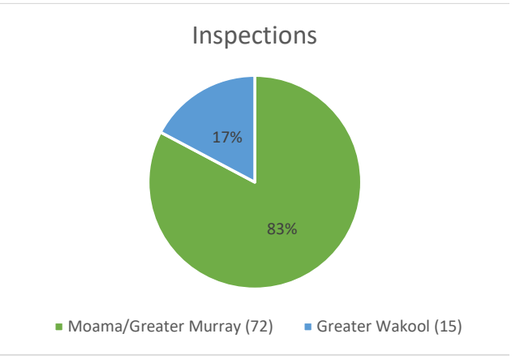
DA Lodged	37
CC Lodged	25
CDC Lodged	9
Subdivision Certificate	0
Subdivision Works Certificate	2
S68 Lodged	21

Applications Determined:

DA	26
CC	23
CDC	0







murray river council Monthly Operational Report – April 2024 **Development Services**

Subdivision Certificate	0
Subdivision Works Certificate	2
Section 68	21

Applications in the Portal, under Request for Information:

Development Applications – 30 Construction Certificates- 12 Section 68 - 14 Complying Development Certificate – 1

Occupation Certificates – 8 Building Information Certificates – 1

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
June 2022	E Planning Portal Errors	Log and record the errors and raise these issues with the E Planning Portal technical support team.	Council staff have contacted 'E Planning technical support' to resolve errors and issues as there is an issue in the system in relation to processing building related certificates and post consents. Issues with the E planning portal system are being documented and have been discussed with DPE. Council has released a Development Update to the Development Forum Group acknowledging the issues with the portal and describing the function and processes of the portal in a straightforward way. This information may assist developers to understand how the portal works and the processes both Council and applicants need to adopt when using the portal. **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 2021	Development contributions reform	See previous comments in SWOT analysis. The proposed reforms will result in a likely loss to Council as development contributions captured to fund local infrastructure delivery will be affected. Additional funding will likely be 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 / Industry Forum	In May 2022, Council launched a 'Builder's Forum' which is aimed at sharing industry information amongst developers, builders and the like to assist in ensuring smoother transition of development applications from the portal to the assessment officer and back to the applicant resulting in faster turnaround times for approvals. This forum focuses on the use of Council's various checklists to ensure better quality applications to ensure faster acceptance in the portal, thus ensuring faster assessment times amongst other issues such as inspections, applications, town planning matters etc.	Most recent forum held November 2023 – great feedback and about 12 attendees.	
April 2023	Standard conditions of consent and standard format notice of determination	More information to come on how the changes affect our timeframes, whether positively or negatively during the transition stage. MDS to ensure all staff are kept on top of the changes to promote seamless transition into the process.	The introduction of standard conditions of development consent is an initiative under the 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.	

murray river council Monthly Operational Report – April 2024 **Development Services**

Council Annual Report Checklist

Description	Reference	Included?
Disclosure of how development contributions and development levies have been used or expended under each contributions plan. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Environment Planning and Assessment Regulation 2021 cl 218A (1)	**No**
Details for projects for which contributions or levies have been used must contain: ▸ project identification number and description. ▸ the public amenity or public service the project relates to ▸ amount of monetary contributions or levies used or expended on project. ▸ percentage of project cost funded by contributions or levies. ▸ amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan. ▸ value of the land and material public benefit – other than money or land. ▸ Whether project is complete. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Reg 218A (2)(a), (b), (c),(d),(e),(f),(g)	**No**
Total value of all contributions and levies received and expended during the year. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Reg 218A(3)(a), (b)	**No**

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

In April 2024 Council was successful in receiving a total of $18,000 worth of professional services from JS Regulatory Services managed by Jason Scarborough, an ex-EPA employee and compliance and legislation expert.
To achieve this, Council met with Jason from JS regulatory Services to present a proposal for how we would use the services. It was proposed Council would train all our new Development Services Employees in the art of regulation, legislation and how they all tie to development planning and control. We also want to develop seamless processes and a suite of ready-to-use templates for use in any enforcement situation.
Jason provides a fun, interactive training environment and gives staff the confidence and knowledge to carry out their duties. The DS team is excited to work with Jason again (who trained staff back in 2022!).

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

At present the Development Services Team is operating with 4 Senior Staff in place, 4 administration staff, one paraplanner, 3 cadets, a Building Surveyor and two mid-level staff on deck. We also currently have engaged four Consultants. Three of these Consultants work consistently on development applications and planning proposals whilst the third is working predominantly on the development control plan. The ratio of senior to junior staff now means that a huge portion of our time is spent mentoring and training staff, along with BAU commitments. This is an investment in the future of the team and our long-term progress and achievement however for the time being, and as predicted and expected our timeframes for applications has slowed down to allow for this quality mentoring to occur. It is predicted that these time frames will steadily decrease as we move back into our previous timeframes that we were achieving.

On this note, I want to highlight the efforts and achievements of Anna Schroeter & Daniel Tayles who commenced employment with Council in 2023. Anna is our fast-learning Cadet Building Surveyor who has already achieved the requirements and ability to apply for Accreditation as a Certifier, A3 (Building Surveyor) with just over 12 months experience. Anna is also a high achiever producing thorough, high-quality assessments within super-fast timeframes, having really adopted our 'fast track' processes! Anna is also working closely with the Town Planning Cadets providing basic mentoring in the development assessment process and sharing her knowledge and skills she has learned over the last 12-15 months.

Dan Tayles has also stepped into the role of Local Approvals Officer and has settled in extremely well, adapting to his new environment quickly and building excellent rapport with internal and external stakeholders. Dan has completed inspections all over the shire for holiday and caravan parks and has taken on many aspects within the role with velocity including swimming pools, development assessments, section 68 assessments and is also seeking to apply to become an accredited certifier (Inspector) shortly. Dan has a huge commitment to customer service and has been a huge part of helping our team improve our customer experience.

Thanks to Dan & Anna for your continued efforts to go above and beyond for your team and thanks to the entire Development Services Team for your continued efforts every day to make things happen!

murray river council Monthly Operational Report – April 2024

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.

Accountabilities

SBPO	*Accountability*
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	Landscape Approvals
O	Hire/Leases of Open space venues
O	Stakeholder engagement Sports and Recreation facilities
O	Landscape Approvals

Superintendent Parks and Biosecurity

The Superintendent Parks and Biosecurity role leads and supervises the Biosecurity officers and Parks teams to conduct operational services daily. Key elements of the role are to manage the operational service delivery in Parks, Recreation Reserves and Cemeteries in accordance with Murray River Council's policies and procedures and any legislative requirements. Further to this manage services relating to priority and invasive weeds throughout Murray River Council boundaries in accordance with the *NSW Biosecurity Act 2015.* The role is also a key leadership and management role for the Parks and Biosecurity disciplines where all activities are undertaken and prioritised in a consistent, sustainable, and efficient manner across the Murray River Council area.

Accountabilities

SBPO	*Accountability*
P	Sport & Recreation Facilities
P	Open Space facilities: public amenities & structures
P	Horticulture Services
P	Playgrounds
P	Open Spaces
P	Boat Ramps
P	Aquatic Services
P	Public Trees
P	Town Maintenance: Public Furniture, BBQs
P	Arboriculture Services Urban and Rural
P	Natural Bushland footpaths and cycleways
P	Riverside Infrastructure: Wharfs, Jetties, Pontoons, walkways
P	Retaining Walls
P	Weed Action Plan (WAP)
P	Fruit Fly Control
P	Rural and Urban Weed Management
P	Vertebrate Pest Management
P	Parks & Biosecurity Small Plant & Equipment
O	Horticultural Services
O	Aquatic Services
O	Playgrounds
O	Hire/Leases of Open Space Venues
O	Sports & Recreation facilities services
O	Arboriculture Services Urban and Rural
O	Stakeholder engagement of Open Space Venues
O	Maintenance of Crown Land
O	Grave Digging
O	Fire/Fuel hazard reduction
O	Riverside infrastructure maintenance: Wharf's, Pontoons & Jetty's
O	Natural bushland improvement maintenance
O	Maintenance of Heritage sites
O	Cemetery maintenance
O	Deliver Weed Action Plan (WAP)
O	Fruit Fly Control
O	Urban Road Reserve Maintenance
O	Vegetation Management on Rural and Urban Roads
O	Small Plant for Biosecurity
O	Vertebrate Pest Management

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.

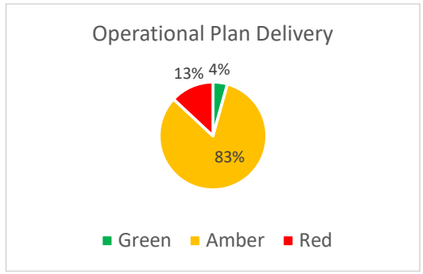
Accountabilities

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

murray river council Monthly Operational Report – April 2024

Parks, Gardens, Open Spaces and Biosecurity

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



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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.1 – Sports and recreation facilities and spaces									
Outcomes of the Asset and service delivery review to be planned for and prioritised. (S DPE)	Deliver	(DP 3.1.1) Develop a Service standards strategy for all Parks, Recreation reserves.	B: MPOSB P: MPOSB O:CPG	✓	✓			Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Internal workshops completed with Parks Leadership team to review proposed hierarchies and develop service delivery levels to suit operational capacity. Workshops with whole Parks teams completed to determine FTE hours for service delivery based on adopted hierarchies. First draft of the Operational Service Delivery Plan completed and handed to Team Leaders for trial and feedback. Parks Strategy & Operational Service delivery plans currently being finalised. Workshop and presentation to Councillors scheduled for May 2024.	🟡
	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. Current issues surrounding Tooleybuc Ramp & silt deposits, investigating options for rectification works.	🟡
	Deliver	(DP 3.1.3) Ongoing monitoring and management of sports grounds across the region.	B: MPOSB P: CPG O:CPG	✓	✓	✓	✓	All sportsgrounds currently maintained in accordance with service delivery schedules and applicable adopted master plans. Sportsgrounds and facilities managed in consultation with user groups and relevant Section 355 committees of management.	🟡
	Deliver	(DP 3.1.4) Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region	B: MPOSB P: O:				✓		
	Deliver, Partner	(DP 3.1.5) Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities	B: MPOSB P: O:			✓			
	Deliver, Partner	(DP 3.1.6) Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities	B: MPOSB P: MPOSB O:CPG	✓	✓	✓	✓	Tender awarded to Belgravia Leisure at September 2023 Council meeting for Management of Moama & Mathoura outdoor Pools. Pool season for 23/24 now closed. Awaiting Belgravia Leisure to submit final season report to Council.	🟡
	Deliver	(DP 3.1.7) Investigate and plan for development and upgrades of Skate Parks across the region.	B: MPOSB P: O:		✓	✓	✓	Project not yet commenced.	🔴
	Deliver	(DP 3.1.8) Ongoing monitoring and management of existing sports and recreation buildings.	B: MPOSB P: MPOSB O:CBF	✓	✓	✓	✓	All sports & recreation buildings currently maintained in accordance with service delivery schedules and applicable adopted master plans. Facilities managed in consultation with user groups and relevant Section 355 committees of management. Current review of 355 committees delegations will further assist management. User agreements to be developed and applied across all Reserves. Fee methodologies submitted to draft 24/25 Budget.	🟡

murray river council Monthly Operational Report – April 2024 **Parks, Gardens, Open Spaces and Biosecurity**

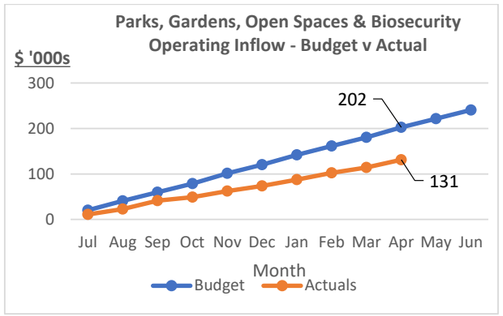
	Deliver	(DP 3.1.9) Undertake Master Planning for new sport and recreation buildings and grounds across the region.	B: MPOSB P: MPOSB O:MPOSB		✓	✓	✓	Project commenced and ongoing subject to approved budgets.	●
	Deliver	(DP 3.1.10) Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.	B: MPOSB P: MPOSB O:CPG		✓	✓	✓	Project not yet commenced.	●
Theme 3 – Goal 2 – Enable development of sustainable liveable communities 3.8 – Community / Botanical Gardens									
Review and support the finalisation of existing community & Botanical gardens. (S DPE)	Deliver	(DP 3.8.1) Continue to support existing community and botanical gardens	B: MPOSB P: MPOSB O:CPG	✓	✓	✓	✓	Completion of Stage 5 commenced and ongoing in accordance with approved budget. Consultation has occurred with volunteer group to determine FY23/24 capital works to complete project. Maintenance of existing works ongoing. Brolga Statue that was damaged by vandals has been repaired and is waiting installation. New shelter ordered with contractor, delivery expected June 24 Mulch delivered to site for Autumn installation. Furniture to be ordered for inclusion as per design locations.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.									
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate. Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)	Deliver	(DP 3.13.1) Investigate level of services and complete an asset review for all Parks and Open Spaces.	B: MPOSB P: MPOSB O:CPG	✓					●
	Deliver, Partner, Advocate	(DP 3.13.2) Murray Downs Riverside Park – designed and implementation has begun	B: MPOSB P: MIP O:CPG	✓	✓	✓	✓	Concept design completed by Thompson Hay Landscape Architects. Boat ramp stage has been designed and is currently under construction. Riverwalk path has been completed. Regrowth vegetation to be assessed and contractor to be engaged for removal in conjunction with future carpark works. BOAT RAMP CONSTRUCTION	●
	Deliver	(DP 3.13.4) Ongoing installation of drinking water fountains across the region	B: MPOSB P: CPG O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	●
	Deliver	(DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans	B: MPOSB P: O:			✓	✓		
	Deliver	(DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity	B: MPOSB P: O:		✓	✓		Asset condition assessments completed by CT Management and relevant documentation has been forwarded to Council. Multiple projects delivered and commencing in accordance with capital budget allocations. Continued scoping of future needs and demands to continue.	●
	Deliver	(DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.	B: MPOSB P: O:			✓			
	Deliver, Partner, Advocate	(DP 3.13.9) Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities	B: MPOSB P: O:	✓	✓	✓	✓	Project commenced and ongoing. Inclusion of these items is currently being considered and assessed in all open space planning and design concepts.	●

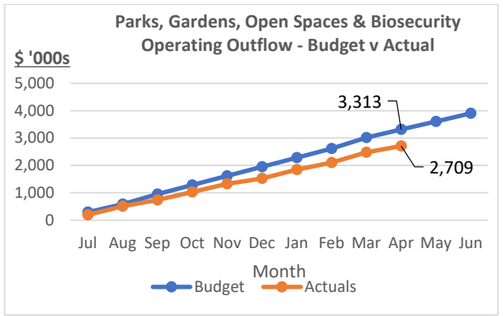
	Deliver	(DP 3.13.10) Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service	B: MPOSB P: O:		✓	✓		Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Full external audit on all playgrounds completed by Hutchinson Park Services to ensure compliance to relevant Australian Standards and insurance requirements. Service levels included in 1st draft Parks Service Delivery plan.	🟡
	Deliver	(DP 3.13.11) Park bench program of works to be developed and considered for various locations across the region	B: MPOSB P: MPOSB O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	🟡
	Deliver	(DP 3.13.12) Shade Sails program of works to be developed and considered for various locations across the region	B: MPOSB P: CPG O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and external funding opportunities.	🟡
	Deliver	(DP 3.13.13) Investigate opportunities for Jetties, Pontoon's and floating wharfs around the region.	B: MPOSB P: MIP	✓	✓	✓	✓	Project not yet commenced.	🔴
	Deliver	(DP 3.13.14) Investigate and develop feasibility studies for retaining walls around the region.	B: MPOSB P: MIP	✓	✓	✓	✓	Several projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding. Picnic Point Caravan Park wall was repaired, Works were funded externally using flood recovery CAT D.	🟡
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.14 – Public Space Waste and Recycling									
Investigate and implement a program for waste and recycling bins in public spaces. (S DPE)	Deliver	(DP 3.14.1) Ongoing installation of dog poo bag dispensers across the region	B: MPOSB P: CPG O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and Council's Compliance Officers recommendations.	🟡
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.16 – Weed Management									
Review and further development the Weed Management Strategy (S DPE)	Deliver, Partner	(DP 3.16.1) Development of an Urban Weed Management Plan for adoption by Council.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. Biosecurity Co-ordinator currently developing the Plan for adoption by Council. Current draft document in development.	🟡
	Deliver, Partner, Advocate	(DP 3.16.2) Weed Management Priorities are communicated annually with the community.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. Stakeholder and land owner engagement and education included in the WAP. Monthly BIS reports submitted to NSW DPI.	🟡
	Deliver	(DP 3.16.3) A reduction of priority weeds reducing over time.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. GIS mapping and reporting of priority weeds ongoing.	🟡
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use new technology and software to capture information. (S DI)	Deliver	(DP 7.2.3) Implement artificial intelligence to assist in identification of priority weeds	B: MPOSB P: CB O:CB			✓	✓		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.3 – Apply data sources to improve corporate decision making.									
Better management of Biosecurity risks through the use of AI (data capture) (S DI)	Deliver	(DP 7.3.4) Implement Artificial Intelligence to assist in the management of priority weeds	B: MPOSB P: CB O:CB			✓	✓		

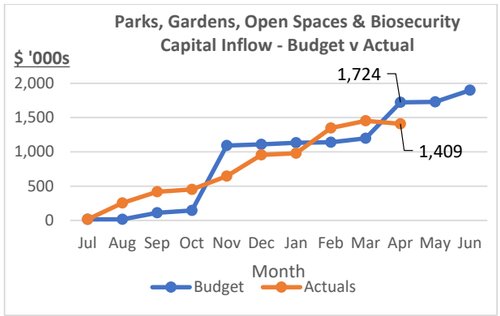
murray river council Monthly Operational Report – April 2024

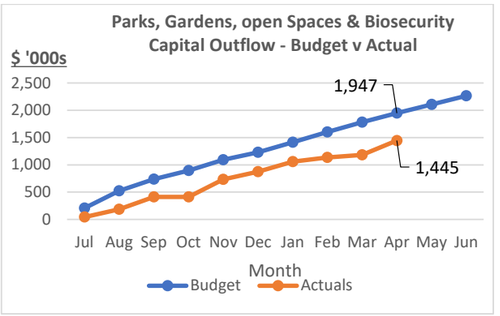
Parks, Gardens, Open Spaces and Biosecurity

PART C: Financial Outcomes





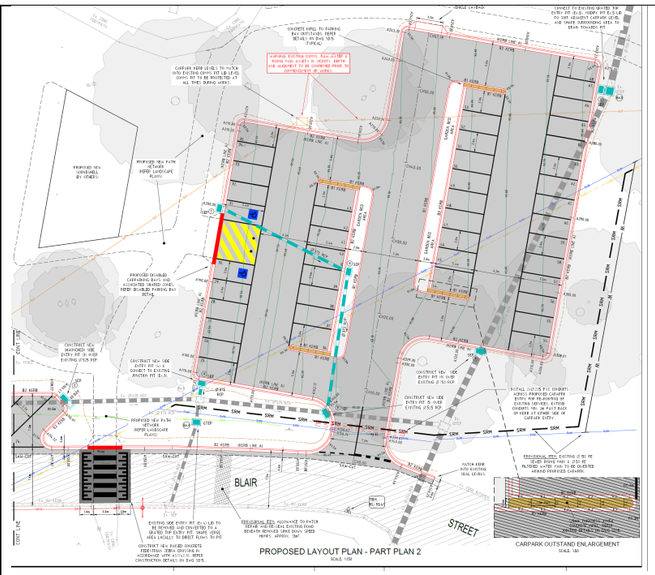


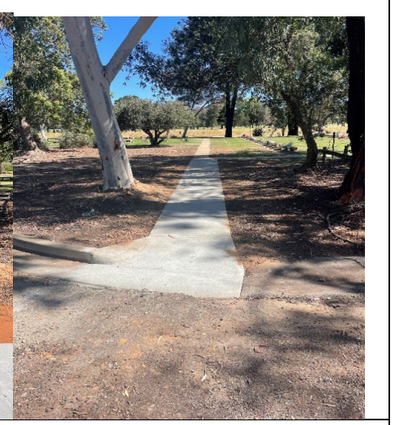


PART D: Project Status

Location & Fund	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Various Locations	SCCF4	Sports field lighting upgrades to LED: Mathoura, Barham, Tooleybuc, Moulamein & Bunnaloo. New Female Change facilities - Jack Eddy Oval	Closure Phase	100%	Complete	Sports Field Lighting - Project Completed. Funding Acquittal in progress. Female Change Facility – Jack Eddy: Project Complete. Funding Acquitted.
Moama Soundshell Playground	Everyone Can Play NSW	Replacement of Moama Soundshell Playground with all abilities play space	Delivered	100%	Complete	Stage one was completed and opened to the public in late August.
Moama Recreation Reserve	CAPEX	Botanic Garden Stage 5	Construction	75%	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. Vermin fencing ordered to be installed. Replanting to commence after fence installation Bulk mulch ordered for all landscape areas & has been delivered to site.
Moama Recreation Reserve	CAPEX	Moama Recreation Reserve Fencing & Landscaping	Delivered	100%	Complete	General improvements. Brick Alley drainage upgrade completed to remove excess water from Main Oval entry and sportsground south end to eliminate pooling and pumping after rain events.
Barham Recreation Reserve	SCCF5	Barham Recreation Reserve Art & Tourism project viewing platform	Procurement	10%	Delivery	Project scoping and stakeholder engagement commenced and ongoing. Old existing Toilet block demolition has been completed. Replacement amenity RFQ completed and building has been ordered expect installation late April 2024 Dump point scoped and waiting on contractor to quote. Viewing shelter to be procured ready for installation and landscaping. Water Tower perimeter fencing to be upgraded after Art works completed.
Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Delivery	85%	Delivery	Stakeholder engagement has been completed. Moulamein Lake S355 agreed on scope of works. Concreting of paths and beneath shelters was completed pre christmas. Installation of furniture, seating solar lighting has been completed. Installation of BBQ completed and drinking fountain completed. Rail fencing currently under construction, new rubbish bin receptacles installed. Final landscaping, planting and irrigation improvements to commence late May 24.

Barham Riverside Park	CAPEX	Irrigation Renewal	Delivery	75%	Delivery	Contractor engaged. Works commenced, site locations completed, trenching and pipe installation commenced. On schedule for completion mid May.
Mathoura/ Moulamein Depots	CAPEX	Biosecurity - Chemical transfer pumps & 12 volt systems	Delivery	75%	Delivery	Contractor engaged. Waiting for delivery of components for installation on spray equipment.
Moama	CAPEX	Soundshell Precinct – Car Park and Landscaping	Paused.	Paused.	Paused.	Soundshell Precinct Landscape Design phase completed. Car Park Civil Designs completed and approved by all departments. Project Paused due to construction costs exceeding allocated budget in 23/24FY. Paused until demand deems project necessary as per Council resolution, unspent funds returned.

						
Moama	SCCF5	Horseshoe Lagoon Landscaping	Procurement	50%	Delivery	Scope of Works: - Landscape Design completed by Thompson Hay Landscape Architects including car park, kerbing, shoulder works, footpaths, lighting, garden beds and turfing. - Footpath Works – 500m total, including 250m internal network to Horseshoe Lagoon. - New LED solar lighting on new footpath network and new LED Lighting installed on Horseshoe Lagoon Footbridges and Moama Wharf. - Removal of old viewing platform on Horseshoe Lagoon. Platform was removed due to it no longer being safe based on a structural assessment as we are unable confirm footing depth during installation. Construction work to date: - Extensive site investigation including surveying, service location via non-destructive digging. - Site establishment at Horseshoe Lagoon including site secure, site office, bunting, temp fencing and area closure. - Traffic Management Plan implementation - Site clearance, removal of vegetation, removal of waste, soil and other materials - Clearing of Storm Water Outfalls. - Site Cut for Sub-grade, footpaths, shelters, tables and street furniture Water Main Works: Variation requested from Manager of Water to replace critical raw water supply main that has had several ruptures in the past two years risking damage to new landscaping works. Variation was requested to Quarrell and priced which was accepted by Council and water main works have now commenced. Site clearance, connection points, pilot holes and under bores have completed as of 13th May. Works will commence on open trenching to complete the remainder of the water main replacement. Several issues were encountered during construction due to old assets within the area and limited knowledge of old water networks and stormwater management infrastructure. Asset mapping software is not reflective of current assets and locations. Photo Evidence:

Moama	CAPEX	Moama Cemetery- New plinth	Delivery	5%	Delivery	Concreter engaged for delivery of new plinth expect completion April/May 2024
Barham	CAPEX	Barham Cemetery- Footpath renewals	Completion	100%	Completed	Works completed. 
Koraleigh	FFCSFLU	Koraleigh Tennis Court – Lighting Upgrade	Completion	100%	Completed	Works completed. Financial audit completed. Funding acquittal in progress.

Moama	CAPEX	Moama Wharf – Balustrade Repair	On hold	40%	On Hold	Moama Wharf was structurally assessed in 2023 and it was identified that the balustrades on the structure requiring works to achieve current compliance requirements. This includes removing existing pedestrian barriers and installing a new 1200mm height barrier with infill. A design was developed and submitted to market via RFQ with a budget total in alignment with structural audit estimates for repairs. Quotations received exceeded the allocated budget and as a result, additional funding is required therefore the project has been put on hold.

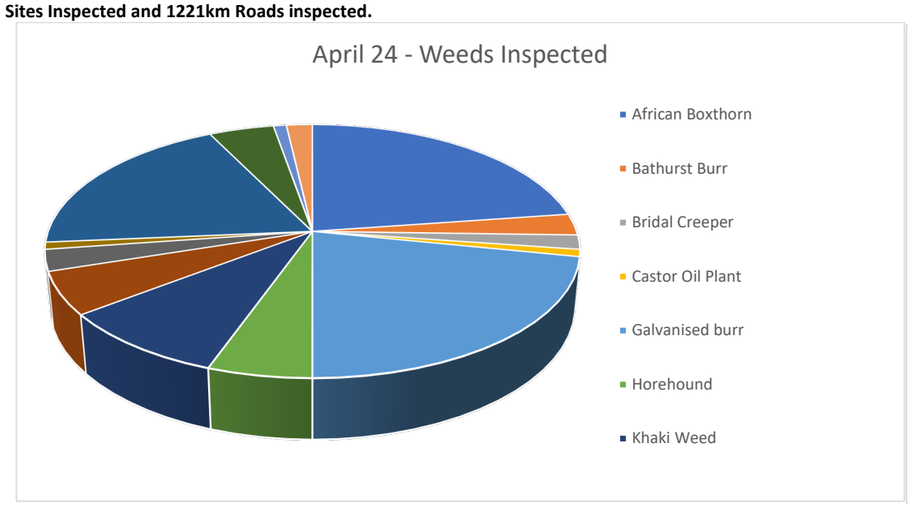
PART E: Business as Usual

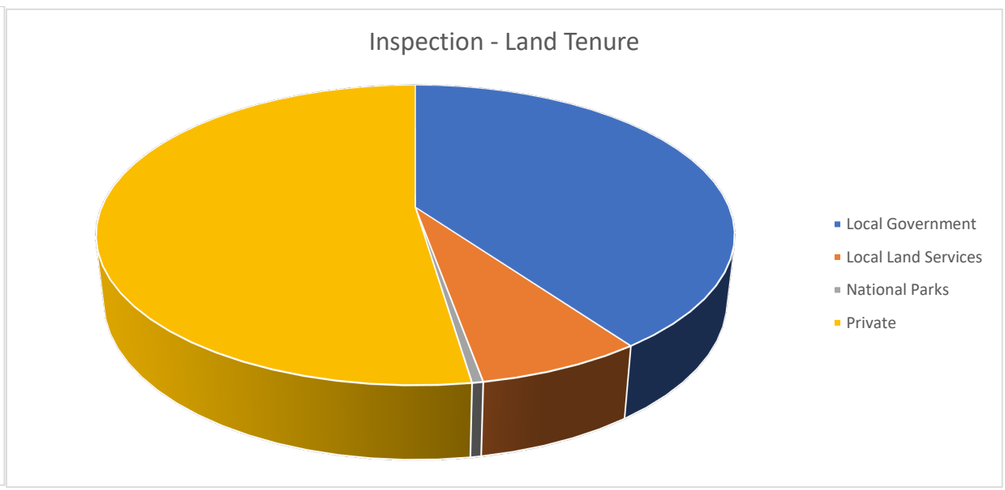
Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.
Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping Knapweed, Prickly Pear, Bridal Creeper, ETC.

OPERATIONS:

- Weed Action Plan Targets met and reported to NSW DPI & Murray Local Land Services.
- **WEED ACTION PLAN – 212** Points recorded and reported to BIS.
- NIL infestations – 103
- Infestations – 109

81 Sites Inspected and 1221km Roads inspected.





GENERAL WEED CONTROL - Road Spraying – 772km sprayed. Bathurst burr, galvanised burr, Horehound, Khaki weed, silverleaf nightshade, Spiny Burrgrass

Moulamein Township	*Tooleybuc Township*	*Moama Beach and surrounding bushland*	*Moama Township*	*Moama Cemetery*	*Womboota Township*	*Wakool Township*
Urban spraying for Transport prior to sealing works	*Mathoura Township*					

murray river council

Monthly Operational Report – April 2024

Parks, Gardens, Open Spaces and Biosecurity

Noogoora burr, Perricoota state forest

Thorn Apple infestation

Cape Broom infestation

Castor Oil Plant infestation Moama

GENERAL PARKS OPERATIONS:

Town Maintenance- All locations as per service delivery.	**Mowing-** As per service delivery plans	**Roadside Mowing**- As per service delivery plans.
Arborist Services- Tooleybuc Urban, Murray Downs, Barham Riverside Park, Moama urban,	**Horticulture**: as per service delivery. Mulching-Moulamein main street gardens. Moama Nicholas drive, Picnic Point.	**Cemeteries**-Multiple burials-All locations mainly Barham & Moama
Irrigation maintenance: Barham Riverside Park upgrade commenced and ongoing Manual tree watering	**Sportsgrounds:** Moama- Over sowing Main Oval & Jack Eddy Completed. Event preparations Moama Car Rally. Winter transition commenced all locations.	**Park Furniture**: New furniture ordered for all locations.
OTHER: Anzac Day preparations in all locations completed.	**OTHER**: Assisting with Horseshoe Lagoon Landscape works, ground preparations.	**OTHER**: General playground maintenance and inspections.

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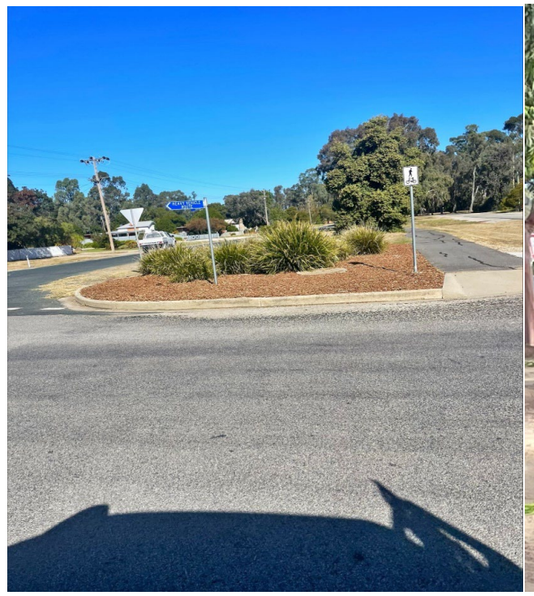
Monthly Operational Report – April 2024

Parks, Gardens, Open Spaces and Biosecurity



Barham Punt Rd mulching

Moama footpath clearing

Moulamein Garden mulching

Horseshoe Lagoon Landscape project

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

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

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

Biosecurity

- Biosecurity team submitted the 23-24 WAP funding application. Now waiting on reply of outcome, expected 8/5/24. The WAP funding application was changed to align with NSW application guidelines. It is now a competitive grant against other LCA's only within the Murray LLS region.
- Biosecurity staff assisted Parks staff during busy periods with several Parks staff on Leave.
- Biosecurity Officers have adapted to the organisational restructure change and reporting lines, and have stepped up in delivering services regularly preformed by the Biosecurity Coordinator, such as Private Property Inspections.

Parks:

- Restructure of Parks & Biosecurity Teams introduced.
- Draft Operational Service Delivery Plans introduced to Parks Teams for review and trial.
- Staff recruitment in Moama
- Anzac Day preparations in all towns.

murray river council Monthly Operational Report – April 2024 **Parks, Gardens, Open Spaces and Biosecurity**

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

Highlights

- Draft Operational Service Delivery Plans introduced to Parks Teams for review and trial.
- Biosecurity team submitted the 23-24 WAP funding application. Now waiting on reply of outcome, expected 8/5/24. The WAP funding application was changed to align with NSW application guidelines. It is now a competitive grant against other LCA's only within the Murray LLS region.
- Parks Team- achievement for Easter Preparations in all locations.
- Horseshoe Lagoon Enhancements underway.

Threats:

- High customer expectations for service delivery in Parks.
- Staff shortages due to multiple resignations in Moama impacting operational service delivery. Recruitment in progress.
- Plants drying off quickly and going to seed after dry period and cold spell now arrived.
- Online sales of Priority weed out of Victoria.

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

PART A: Section Accountabilities and Team Roles

Manager Waste and Regulatory Services – Brian Holmes	Coordinator Compliance Ranger	Coordinator Waste Management	Environmental Health Coordinator	Business Unit Support Officer
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.	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.	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.	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	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	**Accountabilities**	**Accountabilities**	**Accountabilities**	**Accountabilities**

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

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

SBPO	Accountability
P	Domestic Waste
P	Commercial Waste
P	Public Roadside Bins
P	Waste Transfer Stations
P	Landfill Sites
P	Construction materials recycling and disposal
O	Collection & Removal of Waste from Transfer Station
O	Delivery of Kerbside Waste Service
O	Commercial Waste Delivery Service
O	Public Roadside Bin Management
O	Landfill Disposals
O	Customer Service at Transfer Stations
O	Construction materials recycling and disposal
O	Landfill Services

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

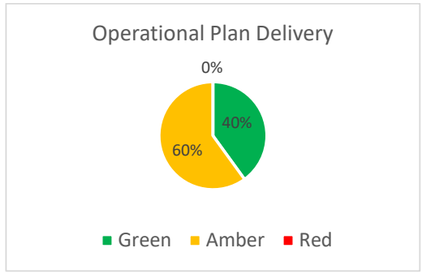
SBPO	Accountability
P	Compliance Administration
P	Waste Administration
P	Environmental Health Administration
O	Waste Administration
O	Compliance Administration
O	Environmental Health Administration

murray river council

Monthly Operational Report – April 2024

Waste and Compliance

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



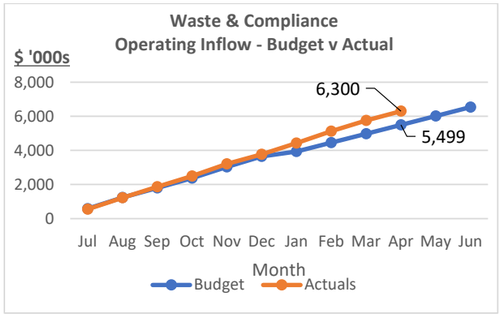
Under the 4-year Delivery Plan, the *Section* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Planning and Environment Directorate directly oversees the delivery of these outcomes.

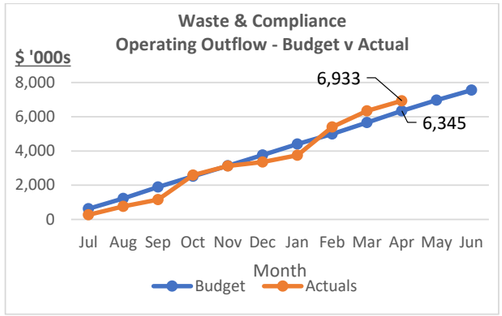
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 1 – Goal 1 - Facilitate Circular Economy 1.1- Designing and promoting products that last and that can be reused, repaired and remanufactured									
An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites. (S DPE)	Deliver, Partner, Advocate	(DP 1.1.1) Plan for and build an Automated Depot to recycle bottles and cans at Moama Landfill.	B: MWCS P: CWS O: CWS	✓	✓			Civil construction activities for the shed slab are complete, the shed fabricator has commenced erection of structural steel for the shed. Fire services construction has commenced with the slab poured for the tanks and installation of the diesel electric pump set is complete.	
Theme 1 – Goal 1 - Facilitate Circular Economy 1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver	(DP 1.2.1) Encourage Council's Community to participate in the National Garage Sale Trail. Council to support the National Garage Sale Campaign.	B: MWCS P: CWS O: MCE	✓	✓	✓	✓	Promotion of the Garage Sale Trail will be undertaken in the lead up to the event in November.	
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment 1.5 - Landfill Rehabilitation works									
Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years. (S DPE)	Deliver	(DP 1.5.1) Upgrades to landfills and transfer stations to be carried out on a risk-based approach.	B: MWCS P: MWCS O:CW	✓	✓	✓	✓	Landfill Risk Assessment project is complete, and outputs have been included in the 10 Year Waste Capital Program. Transfer Station upgrade designs are being completed for all other sites and will also be included in the 10 Year Waste Capital Program. Projects will then be prioritised for delivery over the coming years giving consideration to risk presented and available funding. The design for the push pit at Moama Waste Management Facility is being assessed for currency and upgraded to tender ready so construction can commence early in the 2024/25 financial year. Fifteen 50 have won the RFQ process and will commence design upgrade activities in early April.	
Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs. 3.9 – Kerbside, landfill and waste collection services and facilities									
Design and implementation of the Food Organics and Garden Organics (FOGO) program. (S DPE)	Deliver	(DP 3.9.1) FOGO kerbside collection service rolled out to all townships across the Local Government Area	B: MWCS P: CW O: CW	✓					

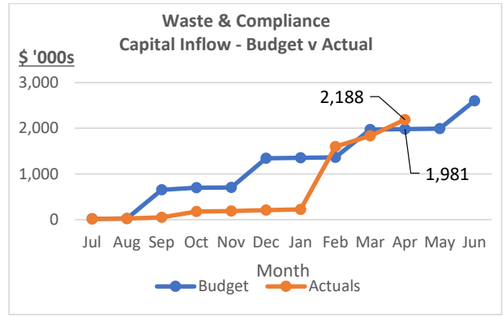
murray river council Monthly Operational Report – April 2024 **Waste and Compliance**

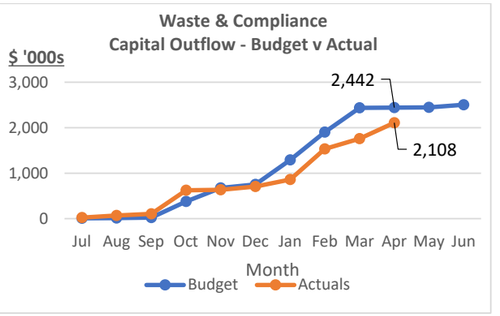
Develop & begin implementation of the Waste Management Strategy. (S DPE)	Deliver	(DP 3.9.2) Additional waste and recycling options investigated and actioned as per the strategy.	B: MWCS P: CW O:CW	✓	✓	✓	✓	This is an ongoing action that is considered by the Waste Unit continuously.	🟡
Theme 3 – Goal 5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

PART C: Financial Outcomes









PART D: Project Status

Waste

- The Automated Depot project has progressed with the subgrade for roadways almost complete and ready for asphalt. The shed structural works are complete with insulation and cladding commenced at the end of April. The main stormwater plumbing is also underway to capture and redirect shed runoff.
- The fire service tank slab and dominator pump set were installed last month and ring mains for hydrants are currently underway as part of the AD build and Moama site upgrade.
- The Mathoura Transfer Station solar power upgrade has commenced with some hardware fitted to the site. A delay in some materials has seen the project temporarily put on hold.
- A backup generator and changeover switch were installed at the Moama landfill to preserve operation in case of power failure.
- The new landfill project to investigate the suitability of the northern block (adjacent to the current landfill) for landfilling saw concept designs agreed, final designs will now be developed.
- Bunnaloo and Womboota bin stations are set for closure at the end of April. Waste has worked with the Communications team to generate a letter which was provided to residents surrounding the facilities. Council has received a number of waste service requests and has provided kerbside bins to a number of residents in the area that have never had a kerbside service before.
- Signage has been designed to upgrade all council waste facilities with the same product signage after a number of mobile signage stands were constructed by engineering last year.

Compliance

- Team continued to be involved in the TechOne Compliance Module build and familiarisation with the Module continues.

Environmental Health

- Preparation for TechOne implementation has intensified. Significant time has been allocated to addressing Jira inquiries and providing detailed responses to ensure the system is set up correctly and utilised effectively.
- EHC attended Goulburn Murray Community Leadership training day which focused on Frist nations people. It highlights the importance of working with aboriginal communities on community projects and the crucial role of Aboriginal perspectives on council initiatives and explored strategies for fostering meaningful coloration. The takeaway challenge was to explore how well Council currently does this and where we can improve.
- We were also invited to participate in a smoking ceremony as a gesture of respect and cultural recognition.

PART E: Business as Usual

Waste

- Recruitment has commenced for the operation of the Moama Automated Depot.
- Waste staff attended the Orange Automated Depot facility to ask questions and gather ideas for the operation of Councils site when it opens.
- Staff visited Biomix, Patho landfill and the Echuca MRF to conduct checks as part of the contract Council holds with Biomix and Veolia.

Compliance

- A serious dog attack occurred in Moama with three dogs involved, they were subsequently surrendered and euthanised. The victim and attacked dog owner sent a letter of thanks and congratulations to the Compliance Team.
- A cat impounded by MRC and sent for rehoming in Melbourne was later found by the owner in Melbourne when it was posted by the rehoming organisation. The family subsequently were able to be reunited with the cat and it is now registered and microchipped eliminating the potential for this to happen again. The Compliance Team followed all legislation and protocols in relation to this matter.
- Meetings commenced with IT for transitioning records between CM9 and ECM.

Environmental Health

- Food safety assessments continued throughout the LGA.
- Two enquiries received regarding setting up home based food businesses.

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Waste and Compliance

Automated Depot shed cladding being installed, entry roadway construction in foreground.

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Waste and Compliance

Moama Waste Management Facility fire system ring main installation to hydrants and newly installed fire water storage tanks and pump set in background.

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Waste and Compliance

Fit for purpose sorting table seen at Orange Automated Depot to be introduced at the Council facility.

Cat to be rehomed.

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Waste and Compliance

Stock at large in the west of the Council area.

Abandoned vehicle reported to Rangers.

murray river council

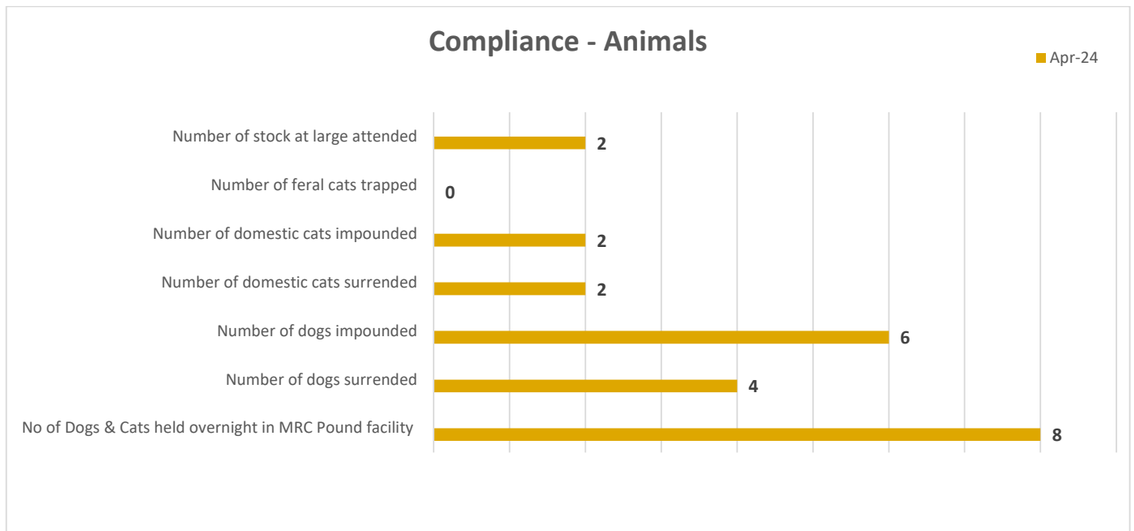
Monthly Operational Report – April 2024

Waste and Compliance

Smoking ceremony attended by Councils Environmental Health Coordinator participating in the Farley Leadership Program.

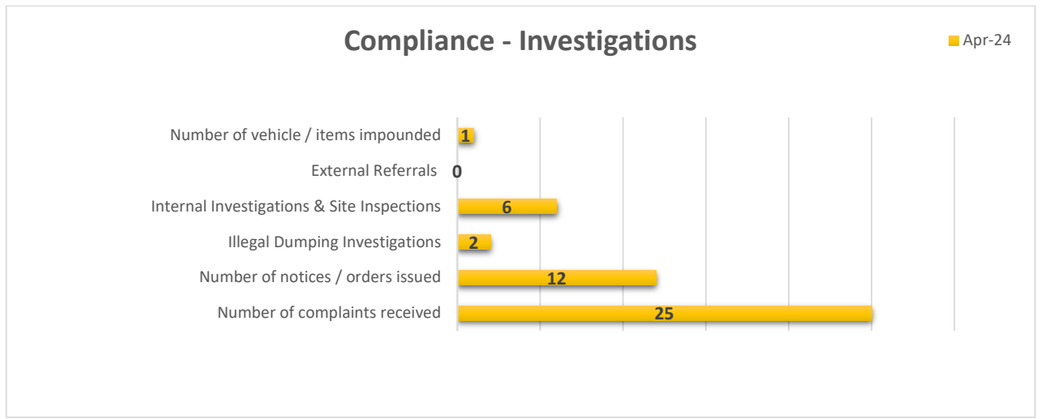
murray river council Monthly Operational Report – April 2024 **Waste and Compliance**

PART F: Service Metrics



murray river council Monthly Operational Report – April 2024

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. High risk to on call Ranger who may be required to attend 24/7 should a break in occur. Identify / reduce incidents.	No existing controls.	Inspection conducted by MRC IT, 2x cameras to be installed and mobile access provided to all on call Rangers. IT to provide recommendation and advise time of completion.	
09/05/2021	Public dropping waste at Moama landfill directly to cell around heavy equipment.	Low height skip bins placed at the front of house to get majority of the public to drop into these and have them transferred to the waste cell.	The design for the push pit at Moama Waste Management Facility is being assessed for currency and upgraded to tender ready so construction can commence early in the 2024/25 financial year.	
09/05/2021	Barham and Wakool waste facility fencing is damaged and outdated providing easy unauthorised.	Boundary checks and facility monitoring.	Budget to upgrade fencing at both locations. Barham complete, Wakool a component of current Upgrade Design and Quantity Survey Project.	
28/05/2022	Working in isolation/ limited phone signal / locating team members	Phone calls and team meetings to understand members work	Remote and Isolated Work Risk Assessment completed. GPS vehicle and personal GPS locators installed in all vehicles. Call centre identified to monitor after hours call outs. 3x units fitted. 1x unit to be installed.	
29/08/2022	Exposure to Japanese Encephalitis Virus through mosquito trapping and working outdoors.	Long sleeve clothing and insect repellent spray	Environmental Health Coordinator and Rangers have received Japanese Encephalitis Vaccination	

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

- New Superintendent Compliance, Liz O'Farrell commenced in her role on 22 April 2024.

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

murray river council Monthly Operational Report – April 2024 | Infrastructure Directorate

PART A: Section Accountabilities and Team Roles

Director of Infrastructure – Jack Bond

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

A focus of ensuring an adequate level of service and expectation is delivered for our communities.

Accountabilities

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

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

murray river council Monthly Operational Report – April 2024 **Infrastructure Directorate**

PART A: Section Accountabilities and Team Roles

Manager Water Services – Phillip Smith	**Manager Infrastructure Projects – Onisimo Mukodi**	**Manager Plant, Fleet and Stores – Chris Godfrey**	**Manager Works – Ricki Thompson**	**Manager Building and Facilities – Glenn Bulmer**
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: Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection & repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.	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 projects- and provide a Business Case & use the MRC Project Management Framework. This team will provide advice on high level costing & scope of the project, then if successful in getting funding through ELT & Council, provide a detailed project brief, cost plan and project management (the delivery management).	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 Planning) This team will also provide commercial due diligence on any proposed "money making" projects within the Organisation.	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	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. Manage the annual capital and operational budgets.

Accountabilities

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

Accountabilities

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

Accountabilities

#r	SBPO	Accountability
	B	Landlord for Depots
	B	Purchasing Outdoor Supplies
	B	Plant, Fleet & Equipment Administration
	B	Light Motor Vehicles (White)
	B	Toll & Fleet
	B	Testing of Pressure Vessels
	B	RFS Asset Management
	B	Plant, Vehicle & Equipment (Yellow) Management
	P	Light Motor Vehicle (White)
	P	Plant, Vehicle & Equipment (Yellow)
	P	Plant, Fleet & Equipment Administration
	P	Toll & Fleet Arrangements
	P	Testing of Pressure Vessels
	P	Depot Management Projects
	O	Purchasing Delivery Service
	O	Purchase of Waste Plant, Fleet & Equipment
	O	Plant, Fleet & Equipment Stakeholder Consultation & Engagement
	O	Chair Plant and Heavy Fleet Liaison Committee
	O	Purchase of Outdoor Plant Vehicle & Equipment (Yellow)

Accountabilities

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

Accountabilities

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

murray river council Monthly Operational Report – April 2024 **Infrastructure Directorate**

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

O	Management and Maintenance of Light Motor Vehicles (White)	
O	Toll & Fleet Arrangements	
O	Depot Maintenance	
O	Purchase of Light Motor Vehicles (White)	
O	Management of Pool Vehicles	
O	Plant, Fleet & Equipment Administration	

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

O	Location Management Site Specific Operations	
O	Disability Asset Management Plan	

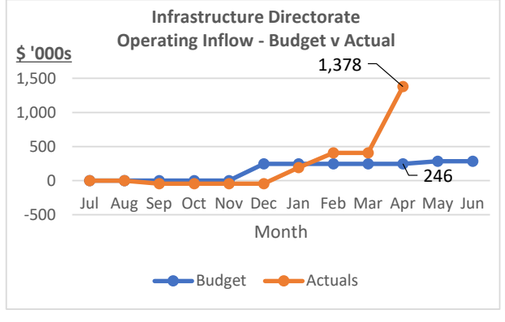
PART B: 4 Year Delivery Program and 1 Year Operational Plan

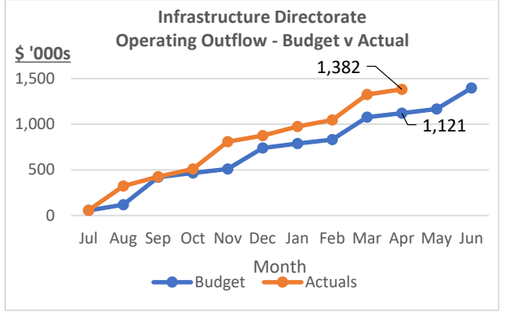
Under the 4-year Delivery Plan, the Infrastructure Directorate relates to: providing strategy and oversight for Council infrastructure assets and associated services. The Infrastructure Directorate directly oversees the delivery of these outcomes. The infrastructure Directorate has no actions in the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

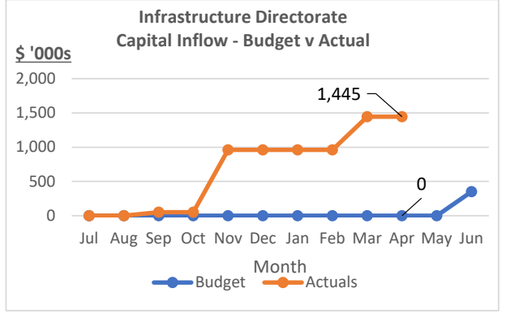
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment. 1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1) Construction of the Moulamein Levee			✓	✓		Internal Flood group is building with improvements being made. Moulamein Flood Study review has been awarded this month. Barham Flood Study review with overland drainage combined has been applied for funding. Echuca Moama Torrumbarry Flood Study has been adopted and Risk Management progressing well. Onsite training has been held with operation staff to improve operation and maintenance knowledge. Funding has been given to Public Works to help complete and adopt our Levee Owner Manuals.	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.4 – Community Safer Spaces									
Develop and implement a Community Safer Spaces Plan and associated documentation (S DI)	Deliver	(DP 3.4.1) Community Safer Spaces Plan and associated documentation developed and embedded into Council's operations	B: DI P: O:			✓	✓	Minimal Strategic work has been completed on this to date.	

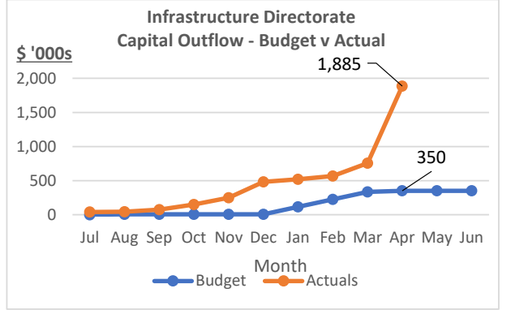
murray river council Monthly Operational Report – April 2024 | Infrastructure Directorate

PART C: Financial Outcomes









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

PART D: Project Status

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

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Mid Murray Local Emergency Management Committee (incorporting Edward River Council & Murray River Council)	120424	**RESOLUTION 120424** Moved: Cr Neil Gorey Seconded: Cr Kron Nicholas That the DRAFT minutes of the Mid Murray Local Emergency Management Committee (incorporating Edward River Council & Murray River Council) together with the Mid Muray Local Rescue Committee held on 22 February 2024 be received and the information noted by the Council. **CARRIED**	Donald, Jan

14 May 2024 11:09am Donald, Jan - Completion

Completed by Donald, Jan (action officer) on 14 May 2024 at 11:09:32 AM - No further action required.

murray river council Monthly Operational Report – April 2024 **Infrastructure Directorate**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Koraleigh Raw Water Network - Customer Credit Approval Request	130324	**RESOLUTION 130324** Moved: Cr Geoff Wise Seconded: Cr Thomas Weyrich That Council approve the recommendation to provide customers with a $500 Credit on their Koraleigh Water Accounts due to the installation of the raw water network and changes that customers need to make internally past the meter. **CARRIED**	Owen, John

09 May 2024 3:11pm Owen, John

Action carried., No further actions required

09 May 2024 3:18pm Owen, John - Completion

Completed by Owen, John (action officer) on 09 May 2024 at 3:18:00 PM - Action carried, no further actions required.

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	Echuca-Moama Flood Study Final Adoption	110424	**RESOLUTION 110424** Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson 1. To consider submissions following formal community consultation; and 2. To seek adoption of the Final Draft Echuca Moama Flood Study Report. In Favour: Crs Frank Crawley, Neil Gorey, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise Against: Cr Nikki Cohen **CARRIED 7/1** **CARRIED**	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/04/2024	2024 Murray Darling Association Annual General Meeting	130424	**RESOLUTION 130424** Moved: Cr Dennis Gleeson Seconded: Cr Geoff Wise That Council lodge a Submission of Motions to the 2024 Murray Darling Association Annual General Meeting scheduled for 10 July 2024. **CARRIED**	Donald, Jan

murray river council Monthly Operational Report – April 2024 **Infrastructure Directorate**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/03/2024	Roads & Transport Directorate 2024 Local Roads Congress	120324	**RESOLUTION 120324** Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council: 1. Notes that the Roads & Transport Directorate 2024 Local Roads Congress is being held in Sydney on Monday 3 June 2024 at NSW Parliament House. 2. Cr Gleeson to attend and if unavailable Cr Gorey will attend. 3. Approves attendance of Councillors who wish to attend. **CARRIED**	Donald, Jan

10 Apr 2024 12:31pm Donald, Jan

Investigating registration options and liaising with Director and Cr Gleeson on most suitable option.

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Mathoura Residential Development	150122	**RESOLUTION 150122** Moved: Cr Thomas Weyrich 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. OR 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**	Bond, Jack

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.

17 Nov 2023 12:39pm Bond, Jack

No further update at this time.

24 Nov 2023 10:54am Bond, Jack

Valuation will be sort for current land status.

08 Mar 2024 8:10am Bond, Jack

Due to drainage constratints. Project to be varied in layout. Further report to Council coming once more design work is completed.

Meeting	Subject	Resolution Number	Resolution	Officer
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. **CARRIED** In Favour: Crs Chris Bilkey, Nikki Cohen, Tony Aquino, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff Wise Against: Cr Gen Campbell **CARRIED 8/1**	Bond, Jack

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

Community 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.

17 Nov 2023 12:38pm Bond, Jack

Construction has commenced for first stage. Needing to re-assess Council's position for whole of life costs for increase in level of service.

24 Nov 2023 10:53am Bond, Jack

Current works progressing well. Future report coming post consturction regarding the costs associated with sealing

10 Jan 2024 8:56am Bond, Jack

Works continuing. Great to hear positive feedback from residents of work completed to date

08 Mar 2024 8:10am Bond, Jack

Project progressing well.

05 Apr 2024 4:07pm Bond, Jack

Project progressing too well with all works to now be completed this financial year rather than staged.

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/11/2018	Barham Water Supply Fluoridation	331118	**RESOLUTION 331118**	Bond, Jack

Moved: Cr Thomas Weyrich

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 Barham to be fluoridated.

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

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.

01 Apr 2020 4:06pm Barber, Scott

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

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

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

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

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

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

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

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

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

22 Nov 2021 3:06pm Donald, Jan

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

14 Jul 2022 2:37pm Bond, Jack

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

30 Nov 2022 10:21am Donald, Jan

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

04 Apr 2023 8:51am Donald, Jan

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

09 May 2023 3:56pm Donald, Jan

No further update at this time.

08 Jun 2023 9:04am Bond, Jack

No further update at this time

12 Jul 2023 1:09pm Bond, Jack

No further update at this time

07 Aug 2023 8:21pm Bond, Jack

Construction of Booster Pump commencing. Staff completing 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.

17 Nov 2023 12:38pm Bond, Jack

No further update at this time.

10 Jan 2024 8:56am Bond, Jack

No further update at this time.

08 Mar 2024 8:09am Bond, Jack

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

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Liston Caravan Park	290122	**RESOLUTION 290122** Moved: Cr Nikki Cohen Seconded: Cr Neil Gorey That Council resolve 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**	Bulmer, Glenn

08 Feb 2022 7:47am Harvie, John

Legal advice on termination of annual leases has been sought. Letters to annual tenants will be sent once legal advice is received.

07 Mar 2022 3:23pm Harvie, John

Letters of termination have beeen sent. Two onsite meetings held with tenants. A further onsite meeting to be held on Monday 14 March.

04 Apr 2022 4:30pm Harvie, John

Further report to council in April.

11 May 2022 11:17am Leyonhjelm, Lindy - Reallocation

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

12 Jul 2022 8:07am Ryan, Sarah

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

05 Jun 2023 4:15pm Donald, Jan - Email

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

07 Jun 2023 9:49am Bulmer, Glenn

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

11 Jul 2023 8:44am Bulmer, Glenn

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

11 Sep 2023 2:22pm Bulmer, Glenn

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

14 Nov 2023 9:06am Bulmer, Glenn

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

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

murray river council Monthly Operational Report – April 2024 **Infrastructure Directorate**

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

Internal Flood group is building with improvements being made, including the following; Shout out to John Hore for his work in this space.

- Moulamein Flood Study review has been awarded this month to commence.
- Barham Flood Study review with overland drainage combined has been applied for funding.
- Echuca Moama Torrumbarry Flood Study has been adopted and Risk Management progressing well.
- Onsite training has been held with operation staff to improve operation and maintenance knowledge.
- Funding has been given to Public Works to help complete and adopt our Levee Owner Manuals.

murray river council

Monthly Operational Report – April 2024

Buildings and Facilities

PART A: Section Accountabilities and Team Roles

Manager Buildings and Facilities – Glenn Bulmer	Coordinator Buildings and Facilities
Manage the ongoing viability of Council's approximately 400 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.	Provide an internal operational service for corporate buildings.

Accountabilities

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

Accountabilities

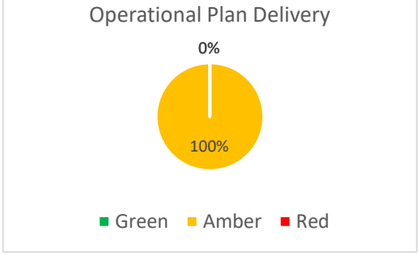
SBPO	Accountability
P	Heritage Projects
P	Council Building (Pre 2004) Asbestos Register
P	Safety Equipment Compliance (Buildings)
O	Property improvement and maintenance service
O	RFS Asset Maintenance
O	Asset (Non IT) Security Service
O	Caravan Park Maintenance
O	Council Building (Pre 2004) Asbestos Register
O	Pest Management Public Health (Buildings)
O	Safety Equipment Compliance (Buildings)
O	Retirement Villages
O	Emergency Management planning for Buildings and Facilities
O	Maintenance of Sport and Recreation Buildings

murray river council

Monthly Operational Report – April 2024

Buildings and Facilities

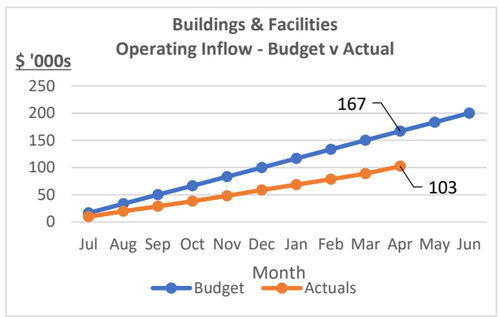
PART B: 4 Year Delivery Program and 1 Year Operational Plan

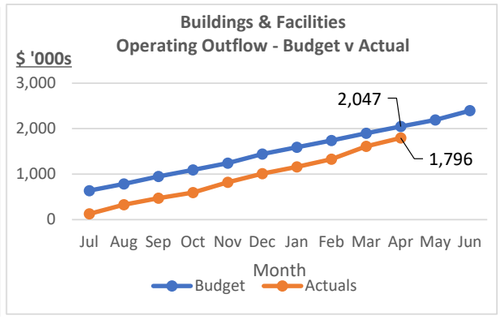


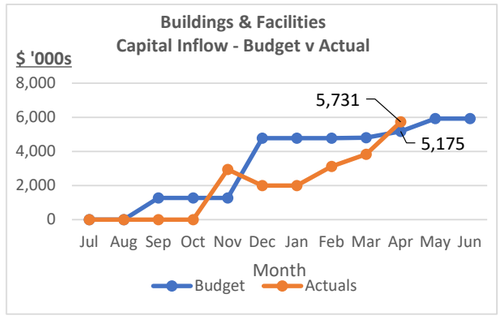
Under the 4 year Delivery Plan, the Building and Facilities relates to: asset maintenance and operations, planning, development, amenity and deliver new buildings that are well planned, connected, safe and designed to support our communities, industries, and businesses. The Infrastructure Directorate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

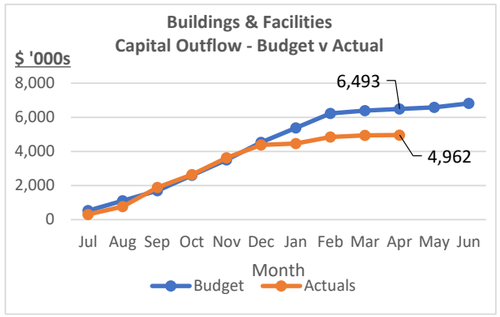
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.2 – Public Buildings									
Delivery of a feasible level of service for the community in relation to public buildings. Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings. (S DI)	Deliver	(DP 3.2.1) Town hall / public facility upgrades will be undertaken in line with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability.	B: MB&F P: MP&B P: MMP O:CB&F	✓	✓	✓	✓	Asset review completed by CT Management Group. Maintenance and renewal plans being finalised and split into separate documents. Currently in the planning phase. 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. • 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









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

PART D: Project Status

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	
Asbestos remediation works – Council Buildings	$47,000	$26,089	$20,911	40%	Planning phase. Contactors contacted to quote and conduct removal of asbestos in high priority buildings. Completed removal of some high priority floor coverings at Moulamein Business Centre. More asbestos removal works being planned. Asbestos removal and demolition of the old Barham Football clubrooms completed. Noorong Hall new vinyl flooring to cover / protect asbestos floor tiles.	
Security & Compliance upgrade	$86,000	$60,460	$25,540	80%	Ongoing rollout of the Salto system and the commencement of the installation of the Promaster system in the western area of the Council.	
New Moama Preschool – Moama Rec Res (Construction phase)	$5,902,492	$5,383,064	$597,526	99%	PCG meeting scheduled for 24/05/2022 to finalise architectural, carpark and landscaping design. Tender documents on track for 28/06/2022. Native title assessment completed 26/05/2022. Moama Rec Res PoM lodged with Crown Lands. Tender documents issued 06/07/2022. Architects making amendments to the plans to address CELA recommendations. Tender process on hold until PPP issues resolved. Tender process recommenced as per Council resolution 27/09/2022. Council resolved on the 28/03/2023 to award Tender to AV Builders on the proviso that further cost savings are identified prior to the CEO signing off on the Tender. Currently working with Architects and Builder to implement further cost savings. Works are progressing well and are on target despite the wet weather experienced during the first month of the build. All underground services have been installed, building slab has been completed, steel / timber framing has been erected, roof on and carpark completed. Building colour schemes have been finalised. Carpark works have commenced, and the kerbing being installed. Works to re-align the internal Recreation Reserve access track have commenced and are due to be completed 12/09/2023. Designs and delivery of the rear landscaping / play space have been finalised and have been assessed for compliance. Construction works have been completed except for electrical switchboard fit off, minor landscaping works, temporary driveway installation, defects rectification, detailed clean and electrical grid connection (connection scheduled for 12/02/2024). *The construction of the new Moama Preschool has been completed except for some minor works including connection to the electricity grid. Moama Preschool have moved into the building and commenced operation on the 5th February 2024. An official opening for the new building will be held on 20th June 2024.*	
Liston CP Revitalisation	$75,500	$67,717	$7,283	85%	Current site holder notified to fully vacate sites by 01 Sept 2022. Full site audit and associated report completed. Councillor briefing session held 31/05/2022. RFQ for options paper sent to specialist tourist park consultants 08/06/2022 (closes 22/06/2022). Awaiting legal opinion regarding several matters. MRC to send further communication to site holders once received. Additional correspondence sent to site holders 22 June 2022. Large skip bin supplied to assist site occupants with disposal of smaller items. Stage 1 works will commence in mid August 2022 to demolish derelict buildings (old toilet blocks & shed). Demolition works now scheduled for mid October – delayed due to weather. Only one site remaining which has been partially decommissioned – due to be finalised by 18/10/2022. Demolition works completed November 2022. Scope Consulting have submitted draft final report. Staff currently reviewing findings and recommendations. Report being revised based on staff review and recent advice from Crown Lands. Councillor workshop held on 12/09/2023 to discuss report and options. Report to be drafted for next Council meeting.	
Moama Main Office – Stage 1a (Ground floor office expansion)	$60,000	$34,746	$25,254	60%	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 completed. *Carpet has been laid in the hallway and airlock which addresses slip issues and the old meeting room has been converted to office space catering for 6 staff.*	
Moama HQ Leak Rectification Work (C)	$61,000	$53,573	$7,427	100%	Water leak rectification works nearing completion. Painting of the external cladding and internal wall linings completed. Works on the east side balcony completed. Additional investigation work underway post the leaks detected during the rain event in early 2024.	
Moama Water Treatment Plant - Auto Sliding Gate	$35,000	$20,064	$14,936	50%	Quotes currently being obtained for the works. *Works have commenced*.	
Staff dwelling – 20 Carne St Moulamein	$25,000	$25,060	$0	100%	Scheduled capital renewal works – replacement concrete driveway, new blinds and carpets. Works completed.	
Staff dwelling – 37 Turora St Moulamein	$34,800	$16,766	$18,034	100%	Scheduled capital renewal works – kitchen and bathroom refurbishment. *New kitchen installed*. Works deferred on bathroom.	
Goodnight Hall / Recreation Reserve Toilet block.	$20,000	$13,417	$6,583	90%	Refurbishment of Goodnight Hall / Recreation Reserve Toilet block. *Works nearing completion*.	
Yanga RFS Shed	$590,674	$537,194	$53,479	80%	Tender awarded to Tony Campbell Steel Fabrications. Preliminaries underway. Construction certificate has been issued. Concrete slab and under slab plumbing has been completed. Framework has been completed and the building is at lockup stage. *Internal fit is well underway and the project is due for completion at the end of May 2024.*	

PART E: Business as Usual

Yanga RFS Shed:
Tender has been awarded to Tony Campbell Steel Fabrication. Works to commence in Feb 2024. Construction certificate has been issued. Concrete slab and under slab plumbing has been completed. Framework has been completed and the building is at lockup stage. Internal fit is well underway and the project is due for completion at the end of May 2024.

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

Building Strategy 2024-2034 – Draft
Report is nearing completion.

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)

murray river council Monthly Operational Report – April 2024 **Major Projects**

PART A: Section Accountabilities and Team Roles

Manager Major Projects

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

Accountabilities

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

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

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

Design and Development Technician

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*
	B	Design and Survey Management
	B	Design Standards
	P	Survey, Investigation and Design Projects, business as usual
	P	Design Standards
	P	Development of Town Maintenance Areas
	P	Kerb and Guttering Development
	P	Pathway Development
	P	Ancillary Transport Infrastructure
	P	Street Light Planning
	P	Road Drainage Design

murray river council

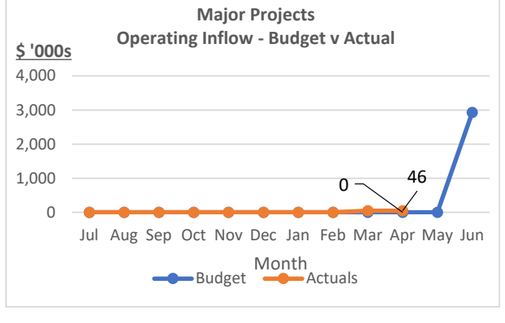
Monthly Operational Report – April 2024

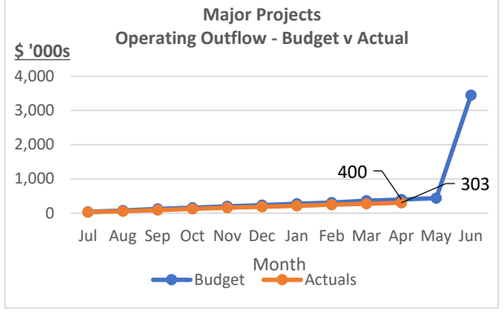
Major Projects

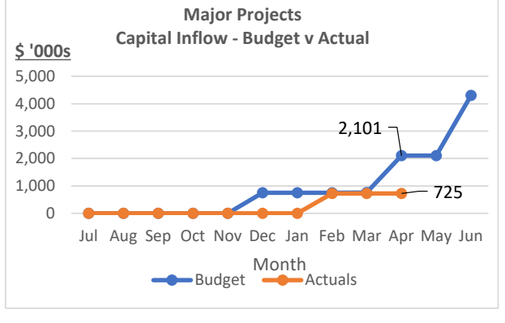
PART B: 4 Year Delivery Program and 1 Year Operational Plan

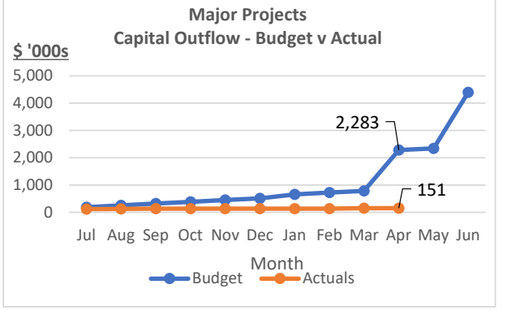
Under the 4-year Delivery Plan, the *Section* relates to Major Projects in the Built/Physical Environment to deliver infrastructure that is well planned, connected, safe and designed to support our communities, industries, and businesses. The Operations and Major Projects Directorate directly oversees 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, sewer and electrical service connections) (Regional Growth Fund/Community Building Partnership/Council)	Project complete.	🟢
Moama Foreshores Development – Riverside Retaining Walls (Regional Growth Fund/Council)	Project complete.	🟢
Sandys Road/Barber Creek Bridge (Fixing Country Bridges)	Project complete.	🟢
Frasers Road/Murrain Yarrein Creek Bridge (Fixing Country Bridges)	Project complete.	🟢
Tooranie Road/Yarrein Creek Bridge (Fixing Country Bridges)	Monitoring the water level on the Yarrein Creek. Work has been rescheduled to commence April 2024.	🟡
Murray Downs Foreshore Boat ramp and associated works (Boating Now Round 3/Council)	Delayed by very high river levels on the Murray at this location. Scheduled to resume during January 2024.	🟡
Echuca-Moama Floodplain Risk Management Study and Plan (NSW Floodplain Management Program/Council)	Public exhibition of the Draft Flood Study Report ended on 28/11/ 2023. The consultants and the Project Control Group will review the community feedback, address and close out the comments raised. Flood Study report is expected to be finalised by end of June 2024. It will then progress to the Flood Risk Management Study and Plan, expected to be completed by December 2023.	🟡
River Estate and Jamieson Levee Upgrade Detailed Investigation and Design	Project complete.	🟢
River Estate Levee Upgrade	Project received $1,645,945 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	🟡
Moama major overland flow flood study	Project received $141,429 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	
Moulamein flood study review	Project received $108,428 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	
Moulamein Water Treatment Ring Levee, Riverine/Stormwater Backflow Prevention and upgrade of points of weakness in the levee	Preparation for procurement of survey, REF, and Design in progress. Funding deed has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	🟡
Design for Barham Sewage Treatment Upgrade	Review of Environmental Factors (REF), Topographical survey in progress. Request for Tender for design consultants has closed. NSW Department of Public Works accepted the offer to undertake the design for the project.	🟡
Condition assessment of Murray Irrigation Limited Structures on the road network for Murray River Council, Edward River Council, Murrumbidgee Council,	Funding deed for $3.8M has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	

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

PART E: Business as Usual

Nothing to report.

PART F: Service Metrics

Nothing to report.

Date	Customer Compliant	Action Undertaken	🔴🟡🟢
	Nil		

Risk Management

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

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

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

**MANAGER HAS LEFT POSITION

murray river council Monthly Operational Report – April 2024 **Plant, Fleet and Stores**

PART A: Section Accountabilities and Team Roles

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

Accountabilities

Number	SBPO	Accountability
	B	Purchasing Outdoor Supplies
	B	Plant, Fleet & Equipment Administration
	B	Light Motor Vehicles (White)
	B	Toll & Fleet
	B	Testing of Pressure Vessels
	B	RFS Asset Management
	B	Plant, Vehicle & Equipment (Yellow) Management
	P	Light Motor Vehicle (White)
	P	Plant, Vehicle & Equipment (Yellow)
	P	Plant, Fleet & Equipment Administration
	P	Toll & Fleet Arrangements
	P	Testing of Pressure Vessels
	P	Depot Management Projects
	O	Purchasing Delivery Service
	O	Purchase of Waste Plant, Fleet & Equipment
	O	Plant, Fleet & Equipment Stakeholder Consultation & Engagement
	O	Chair Plant and Heavy Fleet Liaison Committee
	O	Purchase of Outdoor Plant Vehicle & Equipment (Yellow)
	O	Management and Maintenance of Light Motor Vehicles (White)
	O	Toll & Fleet Arrangements
	O	Depot Maintenance
	O	Purchase of Light Motor Vehicles (White)
	O	Management of Pool Vehicles
	O	Plant, Fleet & Equipment Administration

Accountabilities

Number	SBPO	Accountability
	O	RFS Vehicle Maintenance
	O	Maintenance of Plant, Fleet and Equipment

Accountabilities

Number	SBPO	Accountability
	O	Stores and Procurement Services

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

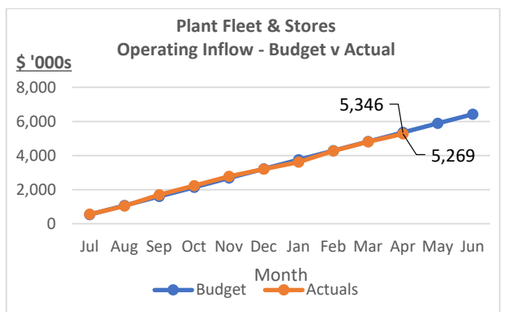
Under the 4 year Delivery Plan, the *Section* relates to: effective provision and management of plant, fleet, equipment, and stores. The Infrastructure Directorate directly oversees the delivery of these outcomes; largely as an internal service provider.

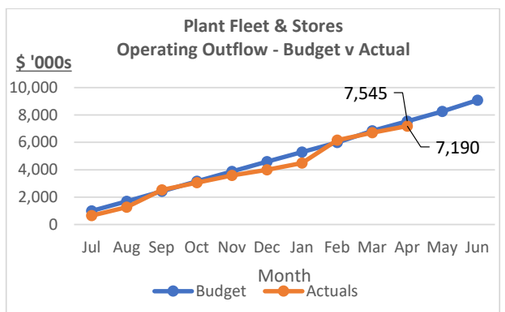
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	Year 2	Year 3	Year 4	Comments	
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management. 7.10 – Gradual retirement of vehicles with Internal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

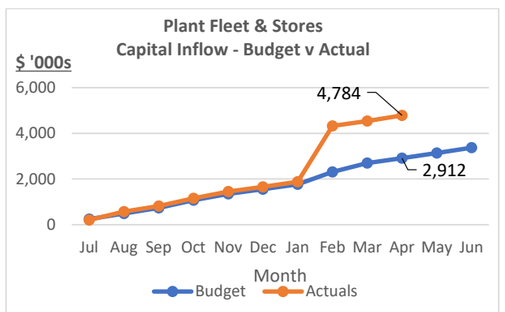
murray river council Monthly Operational Report – April 2024

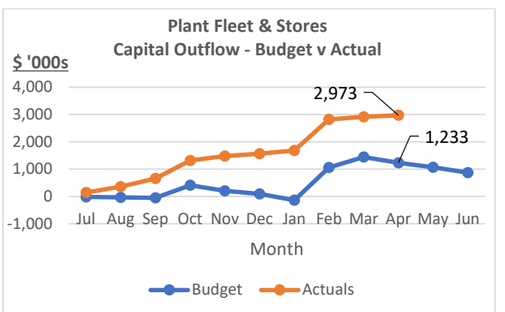
Plant, Fleet and Stores

PART C: Financial Outcomes









April fuel costs in line with QBR2 and QBR3.
Some delays with delivery of capital assets expected in March and April means that May and June will see significant capital expenditure – timing difference only.
Caterpillar Grader for Barham/Moulamein works teams due in mid-May.
8 x 5 Tandem Trailer for Barham/Moulamein region Emergency Recovery function due at the end of May.
JA Cox Combination Roller for Barham/Moulamein works teams due at the end of May.
2 x ISUZU D-Max utilities for Water Services teams due early June.
RAV4 Hybrid Wagon for Building Surveyor, Moama due mid-June.

PART D: Project Status

2023-24 Asset Replacement Plan on track.

PART E: Business as Usual

New Mitsubishi Outlander Wagon for Senior Town Planner received in April 2024.
Utility vehicle stolen from Water Service employee's residence in Barham at the end of March was recovered in Gippsland, Victoria in April. Vehicle was involved in an accident and was damaged and is being assessed to be written-off. Vehicle was due to be replaced in June, so Water Service team have been able to rearrange their fleet to cover this loss for April and May.

murray river council Monthly Operational Report – April 2024 **Plant, Fleet and Stores**

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

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

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

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

murray river council

Monthly Operational Report – April 2024

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 repair on:
Roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, street scaping, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.

Accountabilities

Number	*SBPO*	*Accountability*
	B	Hazardous Spills Presentation
	B	Flood Preparation
	B	Kerb & Guttering
	B	Driveways and Crossovers
	B	Town Maintenance Areas
	B	GPS in Graders
	B	Grant Funding Applications for Roads
	B	Ancillary Transport Infrastructure
	B	Traffic Management
	B	Regional Road Repair Program
	B	Road to Recovery Program
	B	Heavy Vehicle Permits
	B	Road Cleaning Management
	B	Transport for NSW Services
	B	Bridge Maintenance
	B	Management of Local Traffic during an Emergency
	B	Bridge Capital Works
	B	Streetlights
	B	Geotechnical Infrastructure and Soil Testing
	B	Works Project and Safety Plans

Project Engineers

This role is responsible for the supervision and management of construction and maintenance activities for the Works program including road construction, drainage constructions and contractual subdivision construction. Management of construction and maintenance activities as instructed by Transport for NSW (TfNSW) including fulfilling Murray River Council's commitment to the Road Maintenance Council Contract (RMCC). In partnership with Works Coordinators, ensure deliverables and outputs from staff and contractors involved in the Works Program are in accordance with works packages, legislation and Murray River Council Policy and Procedures.

Accountabilities

Number	*SBPO*	*Accountability*
	P	Road Drainage
	P	Works Projects and Safety Plans
	P	Regional Road Repair Program
	P	Kerb and Guttering
	P	Pathways
	P	Road Safety Programs
	P	Sealed Road Delivery
	P	Public Parking
	P	Town Maintenance (Public Furniture and Transport)
	P	Traffic Management
	P	Road to Recovery
	P	Ancillary Transport Infrastructure
	O	RMS RMCC
	O	Automated Road Cleaning
	O	Traffic Management Planning
	O	Pipe Culverts and Storm Water

Soils Laboratory Supervisor

This role 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.

Accountabilities

Number	*SBPO*	*Accountability*
	B	Gravel Pits
	P	Gravel Pits
	P	Soil Testing & Geotechnical Infrastructure
	O	Gravel Pits
	O	Soil Testing
	O	Quality of Road Works (Soil)
	O	Traffic Surveys

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.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Application Reviews for heavy vehicle permits
	O	Psychological Road Safety
	O	Grant Funding applications for Road Safety

Works Superintendents

This role 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*
	P	Local Traffic Emergency Management
	P	Depot Management Projects
	O	Street Light Reporting and Complaints
	O	Internal Construction Material Disposal
	O	Rural Road Program
	O	Major Traffic Incident Delivery
	O	Sealed Road Program
	O	Regional Road Repair Program
	O	Levee Banks
	O	Traffic Management
	O	Implementation and Close out of Works
	O	Maintenance of Rear Lanes/Car Parks
	O	Flood Preparation
	O	Pathways
	O	Private Roads
	O	Ancillary Transport Infrastructure
	O	Town Furniture (Public Furniture and Transport)

| | | |

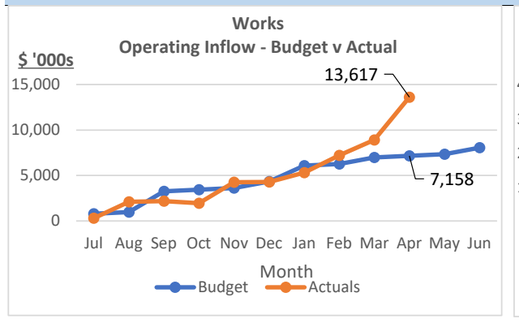
murray river council Monthly Operational Report – April 2024 **Works**

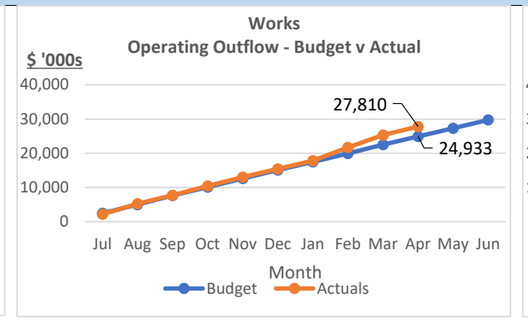
1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver, Partner	(DP 1.2.2) Investigate options to use recycled materials in more projects across Council.	B: MWCS P: MWCS O:MWCS	✓	✓	✓	✓	In progress. Crushed concrete is used extensively at Transfer Stations and landfills to improve access. Other divisions of Council are continuously encouraged to assess the merits of recycled products for use in projects and services. Road pavement materials are recycled in reconstruction projects and if any materials are required to be removed, this can be reused at Council's water facilities. Reviewing Project Management Framework to incorporate into future projects.	●
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment 1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1. A) Progress the Moama West Drainage Strategy as development grows.	B: MW P: MIP O: MW	✓	✓			Ongoing, however due to the recent floods, which has delayed the completion of the Echuca Moama Flood Study, the development of this strategy has been put on hold. Once findings from the flood study are finalised, the review of the Moama drainage strategy will recommence (likely to be during the next CSP / DP). The pending Housing Strategy will also impact on this.	●
	Deliver	(DP 1.3.1.B) Construction of the Moulamein Levee	B: MW P: MIP O: CW		✓	✓		Planning works in progress.	●
	Deliver	(DP 1.3.1.C) Investigate and progress stormwater infrastructure upgrades across the region	B: MW P: PE O: CW	✓	✓	✓		Ongoing. Upgrades incorporated into any road reconstruction projects as required.	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles. 3.5 – Lighting upgrades & improvements									
LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves). (S DI)	Deliver	(DP 3.5.1) Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting.	B: MW P: SE O: Authority	✓	✓	✓	✓	Ongoing. LED lighting implemented in new works / subdivisions through the Essential Energy Section 45 notice. Sports grounds and courts are done. Some parks and reserves to be completed. Parks and Open Space Strategy being updated to reflect lighting upgrades to LED or solar.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all. 6.1 – Cycle, foot and other pathways									
Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity. (S DI)	Deliver	(DP 6.1.1) Develop and begin implementation of a Pathways Plan for implementation across the LGA.	B: MW P: PE O: Consultants	✓	✓	✓	✓	Ongoing. Investigating further funding avenues through Get Active NSW. Submission made for strategy funding.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all. 6.2 – Improved and consistent road signage across the region.									
Develop a plan to focus on updating road and pathway signage across the region (S DI)	Deliver	(DP 6.2.1) Develop and begin implementation of consistent and accurate signage across Council's roads and pathways	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council's roads and pathways for renewal.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all. 6.3 – Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer).									
Work with community to plan and deliver a parking options report and delivery plan for the whole of Council. (S DI)	Deliver	(DP 6.3.1) Develop and begin implementation of parking options plan for all of Council.	B: MW P: SE O: CW		✓	✓	✓	Ongoing. Planning for a parking trial in Moama nearing completion.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all. 6.4 – Local road & drainage options									

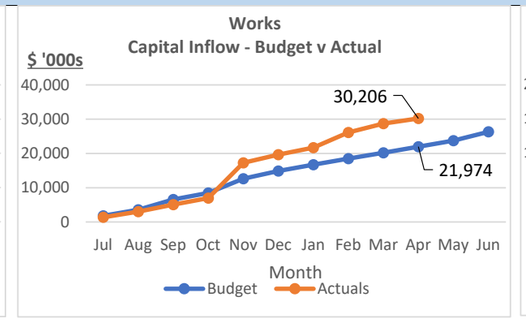
murray river council Monthly Operational Report – April 2024 **Works**

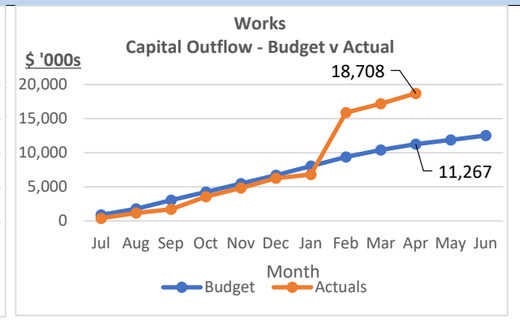
Develop and implement a roads and drainage program of works. (S DI)	Deliver	(DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. 2023/24 reviewed monthly. Current survey and design package will include projects to be included in future program of works.	●
Sensitive design of roads to consider environmental factors, accessibility and amenity. (S DI)	Deliver, Partner, Advocate	(DP 6.4.2) Ensure Prework procedures are defined and developed to take into consideration Environmental and Heritage considerations	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Use of Project Management Framework to document necessary planning and approval requirements. Completion of Project Management Plans for new works where environmental and heritage considerations are documented. Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the that the design is complainant and satisfies project consent requirements.	●
Theme 6 – Goal 3 – Advocate for improved public transport. 6.6 – Public Transport that connects towns									
Work with state governments and local transport companies to improve service and infrastructure requirements (S DI)	Advocate	(DP 6.8.1) Upgrade and installation of infrastructure as identified.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters. Planning for bus shelter installations have commenced in accordance with funding guidelines. Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities. 6.9 – Truck Parking									
Consult and apply for grant funding for upgrades and new truck parking sites. (S DI)	Deliver, Partner, Advocate	(DP 6.9.1) Work with the community and Transport NSW to identity and develop new truck parking locations and upgrade existing locations as required across the region. Moama Township Plan will be the initial priority.	B: MW P: MCE O: PE	✓	✓	✓	✓	Ongoing. Moulamein truck parking area concept plan provided and under review.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities. 6.10 – Major Road Upgrades									
Road Asset Management Plan to deliver a financially sustainable road network across the LGA. (S DI)	Deliver, Partner, Advocate	(DP 6.10.1) Road Asset Management Plan under continual renewal with a program of deliverable projects developed for roads across the region.	B: MW P: MSA O: PE	✓	✓	✓	✓	Ongoing. Current survey and design package will include projects to be included in future program of works. Current Asset Management Policy under review, with proposed changes to be incorporated for internal comment.	●
	Deliver, Partner, Advocate	(DP 6.10.2) Advocate to Transport NSW for upgrades to state and regional roads.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured for Kyalite Road widening, deed to be provided. Design of Barmah Road rehabilitation underway. Meetings with TfNSW conducted along the Cobb Highway.	●

PART C: Financial Outcomes









The outcomes of the above graphs are still in Q2 and a lot of the variances have been addressed in the QBR3 process.

murray river council Monthly Operational Report – April 2024 **Works**

Operational Revenue:

- $3.7m regarding the RMCC contract with TfNSW.
  This was budgeted low as there was little in the prior year however due to a timing issue a large portion of the previous year was made in this financial year.
  The budget was only $380k and it has been increased to $3.8m in QBR3.
- $2.3m regarding Reserve movement (is included in operational revenue) relating to the Block Grant brought into actual expended.
  Budget actual variance relates to timing.

Capital Expense:

- $2.04m in expenses regarding Fixing Local Roads 4 (i.e. Perricoota Road Resheet).
  Budget was $1.18m however has been updated to $2.045m in QBR3 due to works being moved from next financial to this.
- $10.6m in expenses regarding Regional Emergency Road Repair Fund (i.e. RERRF).
  Budget is $3.6m however has been updated to $11.23m in QBR3.

PART D: Project Status

Location	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 7.09km – 8.92km)	Finalisation	100%	Completed.	
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 2.25km – 4.0km)	Construction	90%	In progress.	Stage 1 finished. Stage 2 mixing subgrade. Scheduled for completion in late April.
Speewa	Roads to Recovery (R2R)	Speewa Road Widening & Reconstruction	Finalisation	100%	Completed.	
Barham	Roads to Recovery (R2R)	Wakool Street & Chester Street Intersection Traffic Calming	Planning	15%	In progress.	On review and feedback from adjacent properties, alternate treatment to intersection to be considered. Alternate alignment concept completed.
Various	Disaster Recovery Funding Arrangements (DRFA)	AGRN 1034 – NSW Flooding from 14 September 2022	Construction	70%	In progress.	112 out of 160 damages completed. Planning for restoration works on Maddy's Bridge in progress.
Various	Fixing Local Roads (FLR)	Pothole Repair Round 2023-2024	Finalisation	100%	Completed.	Works completed and funding exhausted. The total number of potholes completed was 8,876. Project completion report documentation submitted.
Various	Regional & Local Roads Repair Program (RLRRP) to be superseded with the Regional Emergency Roads Repair Fund (RERRF)	Regional Emergency Roads Repair Program 2023-2027	Planning / Construction	12%	In progress.	Works progressing based on variation deed, from the original approved RLRRP works. Gravel resheeting works scheduled. Heavy patching works nearing completion for 23/24FY. Detailed work plan submitted to TfNSW, comments provided and revision in progress.
Bunnaloo	Fixing Local Roads Round 4 (FLR4)	Perricoota Road, Bunnaloo	Finalisation	98%	In progress.	Works completed, six (6) months ahead of the required completion date. Project completion documentation in progress.
Kyalite	Co-funded Fixing Country Roads Round 6 Council (55%) Block Grant (45%)	Kyalite Road Widening	Planning	2%	In progress.	Geotechnical investigations in progress. RFQ for survey and design works to be released.
Various	Block Grant	Regional Road Reseals	Construction	80%	In progress.	Works underway, to be completed in early May.
Various	Council	Urban Street Reseals	Construction	80%	In progress.	Works underway, to be completed in early May.
Various	Block Grant	Deni Barham Road Rehabilitation & Widening	Finalisation	98%	In progress.	Works completed, final project documentation and close-out to be completed.
Various	Block Grant	Barmah Road Rehabilitation & Widening	Planning	5%	In progress.	Pavement design finalised. Detail design was put on hold for a small period of time and is expected to be finalised end of May or start of June.
Thyra	Council	Thyra Road Railway Crossing Removal	Finalisation	100%	Completed.	Completed during April.

murray river council Monthly Operational Report – April 2024 **Works**

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, 11 new applications have been processed for ROPs and driveway / crossover applications.

Application	Received YTD	Completed YTD	Received Current Month	Completed Current Month	Pending / To be Completed	Application Returned for Further Information
Road Opening Permits	123	121	9	8	0	1
Driveway / Crossover Applications	56	56	2	2	0	0

Pre-pour inspections for driveways / crossovers: 30
Culvert installation inspections: 0
Pre-application consults: 8

Flood Recovery
Council has completed 112 out of 160 damages. This includes 69 Immediate Reconstruction items and 43 of 88 REPA Reconstruction items (i.e. current phase).
This includes works on the following roads.

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

murray river council Monthly Operational Report – April 2024 **Works**

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

5 Year Crash Statistics

79% of the crashes were single vehicle crashes.

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

Year	# Crashes	# Casualties
2018	28	43
2019	21	25
2020	12	18
2021	16	18
2022	9	14

Degree of crash - detailed	# Crashes	% of Total
Fatal	6	7.0%
Serious Injury	6	7.0%
Moderate Injury	25	29.1%
Minor/Other Injury	46	53.5%
Uncategorised Injury	3	3.5%

Degree of casualty - detailed	# Casualties	% of Total
Killed	6	5.1%
Seriously Injured	8	6.8%
Moderately Injured	31	26.3%
Minor/Other Injured	66	55.9%
Uncategorised Injured	7	5.9%

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

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

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.)

Barham Road rehabilitation works, under the guidance of Mick O'Toole, have been completed to a high standard, within budget and timelines. Sealing works and linemarking have now been completed (image provided below).

After great progress in the past six months, flood restoration works have slowed in recent weeks due to focus shifting to other construction requirements with a deadline of 30 June 2024. The deadline for flood restoration works is 30 June 2025 and we continue as required over the coming months, as suitable with weather and scheduling. Examples of recently completed flood rectification works are shown below.

Gayan Gunarathna has work tirelessly to deliver Council's reseals program. Works will be completed early May within some kerb and gutter works being completed prior to the final reseal locations.

Roads to Recovery has been fully expended three (3) prior to the deadline. We are also finalising project planning for future Roads to Recovery funding from 01 July 2024. Great effort from all involved on the previous round of funding and those completing works to ensure projects are ready for the new round.

Rick Keen has retired from his role as Project Engineer and we wish him all the best in his future endeavours.

Moama and Mathoura staff have complete resheeting works on Perricoota Road, six (6) months ahead of schedule. Well done to all involved in this works.

murray river council

Monthly Operational Report – April 2024

Works

Removal of redundant railway was completed on Thyra Road, with the pavement reinstated. Similar works will be completed in future years at designated locations.

Upcoming works include finalising reseals, Mathoura footpaths, Vallance Court, Moulamein footpaths, Moulamein kerb and gutter, and various maintenance and renewal works as the end of financial year is approaching.

Barham Road Rehabilitation.

North Barham Road Reseal.

murray river council Monthly Operational Report – April 2024 **Works**

Maude Road Damage.

Maude Road Rectification Works.

Balpool Road Flooding.

Balpool Road Damage.

Balpool Road Rectification Works.

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

As construction works are finishing up, focus is being shifted to increased maintenance works, including maintenance grading of unsealed roads. This time also allows for further training opportunities with a focus on Chain of Responsibility coming up in May.

murray river council

Monthly Operational Report – April 2024

Water Services

PART A: Section Accountabilities and Team Roles

Manager Water Services – Phillip Smith

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

Murray is the **Implementation Agent**

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
- Wastewater collection
- Water efficiency and reuse
- Emergency Services and After-Hours Response

Their work will include:

Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection & repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.

Accountabilities

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

Supervisor Water & Wastewater (By Location)

The supervisors of the Wastewater and Water teams are responsible for the day-to-day operations of the field staff.

Ensuring this most commonly unseen business of Council is ran effectively 24/7 365 days of the year.

Accountabilities

Number	*SBPO*	*Accountability*
	O	Storage and Disposal of Storm Water
	O	Sewerage quality improvement and maintenance service – above minimum standard
	O	Water Meters
	O	Water Quality & Reuse improvement & maintenance service – above minimum standard
	O	Raw Water Improvement and Maintenance
	O	Water Reuse improvement and maintenance
	O	SCADA
	O	Potable Water improvement and maintenance
	O	Sewerage Systems
	O	Water Quality & Reuse improvement and maintenance
	O	Testing of Pressure Vessels
	O	NSW Health Water Quality Sample Collections
	O	Cleaning of Mathoura Public Toilets Weekend/PHs

Assistant Supervisor

The assistant supervisor of the Wastewater and Water teams is responsible for all daily assistance to the supervisors as required.

Accountabilities

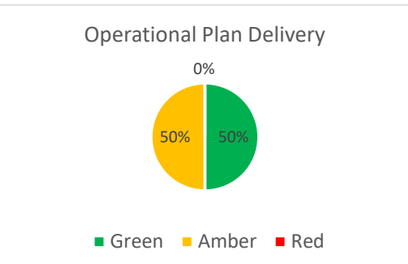
Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability

murray river council

Monthly Operational Report – April 2024

Water Services

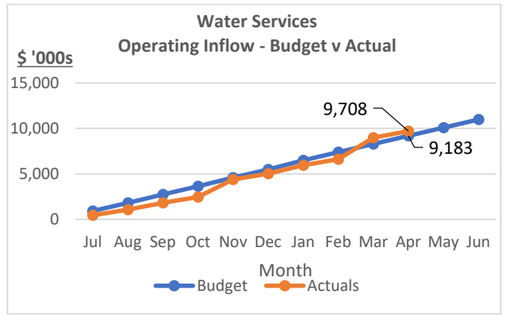
PART B: 4 Year Delivery Program and 1 Year Operational Plan

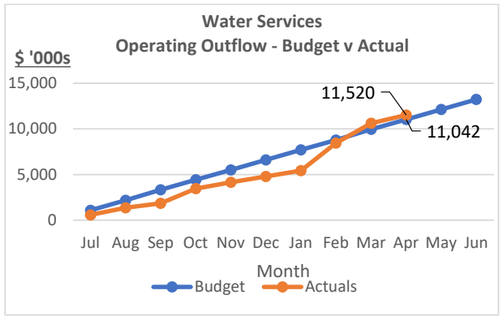


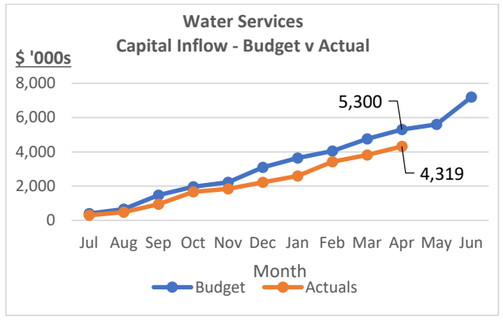
Under the 4-year Delivery Plan, the Water, Wastewater and Sewerage Section relates to: providing a safe drinking water and reliable sewerage network for our urban communities. The Director of Infrastructure directly oversees the delivery of these outcomes

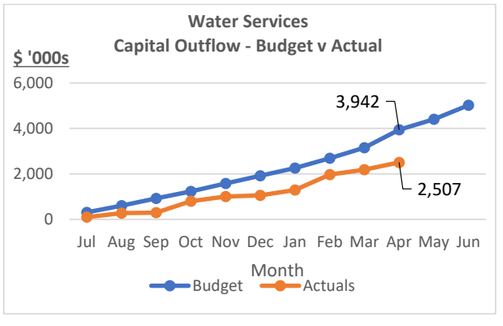
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year 1	2	3	4	Comments	
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment 1.3 - Integrated Water Cycle Management									
Review and update the Drinking Water Management System.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

PART C: Financial Outcomes



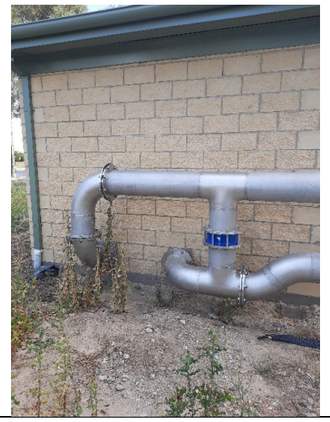






PART D: Project Status

Location & Service	Type of Work	Project Description	Status	% Works Complete	Comments
Barham Filtered water	Capital Upgrade	Booster pump for Barham Filtered water town supply. The project will result in a significant increase in water pressure for Barham residents.	Under Construction	100%	Detailed design complete. Essential valves and fittings installed to network for connection of pump. Contractor Engaged for construction of building required onsite. Slab and foundations complete. Pumps have arrived and the fittings are being fabricated. Power meter installed and pumps commissioned.

					Maintenance flushing of mains complete. 
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Complete	100%	Design is and consultation complete. Project is out to tender for construction. Tender process completed materials ordered for construction. Construction completed and network is operational.
Barham Sewer Scheme	Capital Upgrade	Design and construction of Barham Town Sewer Scheme.	Tender	50%	Tender in progress Preliminary Environmental assessment drafted. Preliminary designs under revision
Moama Sewer Scheme	Capital Upgrade	Design of the Moama Sewer treatment to support growth and sustainability.	Tender	20%	Review of strategic documents required for design tender. Draft plans and feasibility documents completed for concept designs.
Wakool water reservoir renewal	Capital Renewal	Replacement of the existing filtered water reservoir for Wakool water supply (Stage 1 of 2)	Under construction	30%	Procurement and design complete. Design finalised. Dates for construction TBC.

PART E: Business as Usual

Cleaning of sludge lagoons at Moama WTP

Barham chlorine gas dosing replacement

Odour control unit at pump station

New filtered flow meter at Mathoura WTP

Online turbidity meters

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
1/08/2023	Complaint to EPA regarding reported odour near Moama Sewer Treatment Works.	Met EPA onsite 3rd of August to investigate odour complaint. No issues to be resolved following inspection by EPA.	

murray river council Monthly Operational Report – April 2024 **Water Services**

Risk Management

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

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

- 23 leaks for found as part of the Regional Network Leakage Detection Project and fixed by Council Sater and Sewer staff.

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

- Barham's water pressure has been significantly increased with the commissioning of the new pump station at the water tower after the issue was identified through the CSP. The filtered water mains were also flushed as part of the project after notifying the community.
- Draft Augmentation plans for the Moama water treatment plant for any future black water events are being reviewed by DPIE for approval.
- Council has received funding through the Safe Secure Water Program for essential upgrades to the Moama Sewer Treatment Plant following recommendations from the Integrated Water Cycle Management Plan.
- Council received funding from Phase 3 of the Regional Network Leakage Detection Project is part of the NSW Government's $12.5 million Regional Leakage Reduction Program, which has already seen more than 14,000 kilometres of water mains surveyed and more than 3700 leaks found, saving Councils billions of litres of lost water this year alone."
- Council has received funding through the Regional Leakage Reduction Program for the installation and establishment of District Metered Areas for active leak detection across Council.

murray river council

Monthly Operational Report – April 2024

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.

Accountabilities

SBPO	*Accountability*
B	Revenue Task Force - Reconciliation of Phase II of the Program
B	Planning stakeholder interaction
P	Project delivery of RTF recommendations

murray river council

Monthly Operational Report – April 2024

Strategic Property Specialist

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

N/A

PART C: Financial Outcomes

N/A

PART D: Project Status

The contract for sale of 44 Nyang Street, Moulamein has been signed by both parties, with settlement due on 17 June, 2024.

murray river council

Monthly Operational Report – April 2024

Strategic Property Specialist

Moulamein Aerodrome site remains advertised for sale through agent.
18 Regent Street, Moama (old Moama Pre-school site) has been approved for disposal through an open market approach of Expression of Interest or competitive direct sale at the March Council Meeting. Expression of interest process to be completed inhouse and expected to be advertised during May, with closure date in early June.
Planning Proposal for reclassification of 22 land parcels from Community to Operational for correct classification for drainage sites received from Habitat Planning. Councillor Workshop to discuss details of proposal to occur on 14 May.
Planning Proposal for reclassification of 19 land parcels from Community to Operational to enable greater future potential for the land received from Habitat Planning. Councillor Workshop to discuss details of proposal to occur on 14 May.
Council Report to be presented to May Council meeting seeking resolution to submit Planning Proposal to the NSW Department of Planning and Environment to seek reclassification of the land parcels and DPE gateway determination.

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)

murray river council

Monthly Operational Report – April 2024

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.

Provide effective volunteer management for all volunteers of Council. Ensures all obligations regarding National Volunteer Standards and the WH&S Act are met. Work collaboratively with volunteer groups to ensure their involvement contributes to and extends the capacity of Council.

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

Accountabilities

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

Community Recovery Officer – Elle Brain

Work Collaboratively with and support communities to continue to recover after the February 2022 Floods. Work with the community to identify needs, develop local recovery programs, assist in accessing information and resources and provide leadership and community capacity building.

Accountabilities

SBPO	*Accountability*
P	Community Recovery
O	Support Community Recovery

murray river council Monthly Operational Report – April 2024

Local Committees (S355s)

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

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

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

PROJECT STATUS

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

- The instruments of delegation will provide clarity around responsibilities for committees and council.
- Provide knowledge to committees about the functions they are legally able to undertake pursuant to the Local Government Act.
- Regular User Group Agreements will ensure all User Groups are aware of their limitations and responsibilities in regard to the facility they use/hire.

A suite of meeting templates with instructions have been developed.
An administration timeline has been drawn up – this document will outline committees and councils' obligations and ensure all administration tasks are completed consistently.
A suite of Volunteer documents has been developed to ensure council maintains clear oversight and sound governance in regard to all volunteers working for council.
Instruments of Delegation (Management Agreements) are currently being negotiated with Recreation Reserve Committees, Moama Lions Community Village & Mathoura Retirement Village
A tool to track all tasks/requests made by committees has been implemented and is now being used by all council officers who work with committees. This has increased effective communication between officers, MLC and Committees.
Community Recovery Officer, funded by NSW Reconstruction Authority has been appointed. CRO has tapped into other Council CROs for the networking opportunity. Commenced mapping services that support community members during and after a natural disaster.
CRO is attending S355 meetings with MLC to begin the process of community engagement before moving out into the wider community.

Business as Usual

Manager of Local connections continues to meet with all Section 355 Committees.

- Koraleigh Hall & Recreation Reserve Committee Meeting
- Barham Recreation Reserve Committee Meeting
- Barham School of Arts Committee Meeting
- Caldwell Hall Committee.
- Bunnaloo Recreation & hall Committee
- MLC has met with representatives from the Mathoura Retirement Village
- Moama Lions Community Village

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

- Friends of the Botanical Gardens
- Several volunteer applications have been received and processed. These applications were from existing volunteers who have now been registered to ensure Council is meeting sound governance standards.
- One S355 committee has been dissolved at the request of the committee.
- The first instrument of Delegation has been accepted and signed off by the Moama Lions Community Village Committee.

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	

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

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

Internal Audit Framework

Version #1

Based on the Office of Local Government's Risk Management & Internal Audit for Local Government in NSW Guidelines – November 2023

murray river council

Internal Audit Framework

Version #1

TABLE OF CONTENTS

1. INTRODUCTION 4
2. PURPOSE/ BACKGROUND 5
3. SCOPE 5
4. LEGISLATION 5
FRAMEWORK
5. GUIDING PRINCIPLES 6
5.1 General 6
5.2 Audit, Risk and Improvement Committee (ARIC) 6
5.3 Risk Management 6
5.4 Internal Audit 7
5.5 Independence 7
5.6 Resourcing 8
5.7 Internal Audit Charter 8
5.8 Terms of Reference 8
5.9 Delegation 9
6. STRUCTURE 9
6.1 In-House Internal Audit Function 10
6.2 Outsourced Internal Function 10
6.3 Size and Composition 12
6.4 Criteria for ARIC Members 12
6.5 Eligibility 13
7. APPOINTMENT 15
7.1 Skills Mix 15
7.2 Letter of Appointment 15
7.3 Induction 16
8. MEMBERSHIP TERMS 16
8.1 Voting Members 16
8.2 Chair 17
8.3 Councillor Member 17
8.4 Reappointment 17
9. RESIGNATION OF COMMITTEE MEMBERS 18
10. DISMISSAL OF COMMITTEE MEMBERS 18
10.1 Dismissal Criteria 18
10.2 Councillor Member 18
11. FEES and CHARGES 18
11.1 Superannuation 19
11.2 Travel 19
12. INSURANCE 19
13. LEARNING and DEVELOPMENT 19
14. CONDUCT 20
15. MEETINGS 20
15.1 Proxies 21
15.2 Quorum and Voting 21
15.3 Agendas 21
15.4 Papers 21
15.5 Minutes 21
15.6 Attendance of Observers 22

15.7 Private Meetings 22
16. CONFIDENTIALITY 22
17. SECRETARIAT 22
18 ROLES and RESPONSIBILITIES 23
18.1 Role of Council 23
18.2 Role of the CEO 23
18.3 Role of the Committee as a Whole 24
18.4 Role of the Committee Members 26
18.5 Role of Internal Audit Coordinator and Internal Audit Function 28
18.6 Role of the External Providers 29
18.7 Role of the External Auditors 29
19. SPECIFIC AREAS OF REVIEW 30
19.1 Audit 30
19.2 Risk Management 31
19.3 Improvement 34
20. ANNUAL ATTESTATION 35
21. MONITORING 36
22. ACCESS TO COUNCIL, EMPLOYEES, RESOURCES and INFORMATION 36
22.1 Council Employees 36
22.2 Council Resources and Information 36
22.3 External Advice 37
23. DISPUTES 37
24. WORKPLANS 37
24.1 Strategic Workplan 37
24.2 Annual Workplan 38
24.3 Performance Measure 38
25. PROVIDING ADVICE 39
25.1 Quarterly Updates 39
25.2 Annual Assessment 40
25.3 Annual Assurance Meeting 41
25.4 Strategic Assessment 41
25.5 Annual Strategic Assurance Meeting 43
26. REVIEW OF PERFORMANCE 43
27. INTERNAL AUDIT ACTIVITIES 44
27.1 Performing Internal Audits 44
27.2 Audit Reports 46
27.3 On-going Monitoring 46
27.4 Policies and Procedures 46
28. INTERNAL AUDIT DOCUMENTS 46
29. REPORTING CONCERNS ABOUT COUNCILLORS OR COUNCIL EMPLOYEES 47
30 MONITORING 47
30.1 Accountability 47
30.2 Exemptions 47
21. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYMS 48
32. DOCUMENT CONTROL 49

Appendix 1 – Further Resources 50

murray river council

Internal Audit Framework

Version #1

1. INTRODUCTION

Under Section 428A of Local Government Act 1993, each Council must have an Audit, Risk and Improvement Committee (ARIC or the Committee) to independently review and provide advice to Council regarding the following aspects of Council's operations:

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by Council, and
- Any other matters prescribed by the regulation (i.e. internal audit).

The Local Government Act 1993 (the 'Act'), the Local Government (General) Regulation 2021 (the 'Regulation') and the Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines) require each Council in NSW to have:

- An ARIC that continuously reviews and provides independent advice to Council on how it is functioning and managing risk;
- A robust Risk Management Framework that accurately identifies and mitigates the risks facing Council and its operations; and
- An effective internal audit function that provides independent advice as to whether Council is functioning effectively and Council's internal controls to manage risk are working.

These three (3) mandatory governance mechanisms are key to ensuring that Council is doing things the best they can for their communities and are on track to delivering their community's goals and objectives.

Communities themselves will ultimately be the greatest beneficiaries.

If implemented effectively, ARIC, risk management and internal audit will lead to Council:

- Achieving their strategic objectives in the most efficient, effective and economical manner;
- Having better and more efficient levels of service delivery;
- Having increased accountability and transparency;
- Achieving better decision-making and having the confidence to make difficult decisions;
- Having increased financial stability;
- Achieving and maintaining compliance with all laws, regulations, internal policies and procedures; and
- Better safeguarding their public assets.

The Committee must also provide information to Council for the purpose of improving Council's performance of its functions.

The ARIC and Council are to agree on the specific activities the Committee is to review based on Council's needs, risks and business functions.

2. PURPOSE / BACKGROUND

This Framework has been developed to assist Murray River Council (MRC) to comply with statutory requirements under the Act and the Regulation.

It also seeks to strengthen risk management and internal audit practices by setting a minimum standard that reflects a 'best practice' approach.

The three core requirements reflect international standards and the recommendations and opinions of internal audit practitioners, Councils, Councillors, ARIC members, risk management practitioners, government agencies, experts and community members.

This Framework is based on the Office of Local Government's Risk Management & Internal Audit for Local Government in NSW Guidelines – November 2023 that replaces the NSW Government's Internal Audit Guidelines for Local Government in NSW issued in 2010.

3. SCOPE

MRC's ARIC has an advisory and assurance role only.

The ARIC will exercise no administrative functions, delegated financial responsibilities or any management functions for Council.

The Committee will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by Council employees, relevant external bodies and other subject matter experts.

4. LEGISLATION

- Local Government Act 1993 (NSW)
- Local Government (General) Regulations 2021 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- Public Interest Disclosures Act 1994 (NSW)
- Superannuation Guarantee (Administration) Act 1992 (CTH)

FRAMEWORK

The Act and the Regulation provide the statutory foundations and prescribe the desired outcomes for the three (3) mandatory governance mechanisms - Council's ARIC, Risk Management Framework and the internal audit function.

The Regulation prescribes the following requirements in relation to the membership and operations of Council's ARIC:

- Council, must by resolution, appoint an ARIC comprising of a Chair and at least two or more other persons as voting members of the Committee (Section 216 C).
- The Chair and Independent Members of Council's ARIC must satisfy the independence and eligibility criteria prescribed by the Regulation (Sections 216 D, 216 E and 216 F).
- Council must not appoint a person to be the Chair or an Independent Member of Council's ARIC unless they satisfy the independence and eligibility criteria.
- Council may appoint one Councillor as a non-voting member of its ARIC (Section 216 C). A Councillor appointed as a non-voting member of the ARIC should satisfy the eligibility criteria for Councillor members of Committees (Section 216 M).
- For the purposes of Section 428A (2) (i) of the Act, Council's ARIC are to keep under review internal audit activities (Section 216 M).
- Council must adopt by resolution, a Terms of Reference for their ARIC that are consistent with the OLG's Model Terms of Reference for Committees approved by the Departmental Chief Executive. (Section 216 K).

- Council's ARIC must exercise its functions in accordance with the Terms of Reference adopted by Council (Section 216 K).
- Council must provide their ARIC with such access to the CEO, other senior management of Council and any information and resources of Council as may be necessary for the Committee to exercise its functions (Section 216 L).

5. GUIDING PRINCIPLES

5.1. GENERAL

The guiding principles of Section 8A, 8B and 8C the Act requires MRC to carry out its functions in a way that provides the best possible value for residents and ratepayers.

The guiding principles also specify Council is to:

- Spend money responsibly and sustainably and align general revenue and expenses;
- Invest in responsible and sustainable infrastructure for the benefit of the local community;
- Effectively manage their finances and assets and have sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices;
- Ensure the current generation, funds the cost of its services and achieves intergenerational equity; and
- Manage risks to the local community area and/or Council effectively and proactively.

5.2. AUDIT, RISK & IMPROVEMENT COMMITTEE

- The ARIC is independent of Council;
- The Committee is equipped with the relevant expertise and has access to Council resources and information necessary to fulfil its role and responsibilities effectively;
- Council receives relevant and timely advice and assurance from the Committee on the matters listed in Section 428A of the Act;
- The work of the Committee is thoroughly planned and executed, risk-based and linked to Council's strategic goals;
- The Committee adds value to Council and is accountable to Council for its performance; and
- Council is accountable to the community for complying with statutory requirements and this Framework relating to the Committee.

5.3 RISK MANAGEMENT

- Council must accept responsibility and accountability for risk management in Council;
- Council has a Risk Management Framework that is appropriate for Murray River Council (MRC) and is regularly monitored and reviewed to ensure it is relevant, effective and is consistent with the accepted Australian risk management standard;
- Risk management is an integral part of all Council management, operations, functions and activities and it is clear who is responsible for managing each risk;
- Council supports the development of a positive risk culture;
- Council regularly review their Risk Management Framework and can flexibly adapt their risk management activities to suit their operations and risk profiles;
- Council is accountable to the community for complying with its statutory obligation to adopt and maintain a Risk Management Framework; and
- Council continually adapts and improves the design of its Risk Management Framework and how it is integrated throughout Council to help move to a higher level of risk maturity.

5.4 INTERNAL AUDIT

- The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for Council and provides an independent unbiased assessment of Council's operations and risk and control activities;
- The internal audit function has access to all Council information necessary to fulfil its role and responsibilities;
- The internal audit function is appropriately positioned in Council's Governance Framework to ensure its work complements the work of other internal and external assurance providers;
- The internal audit function has a comprehensive work plan linked to Council's strategic objectives and current and emerging risks;
- The ARIC receives relevant and timely advice from the internal audit function to ensure the Committee can fulfil its role and responsibilities;
- The internal audit function operates in a manner consistent with accepted international standards;
- The work of the internal audit function is thoroughly planned and executed, risk-based, client-focused and linked to Council's strategic goals;
- The internal audit function adds value to MRC and is held accountable by the Committee and Council for its performance; and
- Council is accountable to the community for the effective implementation of its internal audit function.

5.5 INDEPENDENCE

Council must ensure that the Chair and Independent Members of Council's ARIC meet the independence criteria (Section 6.4.1 of this Framework)

Given the need to maintain the independence and objectivity of the internal audit function, the following boundaries are to apply with respect to the role of the internal audit function in relation to Council's Risk Management Framework:

- It is to be clear that Council management remains responsible for risk management;
- The internal audit function is to provide advice, challenge and support management's decision-making, as opposed to taking risk management decisions themselves;
- The internal audit function should not:
  - Manage any of the risks on behalf of Council;
  - Set Council's risk criteria/appetite;
  - Impose risk management processes;
  - Decide or implement risk responses; and/or
  - Be held accountable for risk management activities.

Council has an internal audit function that provides an independent unbiased assessment of Council's operations and risk and control activities.

Council's internal audit function must operate independently of Council and internal audit activities cannot be subject to direction by Council.

To ensure that the internal audit function remains independent from Council management it must have a dual reporting line that reports:

- Administratively to the CEO or a sufficiently senior role in Council to ensure the internal audit function fulfils its responsibilities; and
- Functionally to the ARIC.

5.6 RESOURCING

Council and the CEO must ensure that Council's ARIC, risk management and internal audit functions are sufficiently resourced to effectively carry out its work.

To ensure that Council and/or CEO makes informed budgeting decisions, the ARIC is to advise the resources it considers that Council needs to provide to effectively implement its function, the Risk Management Framework and the delivery of internal audit functions, having regard to any budgetary constraints facing Council and Council's operational environment.

The ARIC Chair should be consulted on the resourcing required.

The ARIC's resourcing recommendations are to be minuted by the Committee.

These resources will include the necessary:

- Human resources (with appropriate skills and experience);
- Technology, equipment, tools and information management systems;
- Documented processes and procedures; and
- Professional development and training.

ARIC's resourcing recommendations are to be minuted by the Committee.

5.7 INTERNAL AUDIT CHARTER

It is important that Council's internal audit function has clear guidance on how it should support the ARIC and Council. The Committee and Council has input into how the internal audit function will operate.

This will ensure there is clarity in the relationships between the ARIC, Council and the Internal Auditor/s and that the performance of the internal audit function can be assessed.

The Regulation (Section 216 O) requires each Council to adopt an Internal Audit Charter to guide how internal audits will be undertaken by Council that is consistent with the approved OLG's Model Internal Audit Charter.

The Internal Audit Charter is to be developed by the ARIC, in consultation with the CEO and the Internal Audit Coordinator (IA Coordinator) and approved by resolution of Council.

Council may include additional provisions in their Internal Audit Charter so long as they are not inconsistent with the approved OLG's Model Internal Audit Charter.

The ARIC is to review Council's Internal Audit Charter annually in consultation with the CEO and the IA Coordinator.

5.8 TERMS OF REFERENCE

It is important that each ARIC has clear guidance on how it should serve Council and that Council has input into how the Committee will operate given its investment.

This will ensure clarity in the relationship between Council and the ARIC and that Council can measure the Committee's performance.

The Regulations (Section 216 K) requires Council's ARIC to operate according to a Terms of Reference that are consistent with the approved OLG's Model Terms of Reference.

The ARIC's Terms of Reference can include additional provisions that are not inconsistent with the approved OLG's Model Terms of Reference or other requirements.

The Terms of Reference are to be approved by resolution of Council and reviewed annually by the ARIC. Additionally the Terms of Reference must be reviewed and readopted once each Council term by Council.

5.9 DELEGATION

The CEO can, in consultation with Council and the ARIC, delegate their functions in relation to the oversight of Council's internal audit function to another role in Council that is sufficiently senior to ensure the internal audit function meets its responsibilities.

In making a delegation, consideration should be given to how the delegation will influence the internal audit function's ability to achieve the Internal Audit Charter considering the:

- Seniority and expertise of the delegate and demands placed on them by their other roles and responsibilities in Council;
- Support available to the delegate to successfully execute their delegation in relation to internal audit;
- Complexity of Council's core business;
- Risk profile of Council;
- Expectations of stakeholders; and
- Likely demands placed on the internal audit function.

6. STRUCTURE

Each Council will have different ARIC requirements depending on the Council's size, needs, budget and the complexity of its operations.

For this reason, Council can either:

- Establish an ARIC for their exclusive use; or
- Share their committee with another Council, County Council or Joint Organisation.

For cost and administrative efficiency, Councils may also:

- Establish an in-house internal audit function comprising of Council employees (supplemented with contractors as may be required); and/or
- Outsource their internal audit function to an external provider/s – for example, a private sector accounting firm, internal audit firm, internal audit contractor etc.

These options will assist Council:

- To establish their internal audit function in the most cost-effective way;
- To source expert internal audit personnel in locations where it may be difficult to recruit staff with the necessary skill set;
- To access a larger resource pool than would be available to a single Council; and
- Create efficiencies through common systems, shared knowledge and internal audit tools.

When deciding the most appropriate way to structure Council's internal audit function, the CEO should consider the viability and capacity of a shared internal audit function to achieve Council's Internal Audit Charter given the:

- Size of the council in terms of both staffing levels and budget;
- Geographical and functional distribution of Council's operations;
- Complexity of Council's core business;
- Risk profile of Council;
- Expectations of stakeholders; and
- Likely demands placed on the internal audit function by other Councils in the shared arrangement.

Whatever structure is adopted, the IA Coordinator must:

- Be a Council employee and cannot be outsourced, other than through a shared arrangement with another Council; and
- Meet the eligibility and independence criteria for the position.

This is to ensure that Council retains strategic control of the internal audit function and can actively monitor its performance.

Murray River Council has opted for an independent ARIC.

6.1 IN-HOUSE INTERNAL AUDIT FUNCTION

An in-house internal audit function is one where Internal Auditor/s and other staff (where required) are employed by Council to conduct the internal audits and other activities in the ARIC's Annual Plan and four-year Strategic Work Plan.

The advantages of establishing an in-house internal audit function may include:

- Council retaining ownership of internal audit information;
- Confidentiality of sensitive information contained in audits;
- Stronger direction and oversight by Council of the internal audit function with more direct control over the quality of audits conducted;
- Internal Auditor/s having Council-specific knowledge and experience that delivers better audit results;
- Greater agility to respond quickly to emerging issues; and
- The retention of corporate knowledge within Council.

Disadvantages may include:

- Challenges attracting and retaining suitable staff;
- Specialist skills may not be available in- house;
- Reduced flexibility; and
- The need to provide Council facilities and office space for internal audit personnel.

Councils that establish an in-house internal audit function are not limited to employing staff members and can supplement the internal audit team's work with audits undertaken by external providers where necessary.

6.2 OUTSOURCED INTERNAL AUDIT FUNCTION

Where Council outsources their internal audit function, the internal audits programmed by the ARIC are undertaken by an external provider such as an internal audit or accounting firm, or an individual practitioner.

Contract management is overseen by an employee within Council.

The advantages of using external providers for internal audit activities may include:

- Flexibility;
- Access to a wide range of expertise and experience that Council may not otherwise have in-house;
- Provides a window to better practice methods for smaller Councils they may otherwise find difficult to access;
- The ability to purchase services as and when required;
- Can increase internal audit's independence from Council;
- Overcoming challenges recruiting a head of an internal audit function and internal audit staff; and
- Potential to negotiate lower fee-for-service costs.

Disadvantages may include:

- Increased costs;
- Potential loss of corporate knowledge from Council;
- Difficulty building and maintaining professional relationships between Council management and external contractors;
- Reduced oversight and control of internal audit activities;
- Additional in-house staff time required to source and manage external providers and contracts;
- The external provider lacking Council specific knowledge ;
- IA Coordinator is unlikely to be audit trained and may not have the knowledge to ensure audit quality is maintained; and
- Potential confidentiality breaches.

Given their size, resources, geographical isolation and risk profiles, rural and smaller regional Councils are encouraged, at a minimum, to establish an outsourced internal audit function.

Murray River Council has opted for an outsourced internal audit function.

Chair

The Chair of an ARIC overseeing an outsourced internal audit function is likely to have greater responsibilities than a Chair overseeing an in-house internal audit function. Because the coordinator of an outsourced internal audit function is largely a coordination/administrative role.

The Chair and the Independent Members of the ARIC will do much of the 'heavy lifting' and will be the primary source of advice on the findings and recommendations of audits conducted by the external provider and assurance to Council.

Councils that establish an outsourced internal audit function must ensure that their ARIC has the capacity and capability to undertake this enhanced role.

Internal Audit Coordinator

Compared to the coordinator of an in-house internal audit function which directly conducts or supervises internal audits and provides opinions and recommendations to the ARIC, the IA Coordinator of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

External provider/s

It is important that any external provider engaged by Council is independent and can objectively assess and report on the way council operates.

To ensure the independence of an external provider, the IA Coordinator of an outsourced internal audit function must ensure the external provider:

- Does not conduct any audits on specific Council operations or areas that they have worked on within the last two (2) years;
- Is not the same auditor conducting Council's external audit;
- Is not the auditor of any contractors of Council that may be subject to the internal audit; and
- Can satisfy the requirements in the Guidelines relating to internal audit.

The IA Coordinator of the outsourced internal audit function must also consult with the ARIC and the CEO regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by Council.

6.3 SIZE AND COMPOSITION

Murray River Council is required to have an ARIC that is appropriate for Council's size, risk profile, operational complexity, resources and its ability to attract suitably qualified Independent and Councillor Members.

At a minimum, the ARIC must comprise of the following:

- An independent Chair who meets the independence criteria and the eligibility criteria for Committee Chairs prescribed by the Regulation (and Section 6.4 and 6.5 of this Framework); and
- At least two Independent Members who meet the independence criteria and the eligibility criteria for independent Members prescribed by the Regulation (Section 6.4 and 6.5 of this Framework).

Council also has the option of appointing one non-voting Councillor member to their Committee who meets the eligibility criteria for Councillor Members of Committees.

The Mayor cannot be appointed as a Councillor Member of Council's ARIC.

The size and composition requirements of a Committee are the same whether the Committee is established by a Council for its exclusive use or as part of a shared arrangement.

Council can establish larger Committees and appoint more Committee Members than the minimum required should they choose to do so but may only appoint one non-voting Councillor member.

Council is to determine the exact size of the ARIC in consultation with the Chair of the Committee and CEO, taking into account the needs and risk profile of Council and likely workload of the Committee.

6.4 CRITERIA FOR ARIC MEMBERS

6.4.1 INDEPENDENCE

The Chair and all Independent Members of ARIC must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide Council with robust, objective and unbiased advice about how Council is functioning.

The Chair and Independent Members **must not**:

- Currently be a Councillor of any NSW Council;
- Be a non-voting representative of the board of the Joint Organisation;
- Be a candidate at the last election of Council;
- Be a person who has held office in Council during its previous term;
- Be currently employed by Council or Joint Organisation, or been employed during the last 12 months;
- Conduct audits of Council on behalf of the Audit Office of NSW;
- Have a close personal or business relationship with a Councillor or a person who has a senior role in Council that may lead to a real or perceived conflict of interest;
- Currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to Council which directly affect subjects or issues considered by the ARIC;
- Be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with Council or a related entity which could be considered a real or perceived conflict of interest; or
- Currently or have previously acted as an advocate of a material interest on behalf of Council or a related entity which could be considered a real or perceived conflict of interest.

Current employees of Council may serve as an Independent Member of another Council's ARIC but not as it's Chair.

Current Council employees may only serve on another Council's ARIC if they meet the independence and eligibility criteria for membership of the Committee and their employer is not participating in a shared arrangement with the other Council in relation to the ARIC or the internal audit function.

The CEO will require the approval of Council, under Section 353 of the Act, before they can serve as an Independent Member of another Council's ARIC. Other Council employees will require the approval of the CEO.

Both Council and the CEO must ensure that adequate procedures are in place to preserve the independence of the Chair and Members of the ARIC.

Likewise, the Chair and Independent Members must notify Council and/or the CEO if a real or perceived threat to their independence arises.

6.5 ELIGIBILITY

The person/s appointed as the Chair or an Independent Member of the ARIC must possess the skills, knowledge and experience necessary to undertake their roles on the Committee effectively and to ensure the Committee can operate appropriately and effectively to support Council.

A poorly skilled ARIC may not be able to provide the assurance needed by Council and may lead to sub-optimal outcomes that jeopardise Council's capacity to achieve its strategic objectives.

The following eligibility criteria for the ARIC Chair and Independent Members reflect the minimum standards persons must meet to be appointed as the Chair or Member of Council's ARIC.

Council may require the ARIC Chair and Independent Members to satisfy more onerous eligibility criteria if they choose to do so.

6.5.1 CHAIRS

In addition to meeting the independence requirements specified in Section 6.4.1, the ARIC Chair must satisfy the following minimum eligibility criteria to be appointed as a Chair. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

The ARIC Chair must demonstrate the following:

- Leadership qualities and the ability to promote effective working relationships in complex organisations;
- An ability to communicate complex and sensitive assessments in a tactful manner to the IA Coordinator, CEO, senior management and the Mayor and Councillors;
- A sound understanding of:
  - The principles of good organisational governance and capacity to understand local government accountability, including financial reporting;
  - The business of Council or the environment in which it operates;
  - Internal audit operations, including selection and review of Council's Internal Auditor/s; and
  - Risk management principles.
- Extensive senior level experience in governance and management of complex organisations, an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- Functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;
- A capacity to form independent judgements and a willingness to constructively challenge/question management practices and information, and

- A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of the Chair of an ARIC.

Desirable criteria

Possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)) is desirable.

6.5.2 INDEPENDENT MEMBERS

In addition to meeting the independence requirements specified in Section 6.4.1, Independent Members of an ARIC must satisfy the following eligibility criteria to be appointed as an Independent Member. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

Independent Members of the ARIC must demonstrate the following:

- An ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- Functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;
- A capacity to form independent judgements and willingness to constructively challenge/question management practices and information;
- A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of an Independent Member of an ARIC; and
- Preparedness to undertake any training on the operation of an ARIC, recommended by the Chair, based on their assessment of the skills, knowledge and experience of the Independent Member.

Desirable criteria

Ideally, Independent Members of the ARIC should also meet the following criteria, but these are not essential:

- Extensive senior level experience in governance and management of complex organisations; and
- Possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)).

Criminal record and financial status checks

Council must undertake a criminal record and a financial status (bankruptcy) check of the ARIC Chair and Independent Members before their appointment.

The ARIC Chair and Independent Members must not be undischarged bankrupts or have been charged with or convicted of a serious criminal offence.

6.5.3 COUNCILLOR MEMBERS

To be appointed as a non-voting ARIC member a Councillor must demonstrate the following:

- An ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- A good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;

- A capacity to form independent judgements and willingness to constructively challenge/question management practices and information;
- A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a Councillor Member of an ARIC; and
- Preparedness to undertake any training on the operation of an ARIC, recommended by the Chair, based on their assessment of the skills, knowledge and experience of Councillor Member.

The Mayor cannot be appointed as a Councillor member of Council's ARIC.

7. APPOINTMENT

The ARIC Chair and Independent Members are appointed by a resolution of Council.

Council should first appoint the ARIC Chair, who is to then assist in the selection and appointment of the other Independent Members.

7.1 SKILLS MIX

When selecting individual ARIC members, Council should ensure the Committee has the appropriate mix of skills, knowledge and experience necessary to successfully implement its Terms of Reference and add value to Council.

The ARIC should have:

- At least one member with financial expertise (for example, a qualified Accountant or Auditor or other financial professional with experience of financial and accounting matters); and
- A mix of skills and experience in:
  - Business
  - Financial and legal compliance
  - Risk management, and
  - Internal audit, and
  - Any specialised business operations of Council, where the Committee would benefit from having a member with skills or experience in this area (for example, IT skills or experience where IT systems have an important role in Council's business).

All ARIC members should have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the annual financial statements.

Each Independent Member should also have sufficient time to devote to their responsibilities as an ARIC member.

Where possible, Council should ensure that at least one other ARIC member is also qualified to act as the Chair if this is ever required.

7.2 LETTER OF APPOINTMENT

The appointment of the Chair and Independent Members of the ARIC is to be formalised in an official letter of appointment signed by the Mayor.

The letter of appointment should set out the terms and conditions of the appointment including:

- Duration of appointment;
- Role and responsibilities;
- Timing and location of meetings;
- Time commitment;
- Remuneration;

- The management of conflicts of interest;
- Confidentiality;
- Performance appraisal; and
- Termination of appointment.

7.3 INDUCTION

Induction of all new ARIC members is vital to ensure they 'hit the ground running' in their role.

The Chair is to provide a thorough induction to each new member of the ARIC to ensure they understand:

- The Committee's role, responsibilities and Terms of Reference;
- The business, operations, culture, risks and controls of Council; and
- The expectations of Council about their responsibilities and performance.

This will include providing new members with any background information or documentation necessary to ensure they understand the work of the ARIC. It may also be appropriate for more detailed information or presentations to be provided from various senior staff to assist the new member to understand the operations of Council and any key challenges.

New ARIC members also have an obligation to ensure that they have an appropriate understanding of Council, including its:

- Operations, functions, service delivery
- Key areas of risk
- Internal controls, and
- Financial reporting systems.

The Mayor, CEO and existing Chair (where appropriate) will induct a new Chair.

8. MEMBERSHIP TERMS

8.1 VOTING MEMBERS

To ensure the ARIC continues to offer new perspectives and remains independent, it is important that Independent Members are rotated periodically to maintain a fresh approach and avoid any perceptions of bias or conflicts of interest.

Council is to ensure that the Chair and Independent Members serve the following time-limited terms, Under Section 216 G of the Regulation, to facilitate a rotation of knowledge and perspectives.

The initial term of membership on an ARIC is to be not more than four (4) years.

ARIC members can be reappointed for a further term, of up to four (4) years, but the total period of continuous membership on the Committee cannot exceed eight (8) years (two terms). This includes any term as Chair of the Committee.

Chairs or Independent Members who have served an eight (8) year term must have a two (2) year break from serving on the Murray River Council's ARIC before being eligible to be appointed to Council's ARIC again.

Care is to be taken to ensure that membership renewal dates are staggered so knowledge of Council's operations, financial reporting structure and other important aspects are not lost to the ARIC when members change.

Ideally, no more than one (1) member should leave the Committee because of rotation in any one year.

Exemptions

If Council is unable to replace the Chair or Independent Members of its ARIC when their maximum term limit has been reached, Council can seek the approval of the Departmental Chief Executive to extend their term or to reappoint the Chair or Independent Member for a further term. (see section 216G of the Regulation)

Council's request must:

- Be in writing
- Describe the efforts Council has made to appoint a different member, and
- Explain why Council has been unsuccessful.

Exemptions will only be granted in exceptional circumstances.

8.2 CHAIR

To ensure that the Committee maintains a fresh approach, the initial term of a Chair of an ARIC on any one ARIC is four (4) years (one term).

The Chair can be reappointed as Chair for up to one (1) further term, but the total period served by a Chair on the same Committee cannot exceed eight (8) years (two terms).

Where the Chair's term expires and another Chair is appointed, it is the responsibility of the outgoing Chair to ensure the incoming Chair is fully briefed on the ongoing work of the ARIC.

This includes advising the incoming Chair of:

- Any activity that may be relevant to the ongoing functioning of the Committee, and
- Any outstanding matters of high risk to Council and outstanding audit recommendations.

8.3 COUNCILLOR MEMBERS

The initial term of a Councillor member of an ARIC is four (4) years, coinciding the with term of Council.

Councillor Member can be reappointed for another term (i.e. four-years), if re-elected at Council's next ordinary election, but the total period of continuous membership on the Committee cannot exceed eight (8) years (two terms).

Councillor Member is to be appointed by Council at the first meeting of Council after the ordinary election.

Councillor Member's term ends at the end of Council term.

8.4 REAPPOINTMENT

Prior to approving the reappointment or extension of the Chair or an Independent Member's term, Council must undertake an assessment of the Chair's, Independent and Councillor Member's performance.

Council may engage an external reviewer to undertake this assessment if they choose.

In undertaking the assessment, Council, or any person appointed to undertake the assessment on behalf of Council, must consult with and consider the views of the Chair (in the case of the reappointment or extension of the term of Independent and/or Councillor Member other than the Chair), the CEO and any Councillor Member of the Committee.

Council, or any person appointed to undertake the assessment on behalf of Council, should also consider whether the person's skills, knowledge and experience align with Council's requirements, as set out in the Committee's Terms of Reference and four (4) year Strategic Workplan (Section 24 of this Framework), to ensure that they continue to add value to the Committee.

The reappointment of the Chair, Independent and/or Councillor Member is also subject to that person still meeting independence and eligibility requirements.

9. RESIGNATION OF COMMITTEE MEMBERS

Where the Chair or an Independent Member of an ARIC is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give sufficient notice to the Chair (in the case of a Committee Member) and Council (in the case of the Chair) prior to their resignation to enable Council to ensure a smooth transition to a new Independent Member or Chair.

The notice period would ideally be a minimum of two (2) months.

An Independent Member of the ARIC should have the opportunity to have an exit meeting with the Chair to discuss their reason for leaving and to provide feedback on their experience serving on the Committee as well as any other issues.

A resigning Chair should have the opportunity to have an exit meeting with the Mayor and CEO (if appropriate).

10. DISMISSAL OF COMMITTEE MEMBERS

The Council can terminate the appointment of the Chair and any member of the ARIC by resolution before the expiry of their terms under certain circumstances.

The dismissal of the Chair or an Independent Member of a Committee is to be reported to the Office of Local Government within 28 days. (Section 216 H of the Regulation).

10.1 DISMISSAL CRITERIA

The Chair or an Independent Member of the ARIC can be dismissed by Council before the expiry of their term where they have:

- Breached Council's Code of Conduct;
- Performed unsatisfactorily or not to expectations;
- Declared, or are found to be in, a position of a conflict of interest which is unresolvable;
- Been declared bankrupt or are found to be insolvent;
- Experienced an adverse change in business status;
- Been charged with a serious criminal offence;
- Been proven to be in serious breach of their obligations under any legislation; or
- Experienced an adverse change in capacity or capability.

10.2 COUNCILLOR MEMBERS

The appointment of a Councillor Member to an ARIC can be terminated at any time by Council by resolution.

11. FEES AND ALLOWANCES

The fees Council pays to the Chair and Independent Members of its ARIC are to be agreed between Council and the Chair or Independent Member and reflect the time, commitment and responsibility involved in serving on the Committee.

It is recommended that the fees paid to ARIC voting members is based on the same principles as those paid to the Councillors but paid on a per meeting basis.

That the payment be based on the Local Government Remuneration Tribunal's Determination and adjusted for payments made after the 1st July annually.

That the remuneration payment for each meeting by calculated as follows:

- The Chair is remunerated up to the amount equivalent to the standard monthly payment for a Murray River Council Councillor for each meeting attended.
- The Independent Members are remunerated up to the amount equivalent to 75% of the standard monthly payment for a Murray River Council Councillor for each meeting attended.

Chairs and Independent Members can serve on the ARIC on a voluntary basis if they choose to.

11.1 SUPERANNUATION

Council is obliged under the Superannuation Guarantee (Administration) Act 1992 to make compulsory superannuation guarantee contributions on behalf of the ARIC Chair and Independent Members, where they are remunerated.

11.2 TRAVEL

Council **will not** provide overseas travel for members of the Committee.

Travel to attend ARIC meeting will be paid.

Allowance for the use of a private vehicle will be reimbursed by kilometre at the rate paid to Councillors.

Details of any claim for travel should be invoiced to Council – including date, distance and the purpose of the travel being claimed – valid receipts (not EFPOS) should be attached where relevant.

Council will not pay any traffic or parking infringements.

12. INSURANCE

Section 382 of the Act, states that Council must make arrangement for its adequate insurance against public and professional liability. The Public and Professional Liability Policy, held by Council, indicates that members of any Committee established by Council under the Act or any other enabling legislation are covered.

Insurance protection is only provided if a claim arise out of or in connection with the Chair or Independent Member's performance of his/her ARIC duties, or when exercising the functions as a member. All insurances are subject to any limitation or conditions as set out in the Policy.

13. LEARNING AND DEVELOPMENT

The Chair and Independent Members are encouraged to keep informed of current developments and to maintain and develop the skills, knowledge and capabilities necessary to exercise their functions effectively.

Several professional development networks and programs are available, for example, through organisations such as:

- The Institute of Internal Auditors
- The Australian Institute of Company Directors
- Chartered Accountants Australia and New Zealand
- The Actuaries Institute, and the
- Local Government Professionals Association.

The Chair and Independent Members are also encouraged to serve on more than one local government Committee to extend the breadth of their experience and understanding of Councils and their operations and risks.

Attendance at conferences, professional development, or travel for ARIC business by the Chair or Independent Members is to be approved in advance by the CEO.

The application must be in writing and outline:

- Details of the proposed professional development;
- Relevance of the topics and presenters to current Council and ARIC priorities and business and the exercise of Committee duties;
- Cost of the conference or seminar; and
- Available budget.

Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at training, conferences or seminars preapproved by Council. Council will also meet the reasonable costs of meals when they are not included in the conference fees.

Accommodation and any other costs incurred will be booked by Council.

When such costs are paid by Council and the ARIC member does not attend the conference or seminar, then the individual shall be personally liable to repay all amount paid by Council.

The Councillor member should have ARIC matters listed in their professional development plan.

Preference will be given to on-line training activities.

14. CONDUCT

ARIC members are required to observe the same ethical and behavioural standards as other Council officials and must comply with Council's Code of Conduct (Committees) Policy and the Code of Conduct Procedures (collectively the Code of Conduct).

As required under Council's Code of Conduct, ARIC members must declare and appropriately manage any conflicts of interest they may have in matters being dealt with by the Committee.

Declarations of conflicts of interest and the actions taken to manage them must be recorded in the minutes of meetings.

Council has identify the Chair and Independent Members of their ARIC as 'designated persons' for the purposes of Council's Code of Conduct which requires them to complete and submit returns of interests.

Complaints in regard to breaches of Council's Code of Conduct by ARIC members are to be dealt with in accordance with the Murray River Council's Code of Conduct Procedures (the Procedures).

Under the Procedures, the CEO is responsible for managing Code of Conduct complaints about the Chair and Independent Members of the ARIC. However, as a safeguard, the CEO should consult with Council before taking disciplinary action under the Procedures against the Chair or an Independent Member of Council's ARIC.

15. MEETINGS

The ARIC must meet at least quarterly over the course of each year. (Section 216 J of the Regulation)

The ARIC Chair is to decide the frequency and timing of the Committee's meetings and plan them annually in advance to ensure the availability of all members and observers.

Generally, meetings should correspond with major phases of Council's financial reporting, external audit and internal audit cycles.

ARIC meetings should also correspond with meetings of Council and allow sufficient time between ARIC meetings and Council meetings for the Committee to action any items and prepare any reports that are to be provided to Council at the Council meeting.

ARIC meetings can be held in person, by telephone or videoconference.

Special meetings may be held, if needed, to review Council's Financial Statements prior to them being submitted to Council, or to consider the ARIC's annual or four-yearly assessments.

The ARIC can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a Committee Member or the CEO.

Council can also resolve to request the ARIC to hold an additional meeting.

Where such a request is made, the Chair can decide whether the additional meeting is required, taking into consideration the issues that Council has requested the ARIC to consider at the meeting.

The ARIC may meet up to a total of six (6) times per financial year without the need to seek permission from the Mayor to hold additional meetings.

The Chair and the Independent Members have an obligation to make every endeavour to attend all the Committee meetings – either in person of by video link.

Committee members that are aware, in advance, that they cannot attend a scheduled meeting, either in person or by video link, they should apply for a leave of absence.

If a Committee member fails to attend two (2) consecutive meetings without a leave of absence or submitting an apology for a meeting, the elected Council can, by resolution, dismiss the Committee member.

A meeting between the Chair and the Committee member should be held to discuss the non-compliance with the Framework, prior to any action taken.

15.1 PROXIES

As ARIC members are appointed on the basis of their skills, knowledge and personal qualities, proxies are not permitted to attend meetings on behalf of members who are unable to attend.

15.2 QUORUM AND VOTING

A quorum consists of a majority of ARIC voting members.

Where the vote is tied, the Chair has the casting vote.

15.3 AGENDA

Forward agenda

The Chair should prepare a 12-month forward meeting agenda to ensure that the ARIC covers all its responsibilities at the appropriate time of the year.

The forward agenda will set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed.

It will also allocate appropriate time for a review of the progress of the internal audit function against the Annual Workplan, and to follow-up the implementation of corrective actions.

Meeting agenda

The ARIC Chair is to determine the agenda for each Committee meeting.

It is recommended that the Chair consult with other Committee Members, the CEO, IA Coordinator and External Auditor prior to setting the agenda so that any urgent issues or risks that arise can be included.

15.4 PAPERS

Meeting papers, for consideration at a Committee meeting, should be distributed, wherever possible, five (5) working days prior to the scheduled meeting date.

15.5 MINUTES

Each ARIC meeting must be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

ARIC meeting minutes must:

- Include a record of attendance;
- Cover each agenda item and document the discussion held and the outcome of discussions, including any recommendations, action points and/or allocation of tasks to relevant people;
- Be approved by the Chair before circulation;
- Be provided to Committee Members, Council, the CEO, the IA Coordinator and External Auditor;

- Be provided soon after the meeting date to ensure relevant persons are made aware of any significant issues discussed at the meeting that need to be dealt with. The exact time period is to be determined by the Committee and the CEO.

The minutes must be confirmed as an accurate record of the meeting at the next meeting of the ARIC.

If any important details have been incorrectly recorded or omitted, they can be discussed and the minutes amended, prior to confirmation at a subsequent meeting.

After the minutes are confirmed as an accurate record of the meeting, they must be signed by the Chair.

All ARIC members and observers should receive a copy of the minutes of all meetings.

15.6 ATTENDANCE OF OBSERVERS

Due to the potentially sensitive nature of the issues to be discussed, ARIC meetings should not be open to the public.

In addition to ARIC members, the CEO and the IA Coordinator should attend Committee meetings as non-voting observers.

The NSW Auditor-General, as Council's External Auditor, or their representative, is to be invited to each Committee meeting as an independent non-voting observer and can choose whether to attend.

The ARIC Chair can request the following people to attend a Committee meeting or to meet with the Committee to provide additional information relevant to its role:

- Council's Chief Financial Officer (or equivalent) given their knowledge of, and responsibility for, Council's financial management;
- The head of Council's risk management function;
- Senior managers
- Any Councillor
- Any employee or contractor of Council (with the CEO's permission), and/or
- Any external independent expert or external party whose advice is needed (subject to confidentiality considerations).

These persons must attend meetings where requested and must, as far as is practicable, provide the information requested.

Observers have no voting rights at ARIC meetings and can be excluded from a meeting by the Chair of the Committee at any time where necessary.

15.7 PRIVATE MEETINGS

The ARIC can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the Committee present.

In addition to attending ARIC meetings, the Committee can meet privately at any time with the IA Coordinator and/or External Auditor without the CEO present.

16. CONFIDENTIALITY

It is at the discretion of Council to decide whether ARIC agendas, business papers, minutes and other reports are made publicly available.

Given its potential sensitivity, it is recommended that all information pertaining to the ARIC and internal audit activities is treated as confidential unless otherwise determined by the Committee or a resolution of Council.

Council and the ARIC should also consider the guiding principles of the Government Information (Public Access) Act 2009 and whether it is in the public interest to proactively disclose or release information and whether there is an overriding public interest against doing so.

17. SECRETARIAT

The CEO is to appoint a Council employee/s to provide secretariat support to the ARIC.

The main functions of this role are:

- Liaising with the Chair to prepare agendas for ARIC meetings;
- Ensure that Committee papers are of an appropriate standard and provided with enough time to allow appropriate review and consideration;
- Recording minutes of meetings;
- Providing assistance to the Chair in arranging meetings and Council site visits;
- Supporting the Chair to prepare reports for Council;
- Arranging appropriate meeting facilities and equipment;
- Keeping members informed of developments affecting Council that may relate to the work of the Committee;
- Maintaining a record of when member's terms of appointment are due for renewal or termination;
- Ensuring new members receive appropriate induction; and
- Managing expenditures relating to the Committee.

18. ROLES AND RESPONSIBILITIES

The exact nature of each ARIC's role and the specific activities it reviews on behalf of Council under Section 428A of the Act will vary depending on Council's needs, risks and business functions.

These activities are to be agreed between the ARIC and Council during the development of the Committee's Terms of Reference.

18.1 ROLE OF COUNCIL

Section 223 of the Act provides that the role and responsibilities of Council include:

- Directing and controlling the affairs of Council in accordance with the Act;
- Ensuring, as far as possible, the financial sustainability of Council;
- Ensuring, as far as possible, that Council complies with the guiding principles of the Act;
- Keeping the performance of Council under review;
- Making the decisions necessary to ensure Council properly exercises its regulatory functions;
- Being responsible for ensuring that Council acts honestly, efficiently and appropriately.
- Establishing the foundational elements of Council's Risk Management Framework and setting the 'tone at the top'; and
- Council's risk criteria/appetite is to be approved in consultation with the ARIC.

18.2 ROLE OF THE CEO

A key role of the ARIC is to act as an independent source of advice and opinion to both Council and the CEO and to act as a forum for the resolution of any disagreements between Council and internal audit function.

The CEO, in turn, also has a key role in supporting the work and effectiveness of the ARIC.

To be effective, the ARIC needs to maintain a positive working relationship with the CEO (and vice versa) and view them as a valuable source of advice and information about Council and its operations.

The ARIC Chair should meet regularly with the CEO to discuss key issues and review performance.

Section 335 of the Act provides that the CEO is responsible for:

- Conducting the day-to-day management of MRC in accordance with the strategic plans, programs, strategies and policies of Council – this includes establishing Council's organisational structure and appointing and dismissing Council employees (Section 332);
- Implementing, without undue delay, the lawful decisions of Council;
- Advising Council on the development and implementation of MRC's plans, programs, strategies and policies; and
- Ensuring that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.
    - Advising Council on the resources required for the effective functioning of the internal audit function;
    - Ensuring appropriate administrative support is provided to support the work of the internal audit function - for example, access to Council's human resources networks, payroll, work health and safety, office facilities and resources, Council information etc;
    - Ensuring that the internal audit function is appropriately positioned within Council to work with external bodies and internal business units and to fulfil its role and responsibilities;
    - Ensuring the internal audit function complies with the International Professional Practices Framework;
    - Overseeing Council's Risk Management Framework and ensuring it is effectively communicated, implemented and reviewed regularly;
    - Promoting and championing a positive risk culture; and
    - Approving Council's implementation of corrective actions recommended by Council's internal audit function, external audit and ARIC.

Sections 209 and 216 of the Regulations also requires the CEO to ensure that:

- Council complies with all legal financial obligations, including the keeping of accounting records;
- Effective measures are taken to secure the effective, efficient and economical management of financial operations within each division of Council's administration;
- Authorised and recorded procedures are established to provide effective control over Council's assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records; and
- Lines of authority and the responsibilities of members of MRC's employees for related tasks are clearly defined; and
- Annually attesting, on behalf of Council, that Council is complying with the Regulation in relation to internal audit.

The CEO has no role in the performance of the internal audit function, including the conduct of internal audits, the audit techniques used and the reporting of internal audit findings to the ARIC.

18.3 ROLE OF COMMITTEE AS A WHOLE

18.3.1 GENERAL

Section 428A of the Act requires Council to establish an ARIC to continuously review and provide independent advice to the CEO and Council on:

- Whether Council is complying with all necessary legislation, regulations and other legal requirements;
- The adequacy and effectiveness of Council's Risk Management Framework, fraud and corruption prevention activities, financial management processes, and Council's financial position and performance;

- Council's governance arrangements;
- The achievement by Council of the goals set out in Council's Community Strategic Plan, Delivery Program, Operational Plan and other strategies;
- How Council delivers services and how it could improve the performance of its functions more generally;
- The collection of performance measurement data by Council; and
- Any other matters, including internal audit functions, prescribed by the Regulation.

The Regulation prescribes the following requirements in relation to the membership and operations of Council's ARIC.

- Council must by resolution appoint an ARIC comprising of a Chair and at least two or more other persons as voting members (Known as Independent Members) of the Committee (Section 216 C).
- The Chair and the Independent Members of Council's ARIC must satisfy the independence and eligibility criteria prescribed by the Regulation (Sections 216 D, 216 E and 216 F).
- Council must not appoint a person to be the Chair or an Independent Member of Council's ARIC unless they satisfy the independence and eligibility criteria prescribed by the Regulation and specified in Section 6,4 and 6.5 of this Framework.
- Council may appoint one Councillor as a non-voting member of its ARIC (Section 216 C). Councillors appointed as a non-voting member of the ARIC should satisfy the eligibility criteria for Councillor members of the Committee.
- Council must adopt by resolution, Terms of Reference for their ARIC's and must consider the OLG's Model Terms of Reference for Committees approved by the Departmental Chief Executive contained in the Guidelines when doing so (Section 216 K).
- Council's ARIC must exercise its functions in accordance with the Terms of Reference adopted by the Council (Section 216 K).
- Council must provide their ARIC with such access to the CEO and other senior management of MRC and any information and resources of Council as may be necessary for the Committee to exercise its functions (Section 216 L).
- It is expected that each ARIC will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by council employees, relevant external bodies and other subject matter experts.

18.3.2 RISK MANAGEMENT

An ARIC's role in relation to risk management is to support Council and CEO and to ensure that Council's Risk Management Framework is appropriate, operationally effective and provide advice to Council on its operation and efficacy (Section 216 S).

The breadth and depth of this assurance role is to be determined by Council and the ARIC and could include:

- Assessing whether risks at all levels are identified, assessed and reviewed regularly by Council;
- Being involved in the regular review of Council's Risk Register;
- Reviewing the integration of risk management into business planning and program implementation activities, and/or
- Providing assurance in relation to the management of risk or governance arrangements on individual projects, programs or activities.

18.3.3 INTERNAL AUDIT

Under the Regulation (Section 216 M, 216 P & 216 R), the ARIC exercises functional oversight of a Council's internal audit function to ensure it operates independently from Council.

This means that the ARIC is responsible for:

- assisting Council to identify the resources necessary for the effective functioning of the internal audit function;
- Setting the Annual Plan and four-year Strategic Workplan for the internal audit function, including the audits that will be completed;
- Assessing the findings and recommendations of completed audits and providing the Committee's advice and opinion on issues raised to the CEO and Council;
- Developing the Internal Audit Charter that will guide the work of the internal audit function and how it operates; and
- Reviewing the performance of the internal audit function.

The Regulation (Section 216M) also requires Council's ARIC to review and provide advice on Council's internal audit activities.

The ARIC's role also extends to any entities established by or operated by Council.

The exact nature of each ARIC's role and the specific activities it reviews on behalf of Council under Section 428A of the Act will vary depending on Council's needs, risks and business functions.

These activities are to be agreed between the ARIC and Council during the development of the Committee's Terms of Reference.

The Regulation prescribes the following requirements in relation to internal audit:

- Council's internal audit functions must operate in accordance with the requirements specified in this Framework;
- Council must adopt by resolution, an Internal Audit Charter that is consistent with the OLG's Model Internal Audit Charter approved by the Departmental Chief Executive;
- Council's internal audit function must be undertaken in accordance with the Internal Audit Charter adopted by Council;
- Council's internal audit activities are to be undertaken under the oversight and direction of Council's ARIC;
- An employee appointed by the CEO to direct and coordinate internal audit activities is to report to the ARIC on those activities;
- An employee of Council appointed to direct and coordinate internal audit activities is not to be subject to direction in the performance of internal audit activities by anyone other than the ARIC;
- All internal audit personnel must have direct and unrestricted access to Council employees, the ARIC and Council information and resources necessary to undertake their role and responsibilities;
- The CEO must consult with the Chair of Council's ARIC on any decision affecting the employment of the employee appointed to direct and coordinate Council's internal audit activities and must consider the Chair's views before making the decision; and
- The ARIC must review the performance and efficacy of Council's internal audit activities once in each term of Council and report to Council on the outcome of its review and make recommendations.

18.4 ROLE OF COMMITTEE MEMBERS

18.4.1 CHAIR

The position of the Chair of an ARIC is pivotal to the Committee's effectiveness and is the focal point for the Committee's relationship with Council, the internal audit function and External Auditor.

The Chair acts as the interface between the ARIC and the CEO and other staff, Council, the External Auditor and the internal audit function.

Any individual ARIC member who wishes to meet with the CEO or Council to discuss any issues relating to the Committee's responsibilities is to do so through the Chair of the Committee, and vice versa.

To be successful in their role, a Chair must:

- Have strong leadership qualities;
- Have the personal courage to raise and deal with tough issues and express opinions frankly and to support the Independent and Councillor Members to do the same;
- Be able to recommend the appointment of Independent Members to Council;
- Maintain effective working relationships between Independent Members and with Council;
- Keep Council and CEO informed and brief them on the strategic and technical aspects of internal audits and risk and control issues;
- Lead effective Committee meetings including:
  - Planning for and setting agendas for meetings, ensuring Independent and Councillor Members are adequately informed of matters to be considered prior to meetings and allowing sufficient time for discussion of those matters at the meeting;
  - Ensuring the meeting runs smoothly and that the views of members are heard;
  - Focus the Committee's deliberations on the most important issues;
  - Seek the input of advisers, observers and other experts to maximise Committee deliberations; and
  - Summarise discussion outcomes and actions, including assigning responsibility and timeframes for actions;
- Maintain an effective working relationship with Council's External Auditor;
- Oversee the internal audit function and be alert to external accountability and internal audit concerns;
- Act in the best interests of Council;
- Arrange for all Committee Members to maintain an up-to-date knowledge of Council and its activities, including any financial or regulatory developments; and
- Know the strengths and weaknesses of the Committee and individual Members and how this may affect the opinions of the Committee.

18.4.2 INDEPENDENT MEMBERS

Independent Members of the ARIC are expected to be able to assess information provided to them about Council and to identify and assess key risks and issues.

Each member should be capable of making a valuable contribution to the Committee.

To be successful in their role, a member must:

- Take a professional approach to their responsibilities, including an appropriate commitment of time and effort;

- Know the business, culture and values of Council and take the time to understand changes that affect how Council operates and its risks;
- Have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the annual financial statements;
- Understand the role of the Committee and the expectations of Council;
- Act in the best interests of Council;
- Be a good communicator and build effective relationships with Council, the Independent and Councillor Members and the IA Coordinator, and
- Have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry.

18.4.3 COUNCILLOR MEMBERS

The Councillor Member of the ARIC are non-voting members of the Committee. This is to ensure that decision making by the Committee is independent of Council.

The Councillor Member of Committee act as an important link between Council and the Committee.

Their role is to:

- Relay to the Committee any concerns Council may have regarding Council and issues being considered by the Committee;
- Provide insights into local issues and the strategic priorities of Council that would add value to the Committee's consideration of agenda items;
- Advise Council (as necessary) of the work of the Committee and any issues arising from it; and
- Assist Council to review the performance of the Committee each Council term.

Issues or information the Councillor Member raise with or provide the ARIC must relate to the matters listed in Section 428A of the Act, the Committee's Terms of Reference and issues being considered by the Committee.

ARIC's Councillor Member is not entitled to receive information about ARIC activities outside of established reporting requirements and must conduct themselves in a non-partisan and professional manner.

The Councillor Member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

Where a Councillor member of an ARICs engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair may recommend to Council, that Councillor member be removed from membership of the Committee.

Where Council does not agree to the Chair's recommendation, it must give reasons for its decision in writing to the Chair.

18.5 ROLE OF THE INTERNAL AUDIT COORDINATOR and INTERNAL AUDIT FUNCTION

The head of the internal audit function, the IA Coordinator, of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

The key responsibilities of any Council employee assigned responsibility for leading an outsourced internal audit function include:

- Contract management;
- Managing the internal audit budget;
- Ensuring the external provider completes internal audits in line with the ARIC's Annual Plan and four-year Strategic Work Plan;
- Forwarding audit reports by the Internal Auditor/s to the ARIC;

- Acting as a liaison between the Internal Auditor/s and the ARIC;
- Monitoring Council's implementation of corrective actions that arise from the findings of audits and reporting progress to the ARIC, and
- Assisting the ARIC to ensure Council's internal audit activities comply with this Framework;

To fulfil these responsibilities, the IA Coordinator:

- Reports functionally to the ARIC;
- Must be free from conflicts of interest;
- Must be a Council employee and cannot be outsourced, other than through a shared arrangement with another Council, county Council or joint organisation – this is to ensure that Council retains control of the internal audit function and is able to actively monitor the performance of the external provider;
- Should possess the following skills, knowledge and experience to effectively carry out their role:
  - A good understanding of the work of ARICs and internal audit; and
  - The skills, knowledge and personal qualities necessary to manage Council's contract with the external provider and liaise between the external provider and the ARIC.

As a Council employee, the IA Coordinator must comply with all relevant Council policies and procedures, including Council's Code of Conduct.

The ARIC should maintain a strong, positive relationship with Council's internal audit function and view it as a significant source of information about what is going on in Council.

The internal audit function can also assist the ARIC to develop the Annual Workplan and four (4) year Strategic Workplan that will guide the Committee's and internal audit function's work.

The ARIC Chair should routinely meet with Council employees undertaking internal audit activities to discuss key issues and review performance if needed.

Dual responsibilities

Where the IA Coordinator has a dual role in a Council, they are to remain independent and report functionally to the ARIC in relation to their internal audit responsibilities.

For other Council responsibilities, the IA Coordinator reports functionally through normal Council reporting lines to the CEO.

Council can combine the IA Coordinator's role with other responsibilities provided there are adequate safeguards put in place by Council to limit any real or perceived bias or conflicts of interest.

Depending on the specific needs and circumstances of Council, safeguards could include:

- Any potential issues or conflicts of interest arising from a dual role being formally documented in Council's Internal Audit Charter;
- The IA Coordinator not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- The Committee including an assessment of the independence and objectivity (for internal audit purposes) of the IA Coordinator in their Annual Assessment report to Council.

18.6 ROLE OF INTERNAL AUDITOR/S

It is important that any Internal Auditor/s, engaged by Council, is independent and can objectively assess and report on the way Council operates.

To ensure the independence of an Internal Auditor/s, the IA Coordinator must ensure that they:

- Do not conduct any audits on specific Council operations or areas that they have worked on within the last two (2) years;

- Is not the same auditor conducting Council's external audit (Audit Office appointed);
- Is not the auditor of any contractors of Council that may be subject to the internal audit; and
- Can satisfy the requirements in this Framework relating to internal audit.

The IA Coordinator must also consult with the ARIC and CEO regarding the appropriateness of the skills, knowledge and experience of any Internal Auditors before they are engaged by Council.

18.7 EXTERNAL AUDITORS

There are strong linkages between the work of Council's ARIC and their External Auditor. The Committee should actively engage with the External Auditor.

Council's External Auditor can offer valuable insights on issues such as the effectiveness of Council's risk, controls, financial reporting, and compliance frameworks.

For the External Auditor, communication with performance audit reports, including the implementation of audit recommendations.

The ARIC should:

- Provide input on and discuss planned financial and performance audit coverage;
- Monitor Council's responses to financial statement management letters and performance audit reports, including the implementation of audit recommendations;
- Provide advice to Council on action taken on significant issues raised in relevant External Auditor reports or better practice guides; and
- Have a voting-members only meeting with the External Auditor at least once per year so that the Committee can obtain the views of the External Auditor without internal audit or management advisers being present.

19. SPECIFIC AREAS OF REVIEW

The ARIC and Council are to agree on the specific activities the Committee is to review based on the council's needs, risks and business functions.

The following is a list of activities the ARIC and Council should consider as part of the Committee's 'audit', 'risk' and 'improvement' roles based on the requirements of section 428A of the Act.

This is not an exhaustive list and ARIC and Council are encouraged to carefully consider Council's business operations, service delivery, financial management processes, internal audit function, external accountability requirements, risk management framework, governance arrangements and integrated planning and reporting framework to maximise the advice and assistance the Committee can provide to Council.

19.1 AUDIT

INTERNAL AUDIT	
Principle	**Council has an effective internal audit function and receives maximum value from its internal audit activities.**
Legislation	Section 428A(2)(i) of the Local Government Act
Committee's role	▸ Provide overall strategic oversight of internal audit activities; ▸ Act as a forum for communication between Council, CEO, senior management, the internal audit function and external audit; ▸ Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions;

	▸ Advise the CEO and Council: ▪ Whether Council is providing the resources necessary to successfully deliver the internal audit function; ▪ If Council is complying with internal audit requirements, including compliance with the International Professional Practices Framework; ▪ If Council's Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by Council are suitable; ▪ Of the four-year Strategic Work Plan and Annual Work Plan of internal audits to be undertaken by Council's internal audit function; ▪ If Council's internal audit activities are effective, including the performance of the IA Coordinator and the internal audit function; ▪ Of the findings and recommendations of internal audits conducted and corrective actions needed to address issues raised; ▪ Of the implementation by Council of the corrective actions; ▪ On the appointment of the head of the internal audit function/ IA Coordinator and Internal Auditor/s; and ▪ If the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.

EXTERNAL AUDIT	
Principle	**Council receives maximum value from its external audit activities.**
Legislation	Section 428A(2)(i) of the Local Government Act
Committee's role	▸ Act as a forum for communication between Council, CEO, senior management, the internal audit function and external audit. ▸ Coordinate as far as is practicable, the work programs of internal audit and external audit. ▸ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided. ▸ Review all external plans and reports in respect of planned or completed audits and monitor Council's implementation of audit recommendations. ▸ Provide advice to Council and/or CEO on action taken on significant issues raised in relevant external audit reports and better practice guides.

19.2 RISK

COMPLIANCE FRAMEWORK	
Principle	**Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.**
Legislation	Section 428A(2)(a) of the Local Government Act
Committee's role	Advise the CEO and governing body of the council of the adequacy and effectiveness of Council's Compliance Framework, including: ▸ if Council has appropriately considered legal and compliance risks as part of the Council's Risk Management Framework

	▸ how Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and ▸ whether appropriate processes are in place to assess compliance.

RISK MANAGEMENT	
Principle	**Council has an effective Risk Management Framework and internal controls that successfully identify and manage the risks it faces.**
Legislation	Section 428A(2)(b) of the Local Government Act
Committee's role	Advise the CEO and Council on the following: **Risk management framework** ▸ Whether Council is providing the resources necessary to successfully implement its Risk Management Framework; ▸ If Council has in place a current and appropriate Risk Management Framework that is consistent with the Australian risk management standard; ▸ Whether Council's Risk Management Framework is adequate and effective for identifying and managing the risks Council faces, including those associated with individual projects, programs and other activities; ▸ If risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting; ▸ Of the adequacy of risk reports and documentation, for example, Council's Risk Register and risk profile; ▸ Whether a sound approach has been followed in developing risk management plans; ▸ Whether appropriate policies and procedures are in place for the management and exercise of delegations; ▸ If Council has taken steps to embed a culture that is committed to ethical and lawful behaviour; ▸ If there is a positive risk culture within Council and strong leadership that supports effective risk management; ▸ Of the adequacy of staff training and induction in risk management; ▸ How Council's risk management approach impacts on Council's insurance arrangements; ▸ Of the effectiveness of Council's management of its assets; and ▸ Of the effectiveness of business continuity arrangements, including Business Continuity Plans, Disaster Recovery Plans and the periodic testing of these plans. **Internal control framework** ▸ If the internal controls in place are appropriate for the risk Council faces; ▸ Whether Council employees are informed of their responsibilities and processes and procedures to implement controls are complied with; ▸ If Council's monitoring and review of controls, including policies and procedures, is sufficient; and ▸ If internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

FRAUD AND CORRUPTION CONTROL FRAMEWORK	
Principle	**Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.**
Legislation	Section 428A(2)(c) of the Local Government Act
Committee's role	Advise the CEO and Council of the adequacy and effectiveness of Council's fraud and corruption prevention framework and activities, including whether Council has: ▸ A Fraud and Corruption Policy; ▸ Clearly defined responsibilities for managing fraud and corruption; ▸ Risk-based preventative and detective controls; ▸ Policies, systems and processes to respond to, investigate and report suspected fraud and corruption; ▸ Employee awareness/education measures; ▸ Robust third-party management systems; ▸ Appropriate processes and systems in place to capture and effectively investigate fraud-related information; ▸ Regular review of the fraud and corruption control framework and reporting; and ▸ Implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption (ICAC).

FINANCIAL MANAGEMENT FRAMEWORK	
Principle	**Council has an effective financial management framework, sustainable financial position and positive financial performance.**
Legislation	Section 428A(2)(d) of the Local Government Act
Committee's role	Advise the CEO and governing body of Council on the following: **External accountability and financial reporting framework** ▸ If Council is complying with accounting standards and external accountability requirements; ▸ Of the appropriateness of Council's accounting policies and disclosures; ▸ Of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations; ▸ Whether Council's financial statement preparation procedures and timelines are sound; ▸ The accuracy of Council's Annual Financial Statements prior to external audit, including: ▪ Management compliance/representations; ▪ Significant accounting and reporting issues; ▪ The methods used by Council to account for significant or unusual transactions and areas of significant estimates or judgements; ▪ appropriate management signoff on the statements. ▸ If effective processes are in place to ensure financial information included in Council's Annual Report is consistent with signed financial statements. **Financial management framework** ▸ If Council's financial management processes are adequate;

	▸ The adequacy of cash management and credit card use policies and procedures; ▸ If there are adequate controls over financial processes, for example: ▪ Appropriate authorisation and approval of payments and transactions; ▪ Adequate segregation of duties; ▪ Timely reconciliation of accounts and balances; ▪ Review of unusual and high value purchases. **Financial position and performance** ▸ If policies and procedures for management review and consideration of the financial position and performance of the council are adequate. **Grants and tied funding policies and procedures** ▸ If Council's grants and tied funding policies and procedures are sound.

GOVERNANCE FRAMEWORK	
Principle	**Council has an effective governance framework to ensure it is appropriately directing and controlling the management of Council.**
Legislation	Section 428A (2) (e) of the Local Government Act
Committee's role	Advise Council and the CEO if Council's Governance Framework is sound, including Council's: ▸ Decision-making processes ; ▸ Implementation of governance policies and procedures; ▸ Reporting lines and accountability; ▸ Assignment of key roles and responsibilities; ▸ Committee structure; ▸ Management oversight responsibilities; ▸ Human resources and performance management activities; ▸ Reporting and communication activities; ▸ Technology (ICT) governance; and ▸ Management and governance of the use of data, information and knowledge.

19.3 IMPROVEMENT

STRATEGIC PLANNING	
Principle	**Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.**
Legislation	Section 428A(2)(f) of the Local Government Act
Committee's role	Advise the CEO and governing body of Council: ▸ Of the adequacy and effectiveness of Council's IP&R processes; ▸ If appropriate reporting and monitoring mechanisms are in place to measure progress against objectives; and ▸ Whether Council is successfully implementing and achieving its IP&R objectives and strategies.

SERVICE REVIEWS AND BUSINESS IMPROVEMENT

Principle	**Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.**
Legislation	Section 428A(2)(g) and Section 428A(3) of the Local Government Act
Committee's role	▸ Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies); ▸ Advise the CEO and governing body of the council: o if the council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance: ▪ If appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and ▪ How Council can improve its service delivery and Council's performance of its business and functions generally.

▸

PERFORMANCE DATA AND MEASUREMENT	
Principle	**Council's performance management framework ensures Council can measure its performance and if it is achieving its strategic goals.**
Legislation	Section 428A(2)(h) of the Local Government Act
Committee's role	Advise the CEO and Council: ▸ If Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives ▸ The performance indicators Council uses are effective, and ▸ Of the adequacy of performance data collection and reporting.

20. ANNUAL ATTESTATION

It is important that Council are accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their ARICs.

The CEO is required under the Regulation to publish an Annual Attestation Statement each year in Council's Annual Report indicating whether, during the preceding financial year, Council's ARIC, Risk Management Framework and internal audit function complied with the requirements prescribed in the Regulation.

The Regulation prescribes the following requirements in relation to attestation:

- Attestation statement signed by the CEO on Council's compliance with the requirements prescribed in the Regulation relating to the membership and operations of its ARIC, its Risk Management Framework and internal audit function (Section 216 T).
- The CEO must consult with the Chair of Council's ARIC on the content of the attestation statement and must consider the Chair's views when preparing the statement (Section 216 T).
- If the ARIC Chair disagrees with the content of the attestation statement prepared by the CEO, they may prepare their own attestation statement and submit this to the Departmental Chief Executive (section 216 T).

The Attestation Statement outlines:

- Each member of Council's ARIC and their details;
- Attestation operates to ensure that Council takes independent assurance and risk management seriously and is accountable to the community for how it has implemented these requirements; and
- Council's compliance status is to be self-assessed by the CEO, in consultation with the ARIC.

20.1 EXEMPTIONS

There may be times where Council may not be able to comply with all requirements relating to the ARIC, Risk Management Framework or internal audit function.

The Regulation exempts Council from compliance with a requirement under the Regulation in certain circumstances.

The Regulation provides that Council is not required to comply with a requirement under the Regulation where:

- Council cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact Council's budget; and
- Council cannot enter into an agreement with another Council or Joint Organisation to share the performance of activities necessary to satisfy the requirement; and
- Current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Regulation; and
- Council notifies the Departmental Chief Executive of the failure to comply with the Regulation within 28 days; and
- Council publishes a statement in its Annual Report about the non-compliance that includes details of the above matters.
- Council provides the internal audit function with direct and unrestricted access to the CEO and other staff, Council information and resources so it can fulfil its responsibilities, and
- That at least once each Council term (i.e. four years), the ARIC conducts a review of the effectiveness of Council's internal audit function.
- Council has adopted a Risk Management Framework that is consistent with current Australian risk management standards and is appropriate for Council's risks, and
- Council's ARIC reviews the implementation of Council's Risk Management Framework and issues an assessment of the effectiveness of Council's Risk Management Framework to Council each Council term.

It is important that Council is accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their ARICs.

21. MONITORING

Council's compliance with the core requirements of the Act, the Regulation and the Guidelines will be monitored by the Office of Local Government.

The NSW Auditor-General may also undertake an assurance role in monitoring Council's compliance. This may include conducting sector-wide performance audits, or compliance audits of individual councils and undertaking reviews of exemptions granted by the Departmental Chief Executive.

22. ACCESS TO COUNCIL, EMPLOYEES, RESOURCES AND INFORMATION

It is essential for the ARIC to be able to access employees and information about Council it needs to review the matters listed in Section 428A of the Act and the resources necessary to undertake its other responsibilities.

22.1 COUNCIL EMPLOYEES

Council's ARIC must have direct and unrestricted access to the CEO and senior management of Council in order to fulfil its responsibilities.

Should the ARIC need to meet with another Council employee or contractor to obtain information to undertake its role, the Chair of the Committee is to obtain permission from the CEO before inviting the employee or contractor to meet with the Committee.

Subject to the CEO's permission being given, the employee or contractor must attend.

Any disputes between the CEO and ARIC regarding access to Council employees are to be resolved by Council.

22.2 COUNCIL RESOURCES AND INFORMATION

Council's ARIC must have direct and unrestricted access to any Council resources or information it needs to fulfil its responsibilities.

In its dealings with Council, the ARIC should be mindful of the environment Council is operating in and the priorities that the CEO needs to manage.

The ARIC should therefore keep to a minimum the demands it places on Council and utilise as far as is practicable, existing information to obtain the necessary level of assurance in relation to its responsibilities.

The ARIC may only release Council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the CEO, except when it is being provided to an external investigative, audit or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

After their engagement ends with a Council, a Chair or member of an ARIC must not disclose or make use of any confidential information acquired in the course of their engagement with Council without the approval of Council.

22.3 EXTERNAL ADVICE

The ARIC can obtain any external legal or other professional/expert advice it needs to exercise its responsibilities. For example, where Council has implemented a specialised IT system, the Committee can seek the expert opinion of an IT specialist to assist its review of its implementation.

Council will set an annual budget item for external expenses for the ARIC, if this amount is expended the Committee will seek Council's permission prior to engaging further external advice.

23. DISPUTES

Members of the ARIC should maintain an effective working relationship with each other and Council and try to resolve any differences they may have professionally.

In the event of a disagreement between the ARIC and the CEO or other senior managers (for example, about findings or recommendations of audits), the dispute is to be resolved by Council.

Unresolved disputes regarding compliance with this Framework (the Guidelines) are to be referred to the Departmental Chief Executive in writing.

24. WORKPLANS

The work of Council's internal audit function will be guided by the four (4) year Strategic Workplan and Annual Workplan developed by the ARIC.

24.1 STRATEGIC WORKPLAN

It is essential that the work of the ARIC is thoroughly planned and executed to ensure that no Council activity or function is missed by the Committee and that Council receive value for money from their assurance investment.

Council's ARIC must develop a Strategic Workplan every four (4) years to ensure that all the matters listed in Section 428A of the Act are reviewed by the Committee and considered by the internal audit function when developing their risk-based program of internal audits.

The plan must be developed by the ARIC in consultation with Council, CEO, the IA Coordinator and senior managers (where appropriate) and adopted by Council at the start of Council term.

To maintain the independence of the ARIC, Council must be careful when adopting the Strategic Workplan not to direct the Committee's work over Council term.

24.1.1 CONTENT

The nature of the Strategic Workplan will be commensurate with the size and operational complexity of Council and its risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:

- The goals and expected outcomes of the ARIC for Council term;
- Key organisational issues and risks faced by Council and how the Committee will review these; and
- Key performance indicators to measure progress across Council term.

When developing Council's Strategic Workplan, the ARIC should consider at a minimum:

- Council's strategic objectives
- Risks facing Council;
- The work of other review activities or functions (for example, external and performance audits, and reviews or audits by other government agencies);
- An assurance map of Council's assurance activities which may assist to determine where the Committee's and internal audit function's work should focus; and
- Stakeholder expectations.

There should also be sufficient flexibility in the Strategic Workplan to accommodate the need for additional audits on emerging risks from time to time.

The ARIC may, in consultation with Council, vary the Strategic Workplan at any time to address new or emerging risks.

Council may also, by resolution, request the Committee to approve a variation to the Strategic Workplan. However, any decision to vary the Strategic Workplan will rest with the Committee.

When considering whether to vary the Strategic Workplan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the Strategic Workplan.

24.1.2 REVIEW

The ARIC must review the four (4) year Strategic Workplan at least annually to ensure that it is dynamic, relevant and aligns with Council's risk profile.

This will also ensure that Council remains on track with its audits and any delay in progress can be quickly addressed.

24.2 ANNUAL WORKPLAN

Council's ARIC must develop an Annual Workplan to guide its work over the forward year.

The Annual Workplan must be developed by the ARIC in consultation with Council, CEO, IA Coordinator and senior managers (where appropriate).

The Annual Workplan must be consistent with the requirements of the International Professional Practices Framework and identify:

- The internal audits that will be carried out during the year to support the work of the ARIC;
- The key goals, objectives and scope of the proposed audits;
- The resources needed for each audit (for example, staffing, budget, technology); and
- Key performance indicators to measure annual progress against.

The Annual Workplan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to Council's risks or operations.

The ARIC may, in consultation with Council vary the Annual Workplan to address new or emerging risks.

Council may also, by resolution, request the Committee to approve a variation to the Annual Workplan. However, any decision to vary the Annual Workplan will rest with the Committee.

When considering whether to vary the Annual Workplan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the Annual Workplan.

24.3 PERFORMANCE MEASUREMENT

The performance of Council's ARIC and internal audit function must be able to be assessed to measure progress and improvement.

The ARIC must establish key performance indicators for Council's four (4) year Strategic Workplan and Annual Workplan to allow Council to gauge the:

- Performance of the Committee and internal audit function and the value they are providing to Council, and
- Council's performance regarding the matters listed in Section 428A of the Act, so that Council can assess whether it is improving each Council term in these areas.

These key performance indicators are to be reviewed and refreshed by the ARIC for each Annual Workplan and four (4) year Strategic Workplan.

To ensure they reflect the changing needs of Council and the increased capacity of the Committee and internal audit function as they mature.

The CEO, in consultation with the ARIC, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

25. PROVIDING ADVICE

Ongoing reporting to the ARIC is essential to ensure that the Committee is kept informed of matters considered by the internal audit function and any emerging issues that may require reporting to Council or the CEO.

25.1 QUARTERLY UPDATES

Ongoing reporting by the ARIC to Council (and CEO) is essential for accountability and will ensure that Council is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of Council or the achievement of Council's goals and objectives.

It will also ensure strong linkages between the ARIC, Council and the CEO and lead to a better functioning assurance mechanism.

The ARIC must provide an update to Council of its activities and opinions after every Committee meeting.

The ARIC must also provide its quarterly update to the CEO to ensure they are kept informed of issues raised and can answer any questions Council may have about the Committee's opinions and recommendations.

The Mayor can request to meet with the ARIC Chair at any time to discuss any issues relating to the work of the Committee during the quarter.

The ARIC Chair can also request to meet with the Mayor at any time.

Council should, at a minimum, providing quarterly advice from the risk management function to the CEO or their delegate.

This will ensure that risks are being correctly identified, prioritised and treated, and any emerging problems are known and rectified quickly.

25.1.1 CONTENT

The nature and content of the ARIC's quarterly updates is to be determined by Council and the Committee.

As a minimum, Council will be provided a copy of the ARIC's meeting minutes. However, a more formal report for noting by Council or a face-to-face meeting between the Committee, Council and CEO to discuss important issues that have been identified, may be appropriate from time to time.

Whatever the nature and form the update takes, Council and CEO must be advised, at a minimum, of:

- Any formal resolutions of the ARIC;
- The Committee's assessment of any audits conducted, including any breaches or deficiencies in controls that require an immediate response from Council;
- Progress on the implementation of corrective actions;
- Opportunities for longer-term improvement; and
- Any key opinions or 'take-outs' from the Committee's meeting.

Should Council require additional information, a request for the information may be made to the Chair by resolution. The Chair is only required to provide the information requested by Council where the Chair is satisfied that it is reasonably necessary for Council to receive the information for the purposes of performing its functions under the Act.

Individual Councillors are not entitled to request or receive information from the Committee.

25.2 ANNUAL ASSESSMENT

25.2.1 ARIC

Council's ARIC must provide an Annual Assessment Statement to Council each year.

This will ensure that Council is fully informed of the ARIC's work, including the internal audit and risk management functions and its opinion on how Council is performing.

Council may wish to hold an extraordinary or additional meeting each year for this purpose.

- The ARIC's Annual Workplan and review priorities for the upcoming year, for the approval by resolution of Council;
- Any resourcing issues for the internal audit or risk management functions that the Committee considers Council should be informed of;
- Any updated Committee Terms of Reference, for approval by resolution by Council; and

  The CEO's annual assessment of Council's risk management function.

The Annual Assessment Statement must include:

- A summary and assessment of the work the ARIC performed to discharge its responsibilities during the preceding year;
- An overview and assessment of the work of the internal audit function;
- Progress against key performance indicators;
- Advice on the appropriateness of the Committee's Terms of Reference;
- An independent assessment and advice on the matters considered by the Committee during the year that, in the Committee's opinion, and based on the level of risk facing Council, Council should be informed of; and
- Other views or opinions on Council that the Committee wishes to share.

25.2.2 RISK MANAGEMENT

Council's risk management function is to conduct an annual self-assessment of Council's Risk Management Framework.

The annual self-assessment is to report to the CEO whether Council's Risk Management Framework:

- Complies with this Framework (the Guidelines);
- Is sufficiently resourced;
- Operates effectively, this includes whether:
  - The internal control framework appropriately reflects Council's risk criteria/appetite;
  - Risks are formally considered when developing and implementing all Council policies, programs, projects and other activities, including procurement;
  - Risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks;
  - Major risks have been identified and assessed by Council and appropriate risk treatments have been implemented that reflect Council's risk criteria;
  - Council's internal controls are effective and appropriate;
  - Council's Risk Register and risk profile are current and appropriate;
  - Risk information is captured and communicated in a timely manner across Council, enabling management and staff to carry out their responsibilities; and
  - Council's risk management policies, procedures and plans are being complied with.

The CEO should discuss the annual assessment of Council's risk management function with Council and the ARIC at Council's strategic assurance meeting held each council term.

25.2.3 INTERNAL AUDIT

The Annual Assessment is to ensure that any concerns regarding the operation of the internal audit function and compliance with the International Professional Practices Framework can be dealt with before they are identified in the four-yearly strategic review, by which time their consequences may have escalated.

An annual assessment will also encourage continuous improvement of Council's internal audit activities.

Before providing their Annual Assessment Statement to Council, the ARIC must provide a copy of its Annual Assessment Statement to the CEO to allow him/her to develop an Action Workplan to address any issues identified.

Both the ARIC's Annual Assessment Statement and the CEO's Action Plan can then be considered jointly by Council at an annual assurance meeting with the Committee and the CEO.

The ARIC is to determine the nature of this assessment. It could be conducted, for example, via a self-assessment performed by the IA Coordinator.

The Mayor, ARIC Chair and CEO can invite observers or other participants to the meeting where appropriate.

25.3 ANNUAL ASSURANCE MEETING

It would be beneficial for the ARIC, Council and the CEO to come together annually to discuss the Committee's Annual Assessment Statement of Council, how Council proposes to respond to the Committee's recommendations for corrective actions and other important internal audit and risk management matters.

Council may wish to hold an extraordinary or additional meeting each year for this purpose.

The annual assurance meeting should also discuss:

- The ARIC's Annual Workplan and review priorities for the upcoming year, for the approval by resolution of Council;
- Any resourcing issues for the internal audit or risk management functions that the Committee considers Council should be informed of;
- Any updated Committee Terms of Reference, for approval by resolution by Council, and
- The CEO's annual assessment of Council's risk management function

The Mayor, ARIC Chair and CEO can invite observers or other participants to the meeting where appropriate.

25.4 STRATEGIC ASSESSMENT

25.4.1 ARIC

Council's ARIC must provide to Council a comprehensive independent assessment every Council term (i.e. four years) of all the matters listed in Section 428A of the Act that have been reviewed during Council term.

This will ensure that Council is fully informed of Council's performance in relation to the matters specified in Section 428A of the Act and what corrective actions are required to address any issues identified.

It will also provide Council with essential information that will assist with strategic decision-making and resource allocation during the next Council term.

Before providing its Strategic Assessment Statement to Council, the ARIC must provide a copy of its report to the CEO to allow the CEO to develop an Action Plan to address any issues identified during the next Council term.

Given the ARIC's functional responsibility for the internal audit function of Council, the Committee must also develop an Action Plan for Council to address any internal audit issues identified by the Committee.

The ARIC's Strategic Assessment Statement and the Action Plan can be considered jointly by Council at a strategic assurance meeting held every four years.

25.4.2 RISK MANAGEMENT

The Regulation (Section 216C) requires Council's ARIC to keep the implementation of a Council's Risk Management Framework under review and provide advice to Council on its implementation.

Council's ARIC must provide an assessment of the effectiveness of Council's Risk Management Framework to Council each Council term, as part of the Committee's four-yearly strategic assessment.

As part of the ARIC's assessment of Council's risk management function, it should consider whether:

- Council is providing sufficient resources for risk management;
- Council's Risk Management Framework complies with the Guidelines; and
- Council's Risk Management Framework operates effectively, is being complied with and supports the achievement of Council's strategic goals and objectives.

The CEO is to develop an Action Plan for Council to address any risk management issues identified by the Committee.

The ARIC and CEO should discuss the strategic assessment and Action Plan with Council at Council's strategic assurance meeting held each Council term.

Performance Measures

To ensure the effectiveness of Council's risk management activities can be regularly monitored and reviewed, each Council must ensure that it:

- assigns performance targets to risk management activities that can be measured against goals and objectives; and
- can obtain the data needed to measure the impact of Council's Risk Management Framework.

25.4.3 INTERNAL AUDIT

Council's ARIC is to provide an assessment of the effectiveness of Council's internal audit function to the CEO and Council in each term of Council, as part of the Committee's four-yearly strategic assessment.

This assessment is to occur regardless of whether Council has established an in-house or outsourced internal audit function, as the assessment focuses on how Council has implemented its internal audit function.

As part of the ARIC's assessment of Council's internal audit function, it should consider:

- the views of an independent external party with strong knowledge of internal audit operation;
- the independence of the internal audit function;
- whether resourcing is sufficient;
- whether the internal audit function complies with this Framework (the Guidelines) and the International Professional Practices Framework;
- the appropriateness of Annual and Strategic Workplans based on the risks facing Council;
- progress against key performance indicators;
- whether the internal audit function adds value and delivers outcomes for Council; and
- the appropriateness of the Internal Audit Charter.

To ensure the views of the external party consulted are robust, the external party should have:

- strong skills, knowledge and expertise in internal audit;
- a working knowledge of the International Professional Practices Framework, and;
- no conflicts of interest that may result in bias or a lack of objectivity.

The ARIC, in consultation with the CEO, is to develop an Action Plan for Council to address any issues identified by the Committee in relation to the performance of the internal audit function.

The ARIC's strategic assessment and Action Plan is to be discussed with Council and CEO at the strategic assurance meeting held each Council term.

25.5 ANNUAL STRATEGIC ASSURANCE MEETING

It would be beneficial for the ARIC, Council and CEO to come together at the close of Council term or commencement of the new Council term to discuss the Committee's strategic assessment of Council, how Council proposes to respond to the Committee's recommendations during the next Council term and any other important internal audit and risk management issues.

This discussion can also inform the strategic plans to be made through the integrated planning and reporting process for the next Council term.

Council may wish to hold an extraordinary or additional meeting for this purpose.

The four-yearly assessment meeting could also discuss:

- The ARIC's four-year Strategic Workplan for the upcoming Council term for approval by resolution of Council;

- A four-yearly review of the Committee's Terms of Reference, for noting by Council and where applicable, an updated Terms of Reference for approval by resolution;
- Council's four-yearly review of the Committee's performance and Action Plan to address any issues identified, for approval by resolution of Council.

26 REVIEW OF PERFORMANCE

It is important that the work of the ARIC, including the internal audit function, is regularly assessed, and that the Committee is accountable for its performance.

This will ensure that the ARIC is making a valuable contribution to Council and allow Council to determine whether any changes to the Committee's Terms of Reference or membership are required and they are performing in relation to the matters listed in Section 428A of the Act.

At least once each Council term (i.e. four years), Council is to conduct a review of the effectiveness of the ARIC in conformance with the International Professional Practice Framework.

This will ensure that the ARIC is assessed consistently across all Councils and allow Council to have confidence in the work of their Committees.

To conduct the review, Council can:

- Engage a suitably qualified external assessor or peer to undertake the review; or
- Undertake the review itself and engage an external assessor or peer to conduct an independent evaluation of the findings.

The external assessor or peer should have specific skills relevant to the major risks of Council and a strong understanding of what constitutes best practice in relation to the operations and performance of ARICs.

Review Criteria

The review of the ARIC's performance must consider:

- The appropriateness of the Committee's Terms of Reference and whether these have been complied with;
- The processes and procedures undertaken by the Committee;
- The collective performance of the Committee – for example:
  - The quality and timeliness of assurance and advice provided by the Committee to Council and CEO;
  - The effectiveness of the Committee in meeting its responsibilities; and
  - The relationship and quality of communication with Council and other stakeholders;
- The individual performance of each member – for example, their:
  - Understanding of Council, its key risks and internal controls;
  - Ability to act objectively and independently;
  - Preparation for Committee meetings; and
  - Contribution to the work of the Committee through their participation in discussion and decision-making, skills and experience
- The performance of the Chair, including whether the Chair has (in addition to their performance as a member of the Committee):
  - Demonstrated positive leadership;
  - Maintained effective working relationships among ARIC members and with Council, Council's External Auditor and the internal audit function;

- Ensured Council and CEO was well informed and briefed on the strategic and technical aspects of internal audits and risk and control issues; and
- Lead effective Committee meetings.

- The way the Committee, External Auditor, Council and internal audit function work together to manage risk and support Council and how effective this is;
- Whether the Committee has effectively reviewed the matters identified in Section 428A of the Act and contributed to an improvement in these areas; and
- Whether the composition of the Committee is appropriate.

When conducting the review, Council is to consider feedback on each member's performance by the Chair and Councillor member of the Committee and the CEO.

Self-assessments by the Chair and members of the ARIC can also be used.

Council can also request the Chair of the Committee to address Council and answer any questions about the operations of the Committee.

The ARIC Chair is to develop an Action Plan for Council to address any issues identified in the performance review and present it to Council at the four yearly assessment meeting.

27. INTERNAL AUDIT ACTIVITIES

27.1 PERFORMING INTERNAL AUDITS

It is essential that Council's internal audit function performs Council's internal audits to a high and consistent standard and that the findings and recommendations that arise from audits can be relied upon by the ARIC and Council.

Council's Internal Audits must be performed in accordance with the requirements of the International Professional Practices Framework.

The internal audit tools, techniques and methodologies used by the internal audit function must be approved by the ARIC.

Where risk information or ratings are used during the internal audit process, they must be developed and applied consistently with the current Australian risk management standard.

27.2 AUDIT REPORTS

The IA Coordinator must report the findings and recommendations of Internal Audits to the ARIC when they are finalised.

The ARIC will determine whether audit reports should be distributed to Committee Members out-of-session as they are completed or at each quarterly meeting of the Committee.

Each Internal Audit report must reflect the requirements of the International Professional Practices Framework.

This includes:

- Necessary background information, including the objective and scope of the audit;
- The audit processes and methodology used;
- Findings and recommendations based on the audit's objectives, prioritised according to their level of risk;
- Recommended remedial actions to address problems identified which have been prioritised according to risk; and
- A response or Action Plan from the CEO and/or responsible senior managers of Council.

Before reports are finalised, the IA Coordinator must provide a draft of each report to the Directors for comment so that a response to each recommendation from each relevant business unit is included in the final report submitted to the ARIC.

Timeframes for management responses to Internal Audit recommendations are to be agreed between the CEO, the IA Coordinator and ARIC Chair.

Directors may reject recommended corrective action/s on reasonable grounds but should discuss their position with the IA Coordinator or the ARIC Chair before finalising Council's position with the CEO.

Reasons for rejecting the recommendation/s must be included in the final audit report.

For the recommendations that are accepted, Directors are required to ensure that:

- An Action Plan is prepared for each recommendation that assigns responsibility for implementation to a Council employee/s and timeframes for implementation;
- All corrective actions are implemented within proposed timeframes; and
- IA Coordinator is provided regular updates in relation to the implementation of the internal audit Action Plan.

Where corrective actions are not implemented within agreed timeframes, the ARIC can invite the Director to explain why implementation has not occurred and how the resulting risk is being addressed in the interim.

The ARIC can raise any concerns it may have about Council's response to internal audit reports with the CEO and in the Committee's quarterly report to Council so that they are aware of the risks posed to Council.

The IA Coordinator is to ensure that the ARIC is advised at each of the Committee's quarterly meetings of:

- The internal audits completed during that quarter;
- Progress in implementing the Annual Work Plan; and
- Progress made implementing corrective actions arising from any past internal audits.

The way this information is communicated is to be decided by the ARIC in consultation with the IA Coordinator.

27.3 ONGOING MONITORING

The IA Coordinator should establish an ongoing monitoring system to track the internal audits undertaken for Council and follow-up Council's progress in implementing corrective actions.

Key risks or emerging issues must be reported to the ARIC and CEO to ensure they can be rectified quickly before their consequences escalate.

The ARIC can raise any concerns it has that may arise between meetings with Council via an additional report where needed. The Chair of the Committee can also request to meet with the Mayor.

This will ensure that Council is kept informed of significant emerging risks posed to Council.

The IA Coordinator can meet with the ARIC Chair at any time, as necessary, between Committee meetings.

This is particularly important to ensure that any urgent or emerging issues identified by the internal audit function can be quickly reported to the ARIC for consideration and action before their consequences escalate.

27.4 POLICIES AND PROCEDURES

The CEO, in consultation with the ARIC, must develop and maintain policies and procedures to guide the operation of Council's internal audit function and the performance of internal audits.

These policies and procedures could include:

- The structure and resourcing of the internal audit function;
- How internal audits will be conducted, reported, implemented and monitored;
- Audit methodology;
- Timeframes for reporting and Council's response to recommendations;
- How any internal audit-related disputes are to be resolved;
- The internal audit function's access to Council employees, resources and information;
- How the performance of the internal audit function will be reviewed;
- Communication between the ARIC and internal audit function, and the internal audit function and the CEO; and
- Information management including document retention, security and access to audit reports.

28. INTERNAL AUDIT DOCUMENTS

Internal audit documentation includes any information or documents produced or obtained by a Council's internal audit function that relates to the internal audit activities of Council.

All internal audit documents:

- Are for internal use only, subject to the requirements of the Government Information (Public Access) Act 2009 (GIPA Act);
- Are to remain the property of Council, including where internal audit services are performed by an external provider – all rights reside with Council;
- Must be documented, retained and controlled in accordance with the International Professional Practices Framework and Council policies;
- Can be accessed by the ARIC and External Auditor without restriction;
- Can be accessed by Council by resolution, subject to the approval of the ARIC Chair (any disputes can be referred to the Office of Local Government for resolution);
- Subject to the GIPA Act, can only be released to an external party with the approval of the CEO and the ARIC Chair, except where the information is being provided to an external oversight or investigative body for the purposes of informing that agency of a matter that may warrant its attention.

Any internal audit documentation provided to any individual, including members of Council, should be treated as strictly confidential.

The ARIC Chair may refuse to provide access to internal audit documents or information to anyone who has previously released such information without authorisation.

29. REPORTING CONCERNS ABOUT COUNCILLORS OR COUNCIL EMPLOYEES

Given the nature of internal audit, there may be times when the internal audit function identifies concerns about the conduct of Council employee.

Where the IA Coordinator has concerns regarding an employee, they can:

- Raise their concerns with the ARIC Chair (if it relates to the effectiveness of the internal audit function)
- Report breaches of Council's Code of Conduct to the CEO, or by the CEO to the Mayor, as required by the Code of Conduct Procedures.
- Report their concerns through Council's Internal Reporting Policy, Customer Feedback and Complaints Management Policy or other associated protocols, and/or

- Make a public interest disclosure under the Public Interest Disclosures Act 1994 to the:
  - Independent Commission Against Corruption (concerning corrupt conduct);
  - NSW Ombudsman (concerning maladministration);
  - NSW Auditor General (concerning serious and substantial waste of public money);
  - Office of Local Government (concerning serious and substantial waste in local government and breaches of pecuniary interest obligations); and/or
  - Information and Privacy Commissioner (concerning government information contraventions).

30. MONITORING

Council's compliance with the core requirements of the Act, the Regulations and this Framework (the Guidelines) will be monitored by the Office of Local Government.

The NSW Auditor-General may also undertake an assurance role in monitoring Council's compliance. This may include conducting sector-wide performance audits, or compliance audits of individual Councils and undertaking reviews of exemptions granted by the Departmental Chief Executive.

30.1 ACCOUNTABILITY

If Council that does not comply with the Guidelines, and are not granted an exemption, they may face enforcement action under the Act.

30.2 EXEMPTIONS

There may be times where Council may not be able to comply with all requirements relating to the ARIC, Risk Management Framework or internal audit function.

In these circumstances, the Regulation confers on the Departmental Chief Executive the power to exempt Council from compliance with a requirement under the Guidelines where Council requests such an exemption.

The Regulation provides that the Departmental Chief Executive may, on an application by Council, exempt Council from compliance with a requirement under these Guidelines for such a period specified by the Departmental Chief Executive where they are satisfied that:

- Council cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact Council's budget;
- Council cannot enter into an agreement with another Council to share the performance of activities necessary to satisfy the requirement; and
- Current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Guidelines.

A Council's application to the Departmental Chief Executive for an exemption must be in the form and contain the information specified in the Guidelines.

The Regulation provides that where the Departmental Chief Executive exempts Council from compliance with a requirement under the Guidelines, Council must publish the Departmental Chief Executive's approval of the exemption in their annual report.

A Council is not prevented from applying for a further exemption when a previous exemption expires.

31. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYM

External:

- NSW Treasury - Internal Audit & Risk Management Policy for the General Government Sector
- Australian Standard - AS/NZS ISO 31000:2018 Risk Management – Guidelines
- Institute of Internal Auditors (IIA) - Standards for the Professional Practice of Internal Auditing

- Institute of Internal Auditors (IIA) - International Professional Practices Framework (IPPF) - 2024
- OLG - Model Terms of Reference for Committees approved by the Departmental Chief Executive.
- OLG - Risk Management & Internal Audit for Local Government in NSW Guidelines – November 2023 including the Model Internal Audit Charter and the Model Terms of Reference
- Local Government Remuneration Tribunal's Determination

Internal:

- MRC Policy – Code of Conduct (Committees) Policy
- MRC Policy – Risk Management Policy
- MRC Policy - Internal Reporting Policy
- MRC Policy – Customer Feedback and Complaints Management Policy
- MRC Policy – Fraud and Corruption Policy
- MRC Procedure – Code of Conduct Procedures
- MRC Document - Internal Audit Charter
- MRC Document – Risk Management Framework
- MRC Document – Risk Register
- MRC Document - Terms of Reference
- MRC Document – Attestation Statement
- MRC Document – Governance Framework
- MRC Document – Compliance Framework
- MRC Document – Annual Workplan, Annual Assessment Statement, Strategic Workplan, Strategic Assessment Statement and Action Plan.
- MRC Document – Business Continuity Plan and Disaster Recovery Plans
- MRC Document – Community Strategic Plan, Operational Plan, Delivery Plan and Annual Report.

Definitions and Acronyms:

Term	Definition
Internal Auditor/s	Out-sourced internal audits are conducted by on behalf of Council.
External Auditor/s	Appointed by the Audit Office
Internal Audit	an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. (International Professional Practices Framework)
Risk	the "effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats (AS ISO 31000:2018)
Risk Management	The coordinated activities to direct and control an organisation with regard to risk (AS ISO 31000:2018)

32. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial Issue	28 May 2024 to today	VF/19/522	

Council reserves the right to review, vary or revoke this procedure at any time
This Framework is scheduled for review in 2028.

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

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a Business Unit, position title or a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. When such changes are made the version number will be amended and an extension added (eg V#1.1)

APPENDIX 1:

FURTHER RESOURCES

ARIC

The following resources may be useful to Councils seeking more information about the establishment and operation of their ARIC.

This is not an exhaustive list but provides a useful starting point for Councils that seek to better understand what ARICs do, and how they can be supported to add maximum value to Councils.

Audit Committees – A Guide to Good Practice (3rd edition) Auditing and Assurance Standards Board, Australian Institute of Company Directors and The Institute of Internal Auditors-Australia (2017)	Provides a checklist to assess the performance of ARICs and members.
Audit Committees – A Guide to Good Practice for Local Government Victorian Government, Department of Planning and Community Development (2011)	Provides detailed information on the activities ARICs can perform in relation to external audit, financial management, risk management and internal audit.
Audit Committee Guidelines – Improving Accountability and Performance The State of Queensland (Queensland Treasury and Trade) (2012)	Provides sample: ▸ letter of appointment for ARIC members ▸ self-assessment questionnaire for Committee Members, external peer review checklist and management feedback questionnaire when assessing Committee performance, and Committee meeting agenda.
Audit Committees (RM-G2) Australian Government, Department of Finance	Provides a list of professional peak bodies Councils could contact to source ARIC members.
Chairing an Audit Committee KPMG	Provides information about the role of ARIC Chairs, particularly in relation to: ▸ leadership, and ▸ managing the work of ARIC members.
Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees Independent Commission Against Corruption (2020)	Provides information about the role of ARICs and risk management in relation to fraud and corruption.
Establishing a skills-based audit committee Institute of Internal Auditors-Australia (2020)	Provides an analysis matrix template to assess the skills mix of an ARIC when appointing Committee Members.
Guide for Audit & Risk Committees: Understanding Financial Statements NSW Treasury (2017)	Provides information on activities ARIC can undertake when reviewing financial statements.
How can audit committee members add value? Price Waterhouse Coopers (2011)	Provides a checklist for measuring the performance of ARICs.
Setting up the Audit Committee Price Waterhouse Coopers (2011)	Provides information on: ▸ how a Council might assess the financial literacy of an ARIC member, and ▸ best practice for inducting new Committee Members.

Internal Audit and Risk Management Policy for the General Government Sector (TPP-20-08) NSW Treasury (2020)	Provides information on the NSW public sector risk management and internal audit policy, including: ▸ the operation of shared ARICs in the NSW public sector ▸ matters to consider when deciding whether to enter into a shared arrangement, and ▸ recommended content for shared use agreements
Public Sector Audit Committees: Independent assurance and advice for Accountable Authorities Australian National Audit Office (2015)	Provides information about the role and functions of ARICs, including: ▸ member roles and responsibilities ▸ how to foster good relationships between Council and Committee, and ▸ checklists for: ▪ secretariat actions ▪ planning forward meeting agendas, and ▪ assessing the performance of members
Service Delivery Review: A how to manual for local government (second edition) Australian Centre of Excellence for Local Government (2015)	Outlines the factors Councils and ARICs may consider when reviewing service delivery by Council.
The Role of the Audit Committee Chair KPMG (2019)	Provides information on the role of ARIC Chairs, particularly in relation to: ▸ running Committee meetings, and ▸ oversighting risk management.

murray river council

Internal Audit Framework

Version #1

INTERNAL AUDIT

The following resources may be useful to councils seeking more information about the establishment and operation of their internal audit function.

This is not an exhaustive list but provides a useful starting point for councils seeking to better understand internal audit, how it can be used by councils to improve performance, and practical tools, examples and templates to adapt for their own use.

International Professional Practices Framework (mandatory guidance) Institute of Internal Auditors (2017)	Outlines the mandatory requirements for undertaking internal auditing under the International Professional Practices Framework. Consists of four parts: ▸ Core Principles for the Professional Practice of Internal Auditing ▸ Definition of Internal Auditing ▸ Code of Ethics, and ▸ International Standards for the Professional Practice of Internal Auditing
International Professional Practices Framework (recommended guidance) Institute of Internal Auditors (2017)	Provides detailed guidance on how to implement the International Professional Practice Framework. Consists of two parts: ▸ Implementation Guide – assists an internal audit function to apply the standards and understand how compliance will be measured by the ARIC, and ▸ Supplemental Guide (Practice Guides) – provides detailed processes and procedures for the internal audit function.
How can audit Committee Members add value? Price Waterhouse Coopers (2011)	Provides a checklist for measuring the performance of an internal audit function.
Internal Audit in Australia Institute of Internal Auditors Australia (2016)	Provides an overview of the role of internal audit and the internal audit function, including: ▸ the different types of work plans that can be used to guide internal audit activity ▸ the skills, knowledge, experience and qualifications/certifications required of internal auditors ▸ performing, reporting and monitoring internal audits, and ▸ how to review the performance of an internal audit function, including performance measures that could be used
Practice Guide – Talent Management: Recruiting, Developing, Motivating and Retaining Great Team Members Institute of Internal Auditors (2015)	Provides guidance on how to establish an effective internal audit team (for purchase from the Institute of Internal Auditors).
Quality Assessment Manual for the Internal Audit Activity Institute of Internal Auditors (2017)	Outlines how the performance of Council's internal audit function can be assessed both internally and externally against the International Professional Practices Framework.

RISK MANAGEMENT

The following resources may be useful to councils seeking more information about the establishment and operation of their risk management framework. They provide examples, checklists, samples, templates and other practical tools councils could use.

This is not an exhaustive list but provides a useful starting point for councils that seek further information.

A Guide to Risk Management The State of Queensland (Queensland Treasury) (2020)	Provides guidance on how to apply the Australian risk management standard, including checklists for each stage of the risk management process.
AS ISO 31000:2018 Risk Management Guidelines – International Standards Organisation (2018)	The current Australian risk management standard at the time of printing (for purchase from the International Standards Organisation)
Audit Committee Guidelines – Improving Accountability and Performance The State of Queensland (Queensland Treasury and Trade) (2012)	Provides checklists of the matters ARICs are to consider when reviewing a Council's Risk Management Framework and internal controls.
Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees Independent Commission Against Corruption (2020)	Provides information about the role of risk management in relation to fraud and corruption.
Risk Management Toolkit for Public Sector Agencies (TPP 12-03) NSW Treasury (2012)	Consists of three parts: ▸ Executive Guide (TPP 12-03a ▸ Volume 1 – Guidance for Agencies (TPP 12-03b), and ▸ Volume 2 – Templates, Examples & Case Study (TPP 12-03c). Provides detailed and practical advice on the various elements of the Australian risk management standards (ISO 31000), templates and worked examples.
The Three Lines of Defense in Effective Risk Management and Control Institute of Internal Auditors (2013)	Outlines the three lines of defence approach to risk management and the role of management and internal audit in risk management.
The Role of Internal Auditing in Enterprise-Wide Risk Management Institute of Internal Auditors	Outlines what enterprise risk management is, how it can be implemented and the role of internal audit in risk management.
Victorian Government Risk Management Framework Practice Guide Victorian Managed Insurance Agency	Provides guidance on how to apply the Australian risk management standard, including examples of a risk appetite/criteria statement.

LOCAL GOVERNMENT NSW

Our ref: R90/1033-16 Out-35962

27 June 2023

Mr Ashley Albury
A/ Deputy Secretary, Local Government
Office of Local Government

By email: olg@olg.nsw.gov.au

Dear Mr Albury

Qualified audit opinion and Rural Fire Service (RFS) mobile assets

I write to express serious concern and disappointment at the letter sent by the Office of Local Government (OLG) to councils late last week regarding qualified audit opinions issued by the NSW Auditor General.

As you would be aware, many councils have taken the principled and professional decision not to recognise RFS mobile assets (the 'red fleet') in their financial statements as councils have no control over the acquisition, deployment or disposal of these assets.

Councils were disappointed, but not deterred by the Auditor General's qualified opinions in 2022/23. Feedback from our members indicates they will not change their position and we anticipate many more councils will receive qualified positions next year unless the NSW Government reverses the nonsensical position of councils being responsible for State red fleet assets.

In the opinion of Local Government NSW (LGNSW) and many councils, the Auditor General is not correct in her assessment that councils are non-compliant with the Australian Accounting Standards if they decided not to record these assets.

The position of LGNSW and councils is supported by:

- The State Government's own Local Government Accounting Code of Practice and Financial Reporting, which provides for councils to determine whether or not they record the RFS assets as council assets based on their professional opinion.

- A 7 June 2022 letter from the Secretary of the Department of Planning and Environment to the Auditor General which makes clear that 'councils need to assess whether they control any rural firefighting equipment in accordance with Australian Accounting Standards'.

- An independent expert's 2018 report by GAAP Consulting commissioned by the OLG and only recently released after a successful GIPA request, which found that 'councils have no substantive rights for the control of fire-fighting equipment – vesting by itself does not confer control'. The expert report went on to recommend that:

LOCAL GOVERNMENT NSW
GPO BOX 7003 SYDNEY NSW 2001
L8, 28 MARGARET ST SYDNEY NSW 2000
T 02 9242 4000 F 02 9242 4111
LGNSW.ORG.AU LGNSW@LGNSW.ORG.AU
ABN 49 853 913 882

- *Fire-fighting equipment recognised by some councils should be derecognised.*
- *Fire-fighting equipment vested in councils should be recognised at cost in the RFS's financial statements.*[1]

These positions are further supported by the opinions of accounting professionals in councils right across NSW who have reasonably determined that RFS mobile assets should be recorded in the financial statements of the RFS.

LGNSW is perplexed as to why the NSW Government is now taking such a hard line in insisting that the assets be recognised as local government property. It is logical that RFS assets be treated consistently and in the same way as assets of other emergency service agencies such as the State Emergency Service (SES) and Fire & Rescue NSW, with ownership vested in the respective agencies.

It is the clear position of LGNSW that councils should not record RFS mobile assets in their financial statements and LGNSW will continue to recommend that councils continue to consider their own position on this matter.

It is especially disappointing that contrary to its previous position the OLG is now requesting so many councils across NSW to divert already strained council resources to provide OLG with further information on strategies to respond to the nonsensical position that RFS mobile assets are not assets of the RFS. This diversion of resources will distract councils from their core work for the community and will not provide any public benefit.

Councils across NSW rely on the support of the OLG. I strongly urge the OLG to reconsider its current position on this matter and rightly recognise that RFS mobile assets should be recognised as assets of the RFS for accounting purposes – in line with the independent expert advice OLG commissioned on this matter in 2018.

For further information, please contact LGNSW Director Advocacy, Damian Thomas on 02 9242 4063 or at damian.thomas@lgnsw.org.au.

Yours sincerely

Scott Phillips
Chief Executive

Copy to: All General Managers and Chief Financial Officers of councils in NSW

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[1] Colin Parker, Principal and Former Member of the Australian Accounting Standards Board, GAAP Consulting, 'Review of accounting for 'red truck' assets and other fire-fighting equipment in NSW', April 2018. The report is listed as a final draft, and notes that the Office of Local Government asked that the draft report first be considered by NSW Government before any consultation with the local government sector. This local government consultation on the report never occurred and the report was not shared publicly until it was successfully released under a Government Information (Public Access) Act request in 2022.

33.1.1

GAAP Consulting

Review of accounting for 'red truck' assets and other fire-fighting equipment in NSW

An independent expert's report

by

Colin Parker, principal, *GAAP Consulting*

Team leader – advisory and litigation support services

Former member of the Australian Accounting Standards Board

DRAFT

April 2018

GAAP Consulting

About the author – Colin Parker, principal, *GAAP Consulting*

I have had over 40 years' experience in financial reporting, auditing and ethics policy and implementation, including as director – accounting and auditing with CPA Australia, member of the Australian Accounting Standards Board, chairman of the Audit Advisory Committee to the board of CA ANZ, and as an adviser to the IPA on all aspects of professional standards.

I lead *GAAP Consulting*'s advisory and litigation team and have been involved in more than 40 litigation briefs as either an independent or consulting expert.

I have a public profile on emerging accounting and auditing issues, having given more than 300 talks, speeches and seminars in Australia and overseas (Singapore, Hong Kong, United Kingdom, Kuala Lumpur, Fiji and Dubai).

I have written many technical articles for CPA Australia and other bodies, numbering well over 200. I made contributions on contemporary issues to *Acuity* and the *Public Accountant*.

I am co-author of *Understanding and Implementing the Reduced Disclosure Regime* (two editions), co-authored *Australian GAAP* (nine editions). I was technical editor of the accounting bodies' *The Accounting and Auditing Handbook 1992-2001 (Volumes 1 & 2)* (10 editions).

I am editor of the monthly newsletter *GAAP Alert* and tweet and post on contemporary issues. I am also editor of the *GAAP Consulting* publications *Special GAAP Report* and *NFP Risks and Compliance* newsletter and a major contributor to the *Report Fraud and NOCLAR* newsletter.

About *GAAP Consulting*

On 1 July 2003, I founded *GAAP Consulting* with a vision and a motto. The motto was easy: *Excellence in financial reporting*. The vision was to give the best, independent advice on all matters to do with financial reporting, auditing and ethics.

GAAP Consulting provides independent financial reporting, auditing, ethics, and risk management solutions to reduce clients' risks. A description of my services, clients and information products is available at www.gaap.com.au. The expanding arch in the logo represents the client's journey from uncertainty to a sure solution through the use of my consulting services and products.

My core values are independence and integrity, and with my motto are reflected in the mnemonic:

T Trust
R Respect
I Innovate
E Energise
D Deliver
and PROVEN approach.

GAAP Consulting

As principal of *GAAP Consulting*, I provide expert advice on GAAP and GAAS, quality-assurance reviews, representation expertise, tailored training courses, and litigation support to meet client needs.

Where appropriate, *GAAP Consulting* uses the services of a network of independent colleagues (subcontractors) to assist with engagements. My colleagues are *all partner-equivalents*.

The *GAAP Consulting* network members and their areas of expertise are:

- Colin Parker (financial reporting, audit, ethics, and risk management)
- Carmen Ridley (financial reporting and a current member of the AASB))
- Stephen LaGreca (financial reporting, audit, and risk management)
- Sonya Sinclair (audit, risk management, and financial reporting)
- Jim Dixon (public and not-for-profit sectors)
- Andrew Parker (marketing and event management), and
- Stephen Downes (client communications).

I also use the services of Stephen Newman, corporate lawyer, Hope Earle, when matters have a legal aspect.

My business model is premised on using only known names and very experienced practitioners in financial reporting, ethics and auditing. Collectively, a unique blend of skills and experience is provided to meet clients' needs.

As a boutique consultancy, *GAAP Consulting* has an impressive list of clients in the private and public sectors to which a wide variety of GAAP, GAAS and training services are provided. My clients include legal firms, regulators, accounting firms, listed entities, and public sector and not-for-profit entities.

About this report

This report has been prepared on the basis of the information sources cited and a brief discussion with Stephen O'Malley, executive director, finance and executive services, chief financial officer, NSW Rural Fire Service. The New South Wales Office of Local Government (OLG) and Treasury provided preliminary input for an earlier draft.

Apart from the preceding, I have yet to hold interviews with key stakeholders, including relevant councils. The OLG has requested that my draft report first be considered by Treasury, the RFS and the auditor-general before any consultation with the sector.

The report has been subject to internal consultation with my quality-assurance reviewer Stephen La Greca and a blind review by Carmen Ridley.

The opinions expressed in this report are my own.

I trust that the report will be a helpful discussion document for all major stakeholders. I welcome feedback to progress its finalisation.

33.1.1

GAAP Consulting

Colin Parker
Principal and team leader – advisory and litigation services
Former member of AASB
Email colin@gaap.com.au
Mobile 0421 088 611

11 April 2018

DRAFT

GAAP Consulting

Executive summary

Introduction

1. Fire-fighting equipment provided by the Rural Fire Service (RFS) to local councils in New South Wales has been a vexed issue for many years. Who controls the assets – the RFS or the councils? This has not an easy question for stakeholders to answer due to factors such as:

- The legislative requirements and obligations of the RFS and councils, including the vesting of fire-fighting equipment with councils
- The choice of accounting under Office of Local Government (OLG) accounting code for local councils and their auditors to consider
- Long standing practices of the RSF and councils
- The effect of RFS service standards mandated for fire-fighting equipment (and its use) and rural fire district service agreements between the RFS and the councils
- The differing perceptions of control for red-fleet vehicles vis-a-vis associated land and buildings by the councils, and
- The lack of specific accounting standards addressing the control of an asset.

2. Under s119(1) of the *Rural Fires Act 1997*, fire-fighting equipment is defined as: *fire-fighting apparatus, buildings, water storage towers or lookout towers*. Fire-fighting apparatus is defined separately as: *all vehicles, equipment and other things used for or in connection with the prevention or suppression of fire or the protection of life or property in case of fire*.

3. There has been inconsistent treatment, as councils have been given the choice (in the OLG accounting code) to recognise or not to recognise fire-fighting equipment assets, but with the intention that this decision would be made in accordance with accounting standards, including the application of materiality. The RFS has not recognised fire-fighting equipment as an asset in its financial statements on the basis that these assets are vested with the councils as stated in the RFS's accounting policy note to the financial statements.

4. With the extension of the auditor-general's mandate to cover local government, she is seeking to ensure an appropriate treatment.

5. Stakeholders' positions vary. The NSW Audit Office, NSW Treasury, and RFS are of the view that councils should recognise fire-fighting equipment in their financial statements *primarily* based on the fire-fighting equipment *vesting* in the councils under the Act.

6. On the other hand, many councils believe that they do not *control* fire-fighting equipment and, therefore, should not recognise them in their financial statements. Furthermore, they believe that fire-fighting equipment should be recognised by the RFS.

7. Stakeholders have provided various arguments and opinions to support their positions, including references to accounting standards and other authoritative pronouncements that they considered relevant. These are summarised in the appendix *Facts and stakeholder views on fire-fighting assets* – where appropriate, I have commented on them. Readers of this report, may wish to familiarise themselves with the appendix before considering the body of my report.

8. A related issue is the control of land and buildings provided by the RFS. They are also fire-fighting equipment as defined. I understand that land and buildings are viewed generally as *controlled* by the relevant council and recorded in councils' financial statements. But are they controlled by the councils?

9. The principle of control should apply to all fire-fighting equipment. RFS-sourced land and buildings, these should be subject to the same control considerations as the red-fleet vehicles. There are likely to be further implications for councils where council land has been used as a contribution to infrastructure. These need to be determined by each council in accordance with their own facts and circumstances, applying the test of materiality. I understand that white vehicles are recognised by the RFS as not vested to councils and are held at RFS districts for RFS use only. Accordingly, this issue is not considered further.

Scope

10. The OLG requested a review of the present arrangements of *how these assets, including red-fleet vehicles*, should be recognised with particular reference to which entity controls them (and should therefore recognise them in financial statements) to improve consistency in financial reporting in accordance with AASB standards.

11. Specifically, the OLG requested consideration of issues about legal versus operational control, future economic benefits of the assets, control of assets' movements, expertise to maintain assets and insurance.

Relevant accounting pronouncements

12. Based on my review of *Facts and stakeholder views on fire-fighting assets* (appendix), and consideration of these in the context of accounting standards and the *Framework for the Preparation and Presentation and Financial Statements*, the issues in contention cannot be resolved by reference to a specific accounting standard. Accordingly, the GAAP hierarchy under AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* is the starting point for deliberations as to the appropriate accounting for red-fleet vehicles and related issues.

13. In the framework, an asset is defined as '[a] resource: *controlled* [my emphasis added] by an entity as a result of past events; (a) and from which future economic benefits are (b) expected to flow to the entity'. The framework also addresses the concepts of 'faithful representation', 'substance over form', and 'service potential'. 'Control' is defined in SAC 1 *Definition of the Reporting Entity*. These definitions and concepts are helpful in determining who controls fire-fighting equipment (including the red-vehicle fleet).

14. I have also considered the requirements of following accounting standards, and applied them in my deliberations and in forming my opinion:

- AASB 101 *Presentation of Financial Statements*
- AASB 116 *Property, Plant and Equipment*
- AASB 138 *Intangible Assets*
- AASB 117 *Leases*
- AASB 16 *Leases*
- AASB 15 *Revenue from Contracts with Customers*, and

- AASB 10 *Consolidated Financial Statements*.

15. The assets in question meet the definition of 'property, plant and equipment' in AASB 116 *Property, Plant and Equipment*. AASB 116 does not set requirements or provide guidance to support the argument that legal ownership is necessary for asset recognition nor an indicator of it.

16. AASB 138 *Intangible Assets* provides guidance on control of an asset – power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits. Also, an enforceable legal right, it is not a necessary condition for intangible asset recognition as there may be other means of exercising control.

17. AASB 117 *Leases* contains a notion of ownership for classification between operating and financing leases. If arguments were mounted based on the principles in AASB 117, it is likely that the conclusion reached would be risks and rewards incidental to ownership of an asset (red-fleet vehicles and related infrastructure) would be retained by RFS.

18. AASB 16 *Leases* applies from 1 January 2019 and employs the principle of 'a right to control the identified asset'. The notion of ownership of an asset is irrelevant under this model.

19. AASB 15 *Revenue from contracts with customers* applies from 1 January 2019 for not-for-profit entities. It uses control (not ownership) to describe when a good/service (an asset) is transferred to a customer – i.e., when the customer obtains control of it. In this context, control includes the ability to prevent others from directing the use of, and obtaining the benefits from, an asset.

20. AASB 10 *Consolidated Financial Statements* with its principle of 'control of investee' (an asset, for the purpose of this report) is a further authoritative source to be considered to the issue of who controls specifically the red-fleet vehicles and land and buildings.

21. In the absence of a specific accounting standard addressing the issues in contention, I have used the GAAP hierarchy and applied *collectively* the principles in AASB 116, AASB 138, AASB 117, AASB 10 and the recently issued standards AASB 16 and AASB 15 to help form my opinions.

22. These authoritative pronouncements strongly indicate that the fire-fighting equipment should be based on control rather than legal vesting (and related assessments of risks and rewards of ownership).

23. The issue also arises as to whether fire-fighting equipment is material in the context of the financial statements of councils concerned and the RFS. This assessment will need to be made by all parties. It may be that the fire-fighting equipment is immaterial to councils but material to the RFS.

In my opinion

24. The service potential of an asset is specific to an entity in meeting its objectives. An asset cannot be controlled by two entities. The fire-fighting equipment in question benefits both the councils and the RFS in helping them to comply with their legislative requirements.

25. The RFS has the substantive responsibilities for the prevention, mitigation and suppression of bush and other fires in local-government areas of New South Wales and controls fire-fighting equipment to meet its statutory objectives. It is the reason for the RFS's existence.

26. On the other hand, councils have their own unique responsibilities under the Local Government Act 1993 such as prescribed functions (s.21) and service functions, including the provision of goods, services and facilities and carrying out of activities (s.24), public land, environmental-upgrade agreements, and regulatory functions. The councils also have what I would consider as secondary or ancillary obligations under *Rural Fires Act 1997* to those of the RFS.

27. Through its service standards and rural fire district service agreements, the RFS has decision-making authority over fire-fighting equipment under the Act. The RFS exercises this authority through them, including the functions of zone managers and rural fire brigades. Many of the decisions are delegated by the RFS commissioner.

28. Furthermore, control of fire-fighting equipment by the RFS is evident by procurement (and replacement and retirement) decisions, service standards for care and maintenance, access, and deployment within the district and elsewhere. These are substantive rights of RFS. The RFS also has a protective right that prevents councils from selling or disposing of the assets without the written consent of the RFS commissioner. There are instances noted by some councils where the 'delegates' of the RFS restrict council access to fire-fighting equipment.

29. The councils have no substantive rights for the control of fire-fighting equipment – vesting by itself does not confer control.

30. As red-fleet vehicles are not controlled by the councils; also, any land and buildings provided by the RFS, as fire-fighting equipment, for its use are also likely not controlled by councils.

My recommendations

31. Fire-fighting equipment recognised by some councils should be derecognised. If the error is considered material, it should be disclosed as such under AASB 108 *Accounting Policies, Changes in Estimates and Errors*.

32. Fire-fighting equipment vested in councils whether recognised or unrecognised under options in the code should be recognised at cost in the RFS's financial statements. This should be accounted and disclosed as an error under AASB 108 *Accounting Policies, Changes in Estimates and Errors* if the error is determined to be material.

33. Given the diversity of opinion between two group of stakeholders over a long period, an argument could be made that rather than an error, it is a change in accounting policy resulting for consideration of recently issued accounting standards (i.e., AASB 10, AASB 15, AASB

16) that provide more definitive guidance on the control. Accordingly, it would be not treated as error.

34. Under AASB 108, 'an entity shall change an accounting policy only if the change: … (b) results in the financial statements providing reliable and more relevant information about the effects of transactions, other events or conditions on the entity's financial position, financial performance or cash flows' (AASB 108.14).

35. AASB 108 also identifies two circumstances that are not changes in accounting policies: (a) the application of an accounting policy for transactions, other events or conditions that differ in substance from those previously occurring and (b) the application of a new accounting policy for transactions, other events or conditions that did not occur previously or were immaterial' (AASB 108.16). For an argument of a change in accounting policy to be sustained the 'differ in substance test' would need to be argued.

36. As a change in accounting policy, the derecognition of fire-fighting equipment by those councils that had previously recognised such assets and their recognition by the RFS would present more reliable and relevant information to the users of their financial statements and be in line with the entities' objectives.

37. My preference is for an error correction as the appropriate treatment.

38. Turning specifically to RFS-sourced land and buildings, these should be subject to the same control considerations as the red-fleet vehicles. There are likely to be further implications for councils where council land has been used as a contribution to infrastructure. These need to be determined by each council in accordance with their own facts and circumstances, applying the test of materiality.

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GAAP Consulting

My brief

Scope of engagement

1. The New South Wales Office of Local Government (OLG) has engaged Colin Parker, principal, *GAAP Consulting* to:

> '[U]ndertake a review of current arrangements to assess, identify and make recommendations on the appropriate recognition of Rural Fire Services (RFS) assets, including and how they should be treated for accounting purposes to create better clarity and consistency across the local-government sector'.
>
> 'In conducting the review and making a report and recommendations, the focus should be on:
> - a desktop review of legislation, policies, guidelines and reports
> - identification and consideration of all key issues
> - interviews with key stakeholders, including relevant councils
> - identifying all possible options for recognising RFS assets
> - forming an opinion about whether the best option would be for fire-fighting apparatus (assets) to be recorded in RFS's or councils' financial statements (note: land and buildings are generally controlled by the council and already recorded in councils' financial statements)
> - consequential impacts for local government of each option considered in the context of financial reporting, and
> - any other matter considered relevant for OLG to be aware of in the course of conducting the work'.

2. The deliverables identified were:

- 'a report setting out the findings and recommendations of an evidenced-based review of current arrangements, including desktop research and interviews with key stakeholders, and proposed recommendation for the appropriate recognition of RFS assets, and
- any consequential impacts for local government.'

The issue – who controls fire-fighting equipment?

3. Fire-fighting equipment provided by RFS to local councils is a vexed issue. Who controls the asset, the RFS or the councils?

4. Currently, the land and buildings provided by RFS are viewed *generally* as controlled by the council and recorded in councils' financial statements, the accounting treatment of other assets (particularly, the so called red-fleet vehicles) being the focal point of concern.

5. Some councils are concerned about who controls RFS assets, including red-fleet vehicles, and the consequential financial-reporting effects of 'ownership'.

6. Furthermore, there has been inconsistent treatment between the RFS, a state-government entity, and some councils. Councils are given the choice (in the OLG accounting code) to recognise or not to recognise the assets as determined by accounting standards.

7. As the auditor-general's mandate has been extended to cover local governments, the auditor-general is seeking to ensure an appropriate treatment. The auditor-general's office

recently formed a view that it believed that RFS assets, including red-fleet vehicles, are controlled by councils. This position was informed by a separate view provided by the NSW Treasury to the auditor-general.

8. The OLG requires a review of how *RFS assets, including the red-fleet vehicles*, should be recognised, with particular reference to which organisation controls them (and should therefore record them in their financial statements) for the purposes of informing greater consistency in financial reporting under the Australian Accounting Standards Board standards.

9. Relevant sources of legal and other relevant obligations include: *Rural Fires Act 1997* (the Act); *Local Government Act 1993*; OLG *Code of Accounting Practice and Financial Reporting*; and Australian Accounting Standards.

10. The *Local Government Code of Accounting Practice and Financial Reporting* (Update No. 25, June 2017) stated: 'Councils have the option to continue to recognise or not to recognise Rural Fire Services assets in their accounts until such time as the control issue is agreed upon with the Rural Fire Service'.

Key issues identified in the request for tender

11. The Request for Tender identified the following key issues:

'*Legal vs operational control* – As red-fleet vehicles are legally vested in the council, the RFS does not record them in its financial statements. Many councils also do not record them in their financial statements because they are effectively managed, used and maintained on a day-to-day basis by the RFS via *Rural Fire District Service Agreements* under s12A of the Act. These set out arrangements for maintenance, use, access and delegation of hazard reduction activities.

Future economic benefits of the assets – RFS assets benefit both councils and the RFS in helping them to comply with their legislative requirements. For the purposes of *The Framework for Preparation and Presentation of Financial Statements* for not-for-profit entities in the public sector, economic benefit of an asset equates to its service potential.

Control of movement of assets – Even though S119(2) of the Act vests the assets in the relevant council, S119(3) prevents the council from selling or disposing of the assets without written consent from the RFS commissioner.

Expertise to maintain assets – Under s119(5) of the Act, it is the relevant council's responsibility to take care and maintain the assets, based on standards set by the commissioner, but councils lack expertise to do so and transfer this obligation to the RFS through the agreement.

Insurance – While RFS assets are vested in councils, they may agree to an arrangement whereby the RFS acquires insurance coverage in its name. The RFS pays the premium from the Rural Fire Fighting Fund (RFFF) and is nominated as an insured party under the policy.'

My accounting opinion

Relevant accounting pronouncements

Application of GAAP hierarchy in the absence of a specific accounting standard

12. Based on my review of *Facts and stakeholder views on fire-fighting assets* (appendix), and consideration of these in the context of accounting standards and the *Framework for the Preparation and Presentation and Financial Statements*, I am of the opinion that the issues in contention cannot be resolved by reference to a specific accounting standard.

13. Accordingly, I have formed my views in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. Relevant paragraphs are:

> '10 In the absence of an Australian Accounting Standard that specifically applies to a transaction, other event or condition, management shall use its judgement in developing and applying an accounting policy that results in information that is: (a) relevant to the economic decision-making needs of users; and (b) reliable, in that the financial statements: (i) represent faithfully the financial position, financial performance and cash flows of the entity; (ii) reflect the economic substance of transactions, other events and conditions, and not merely the legal form; (iii) are neutral, i.e. free from bias; (iv) are prudent; and (v) are complete in all material respects.
>
> 11 In making the judgement described in paragraph 10, management shall refer to, and consider the applicability of, the following sources in descending order: (a) the requirements in Australian Accounting Standards dealing with similar and related issues; and (b) the definitions, recognition criteria and measurement concepts for assets, liabilities, income and expenses in the Framework.
>
> 12 In making the judgement described in paragraph 10, management may also consider the most recent pronouncements of other standard-setting bodies that use a similar conceptual framework to develop accounting standards, other accounting literature and accepted industry practices, to the extent that these do not conflict with the sources in paragraph 11.'

14. I note that the various stakeholders did not use the GAAP hierarchy as a starting point for their deliberations. Instead, they selected specific accounting standards and/or the framework to support their contentions.

15. I have made my assessment based on the '11(a) requirements in Australian Accounting Standards dealing with similar and related issues'. Specifically, I considered the requirements of the following accounting standards and applied them *collectively* in my deliberations and in forming my opinion:

- AASB 101 *Presentation of Financial Statements*
- AASB 116 *Property, Plant and Equipment*
- AASB 138 *Intangible Assets*
- AASB 117 *Leases*
- AASB 16 *Leases*
- AASB 15 *Revenue from Contracts with Customers,* and
- AASB 10 *Consolidated Financial Statements*.

16. The standards cited above include those that date back to when Australia transitioned to international standards in 2005-2006 (AASB 116, AASB 117 and AASB 138), AASB 10 (operative from 1 January 2013) and recently issued standards (AASB 15 operative from 1 January this year and AASB 16 operative from 1 January next).

17. I have also considered the reference in my paragraph 13 above to 11(b) in relation to the definition of an asset.

18. In my view, these pronouncements collectively and substantively support the accounting principle that control of an asset takes precedent over ownership (vesting). Providing a weighting or ranking of asset and ownership is neither required nor necessary.

Framework for The Preparation and Presentation of Financial Statements

19. *The Framework for The Preparation and Presentation of Financial Statements* sets out the concepts that underlie the preparation and presentation of financial statements for external users which includes '1(d) assist preparers of financial statements in applying Australian Accounting Standards and in dealing with topics that have yet to form the subject of an Australian Accounting Standard'.

20. The framework, and accounting standards, use the term 'future economic benefits', which the Australian Accounting Standard Board explains in a not-for-profit context like this:

> 'Aus49.1 In respect of not-for-profit entities in the public or private sector, in pursuing their objectives, goods and services are provided that have the capacity to satisfy human wants and needs. Assets provide a means for entities to achieve their objectives. Future economic benefits or service potential is the essence of assets. Future economic benefits are synonymous with the notion of service potential and is used in this Framework as a reference also to service potential. Future economic benefits can be described as the scarce capacity to provide benefits to the entities that use them and is common to all assets irrespective of their physical or other form.'

21. The framework defines an asset as 'A resource: controlled by an entity as a result of past events; (a) and from which future economic benefits are (b) expected to flow to the entity' (F.49(a)). I note that the definition refers to control, not ownership of a resource. The resource is controlled by an *entity* and not *entities* (i.e. multiple entities cannot control the same asset with the exception of joint control under AASB 11 *Joint Arrangements*). So, the service potential of fire-fighting equipment would primarily flow to one entity.

22. The framework describes when an asset is recognised: '[W]hen it is probable that the future economic benefits will flow to the entity and the asset has a cost or value that can be measured reliably' (F.89).

23. 'Control' is defined in SAC 1 *Definition of the Reporting Entity* as:

> '[T]he capacity of an entity to dominate decision-making, directly or indirectly, in relation to the financial and operating policies of another entity so as to enable that other entity to operate with it in achieving the objectives of the controlling entity' (SAC 1.6)

24. The framework does not contain a definition of 'control of assets', although the withdrawn Statement of Accounting Concept SAC 4 *Definition and Recognition of the Elements of Financial Statements* contained such a definition. Some stakeholders cited it to support the contention that the councils did not control the red-fleet vehicles. The absence of such a definition is not a concern because other definitions and principles in individual standards can be applied to address the issue by analogy. This can often be achieved by substituting the term 'entity' with 'asset'.

25. The following statements regarding 'substance' and 'legal rights' in the framework are also particularly relevant:

- 'In assessing whether an item meets the definition of an asset, liability or equity, attention needs to be given to its underlying substance and economic reality and not merely its legal form (Framework .51)', and
- 'In determining the existence of an asset, the right of ownership is not essential' and 'Although the capacity of an entity to control benefits is usually the result of legal rights, an item may nonetheless satisfy the definition of an asset even when there is no legal control' (Framework .57).

AASB 101 *Presentation of Financial Statements*

26. AASB 101 is relevant as it requires consideration of 'material', 'purpose of financial reporting' and 'fair presentation':

- The definition of material: 'Material Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor' (AASB 101.7).

- Purpose of financial statements: 'The objective of financial statements is to provide information about the financial position, financial performance and cash flows of an entity that is useful to a wide range of users in making economic decisions. Financial statements also show the results of the management's stewardship of the resources entrusted to it' (AASB 101.9).

- Fair presentation: 'Financial statements shall present fairly the financial position, financial performance and cash flows of an entity. Fair presentation requires the faithful representation of the effects of transactions, other events and conditions in accordance with the definitions and recognition criteria for assets, liabilities, income and expenses set out in the Framework. The application of Australian Accounting Standards, with additional disclosure when necessary, is presumed to result in financial statements that achieve a fair presentation' (AASB 101.15).

AASB 116 *Property, Plant and Equipment* – no notion of legal ownership

27. The objective of AASB 116 *Property, Plant and Equipment* includes the following statement:

> '[To] prescribe the accounting treatment for property, plant and equipment so that users of the financial statements can discern information about an entity's investment in its property, plant and equipment and the changes in such investment. The principal issues in accounting for property, plant and equipment are the recognition of the assets, the determination of their carrying amounts and the depreciation charges and impairment losses to be recognised in relation to them'. (AASB 116.1)

28. AASB 116 defines 'property, plant and equipment' as tangible items that: '(a) are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes', and '(b) are expected to be used during more than one period'. The

red-fleet vehicles (also the 'white fleet'), and associated land and buildings fall within this definition; and must therefore be accounted for under this standard.

29. In relation to recognition, 'the cost of an item of property, plant and equipment shall be recognised as an asset if, and only if: (a) it is probable that future economic benefits associated with the item will flow to the entity; and (b) the cost of the item can be measured reliably' (AASB 116.8).

30. AASB 116 does not define or describe 'future economic benefits' but the framework extracts are helpful in this regard.

31. In reference to cost, AASB 116 requires that 'for not-for-profit entities, where an asset is acquired at no cost, or for a nominal cost, the cost is its fair value as at the date of acquisition' (AASB 116. Aus15.1).

32. *If* the fire-fighting equipment (and associated land and buildings) provided by RFS were an asset of the council, they would have to be fair-valued at acquisition date (and they would be carried at fair value going forward due to OLG's direction). It is likely that the RFS as the provider of such assets to council would have fair-value information, particularly of the red-fleet vehicles as the procurer of such assets.

33. AASB 116 does not contain any reference to a definition of control nor discussion of ownership for purpose of asset recognition.

34. In my opinion, there is nothing in AASB 116 which supports an argument that legal ownership is a 'strong indication of control' (Treasury view) and '[a]ssets are vested in the Council as per Rural Fire Services Act 1997, giving Council legal ownership' (NSW Audit Office). This finding is also borne out my consideration of other accounting standards – some dating back to the transition to IFRS in 2005-2006 others being more recent.

AASB 138 *Intangible Assets* –guidance on 'control'

35. AASB 138 *Intangible Assets* is helpful as it contains commentary about 'control of an asset'. It should be noted that AASB 138 contains higher asset-recognition tests than AASB 116 due to the nature of intangible assets and expenditures that give rise to assets, and the difficulty with recognition and measurement. Accordingly, this distinction needs to be borne in mind when applying AASB 138 to the present situation.

36. The objective of AASB 138 is:

> '[To] prescribe the accounting treatment for intangible assets that are not dealt with specifically in another Standard. This Standard requires an entity to recognise an intangible asset if, and only if, specified criteria are met. The Standard also specifies how to measure the carrying amount of intangible assets and requires specified disclosures about intangible assets.'

37. In relation to *control*, AASB 138 states:

> '13. An entity controls an asset if the entity has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits. The capacity of an entity to control the future economic benefits from an intangible asset would

normally stem from legal rights that are enforceable in a court of law. In the absence of legal rights, it is more difficult to demonstrate control. However, legal enforceability of a right is not a necessary condition for control because an entity may be able to control the future economic benefits in some other way.

14 Market and technical knowledge may give rise to future economic benefits. An entity controls those benefits if, for example, the knowledge is protected by legal rights such as copyrights, a restraint of trade agreement (where permitted) or by a legal duty on employees to maintain confidentiality.

16 An entity may have a portfolio of customers or a market share and expect that, because of its efforts in building customer relationships and loyalty, the customers will continue to trade with the entity. However, in the absence of legal rights to protect, or other ways to control, the relationships with customers or the loyalty of the customers to the entity, the entity usually has insufficient control over the expected economic benefits from customer relationships and loyalty for such items (e.g. portfolio of customers, market shares, customer relationships and customer loyalty) to meet the definition of intangible assets. In the absence of legal rights to protect customer relationships, exchange transactions for the same or similar non-contractual customer relationships (other than as part of a business combination) provide evidence that the entity is nonetheless able to control the expected future economic benefits flowing from the customer relationships. Because such exchange transactions also provide evidence that the customer relationships are separable, those customer relationships meet the definition of an intangible asset.'

38. In summary, the principle espoused here is that an entity controls an asset if it has the *power* to obtain future economic benefits flowing from the underlying resource and to *restrict* the access of others to them. The enforceable legal rights ('normally stem from legal rights') are relevant, having regard to the nature of the asset. However, an enforceable legal right is not a necessary condition for intangible-asset recognition.

39. In my opinion, AASB 138 provides a lens through which the current issues should be viewed – 'control of asset' in terms of power, restricted access and that ownership alone does not equate to control. AASB 138, as a piece of authoritative literature, supports the argument for control rather than vesting (legal ownership) of assets leads to an asset's recognition in financial statements.

AASB 117 *Leases* – title not a deciding factor

40. AASB 117 *Leases* can be of assistance in deliberations as it has an ownership notion. The relevant paragraphs are:

4 A finance lease is defined as 'is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. Title may or may not eventually be transferred'.

7 The classification of leases adopted in this Standard is based on the extent to which risks and rewards incidental to ownership of a leased asset lie with the lessor or the lessee. Risks include the possibilities of losses from idle capacity or technological obsolescence and of variations in return because of changing economic conditions. Rewards may be represented by the expectation of profitable operation over the asset's economic life and of gain from appreciation in value or realisation of a residual value.

41. Identification of a finance lease results in the recognition of lease asset and liability in financial statements of the lessee. Whereas, an operating lease is disclosed as a commitment of the lessee.

42. I note that determination of risks and rewards is framed in a for-profit context to which I would overlay with the term 'service potential' in the current context.

43. I make the following comments about current circumstances:

1. Classification does not depend on the title passing, which, in my opinion, weakens the argument that vesting of the assets to the councils under the Act is a *significant factor* in determining asset recognition.

2. The risks and rewards incidental to ownership substantially rest with the RFS to achieve its objectives under the Act. Both the RFS and, to a far lesser degree, the councils benefit from fire-fighting equipment to meet their responsibilities under the Act. The councils have effectively outsourced their responsibilities to the RFS through rural district service agreements. Under these agreements, the red-fleet vehicles are effectively managed, used and maintained on a day-to-day basis by the RFS for the RFS.

3. The RFS has set extensive service standards on fire-fighting equipment and its use by volunteers which, in my opinion, gives the service decision-making powers over that equipment and its service potential.

4. The councils' only partially share any gain on disposal.

44. In my opinion, applying an ownership test based on risks and rewards to the red-fleet vehicles would see the risks and rewards (service potential) being substantially enjoyed by the RFS to meet its obligations under the Act.

45. I also note that the framework uses a finance lease as an example of substance over legal form:

> '… in the case of finance leases, the substance and economic reality are that the lessee acquires the economic benefits of the use of the leased asset for the major part of its useful life in return for entering into an obligation to pay for that right an amount approximating to the fair value of the asset and the related finance charge. Hence, the finance lease gives rise to items that satisfy the definition of an asset and a liability and are recognised as such in the lessee's balance sheet.' (Framework .51)

46. In current circumstances, the legal form would focus on the vesting provisions of the Act. Whereas, in my opinion, the substance would take into account all facts and circumstances including:

- The responsibilities of the RFS and its commissioner and those of the councils under the Act and their respective relativities
- The service standards set by the RFS for use of the fire-fighting equipment
- The rural fire district service agreements, and
- Which entity substantially receives the benefit of service potential for the existence and use of the fire-fighting equipment to meet its objectives.

47. I note that *AASB 117 Leases* is to be replaced by AASB 16 *Leases* from 1 January 2019. AASB 16 employs the principle of 'a right to control the identified asset for a period of time in exchange for consideration'. The notion of ownership of an asset under AASB 1176 is

superseded. AASB 16, the most recently issued standard, requires that asset assessments be based on control of the asset.

AASB 15 *Revenue from Contracts with Customer*s – further contemporary evident of control

48. I note that the recently issued AASB 15 *Revenue from Contracts with Customer* also uses the concept of control in its requirements regarding satisfaction of performance obligations:

> '31 An entity shall recognise revenue when (or as) the entity satisfies a performance obligation by transferring a promised good or service (i.e. an asset) to a customer. An asset is transferred when (or as) the customer obtains control of that asset.
>
> 33 Control of an asset refers to 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.'

49. We can see that AASB 15 as another example of the principle of control and provides another consistent explanation of its meaning (for example, the ability to direct and obtain substantially all the asset's benefits and to prevent others from the assets' use).

AASB 10 *Consolidated Financial Statements* – analogous circumstances application

50. AASB 10 *Consolidated Financial Statements* is a relatively recent accounting standard compared with AASB 116, AASB 138, and AASB 117. It contains a level of detail of how control should be determined that is not found in the other standards I have cited. In this regard, it is helpful in further understanding the term 'control' and its use by analogy.

51. AASB 10 embodies the concept of control rather ownership of an investee (an asset). It defines the principle of control and establishes control as the basis for consolidation of an investee.

> 'An investor controls an investee when it has all of the following: *power* over the investee's exposure or rights to variable returns from its involvement with the investee, and the ability to use its power over the investee to affect the amount of the investor's returns' (AASB10.7).'

52. Again, I would use the notion of *service potential* as a substitute for *returns* to apply control in the current circumstances.

53. Power (rights) gives the entity the current ability to direct relevant activities (that significantly affect service potential) (AASB10.10).

54. AASB 10 identified considerations for the determination of control (I have substituted 'asset' for 'investee' to assist with its application by analogy):

> '(a) the purpose and design of the asset; (b) what the relevant activities are and how decisions about those activities are made; (c) whether the rights of the investor give it the current ability to direct the relevant activities; whether the investor is exposed, or has rights, to variable returns from its involvement with the asset; and (e) whether the investor has the ability to use its power over the asset to affect the amount of the investor's returns' (AASB 10.B3).

55. Understanding what constitutes 'relevant activities' is important in understanding 'power' over the 'asset':

> 'B9 To have power over an investee, an investor must have existing rights that give it the current ability to direct the relevant activities. For the purpose of assessing power, only substantive rights and rights that are not protective shall be considered.'

56. In the current circumstances, these powers are reflected in those assigned to the RFS commissioner under the Act. They include the setting of service standards and entering into rural fire district service agreements with councils. The powers of the RFS and its commissioner are summarised in the appendix as well as aspects of the service standards issued by the RFS.

57. Relevant activities and direction of relevant activities are linked to control:

> 'B11 For many investees, a range of operating and financing activities significantly affect their returns. Examples of activities that, depending on the circumstances, can be relevant activities include, but are not limited to: (a) selling and purchasing of goods or services; (b) managing financial assets during their life (including upon default); (c) selecting, acquiring or disposing of assets; (d) researching and developing new products or processes; and (e) determining a funding structure or obtaining funding.'

> 'B12 Examples of decisions about relevant activities include but are not limited to: (a) establishing operating and capital decisions of the investee, including budgets; and (b) appointing and remunerating an investee's key management personnel or service providers and terminating their services or employment.'

58. In my opinion, examples in B11 (b), (c), (d) and in B12 (a) and (b) are relevant activities of the RFS in relation to the red-fleet vehicles, and land and buildings. They are indicative of power under the three-step control-determination rules in AASB 10.

59. Specifically in relation to B11 and the current circumstances:

- Managing assets – maintenance criteria are specified in the RFS service standards
- Selecting, acquiring or disposing of assets – while councils are involved in the bid process for new fire-fighting equipment, the final decision is made by the RFS with, for example, the type of red-fleet vehicles to be acquired specified in RFS service standards
- Researching and developing new products or processes – this is a responsibility of the RFS as central procurer of fire-fighting equipment as are the processes and improvements determined by the RFS through its service standards, and
- Funding – through RRRF which is a restricted asset of RFS.

60. Specifically in relation to B12 and the current circumstances:

- Establishing operating and capital decisions for the fire-fighting equipment – these are set by the Act, and RFS service standards and not by councils, and
- Appointing service providers (volunteers) and terminating their services – these are set by an RFS service standard.

61. Also, AASB 10 addresses the circumstance where two or more investors each have existing rights that give them the unilateral ability to direct different relevant activities. In such a circumstance, the investor who has the current ability to direct activities that most significantly affect the returns of the investee has power over the investee (AASB 10.13).

62. In the current circumstances, councils have rights in terms of the vesting of fire-equipment with them and their use in meeting the council's responsibilities under the Act. In my opinion, though, they do not have a unilateral ability as they are constrained by the RFS commissioner's powers under the Act, including the setting of service standards, entering into rural fire district service agreements with councils, and restrictions on the disposal of fire-fighting equipment. In my opinion, the RFS has the substantive ability to affect the service potential of the fire-fighting equipment through the RFS commissioner's powers under the Act.

63. AASB 11 *Joint Arrangements* defines the term joint control – the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. In my opinion, joint control does not exist in the current circumstances for the reason stated in the preceding paragraph.

64. In my opinion, in considering the requirements in Australian accounting standards in dealing with similar and related issues under the GAAP hierarchy, AASB 10 is suitable to apply in making a judgement about an appropriate accounting policy along with the principles in AASB 116, AASB 138, AASB 117, AASB 16 and AASB 15.

Themes from authoritative literature

65. From my review of the above, the following principles are evident:

- Assets (and their inherent service potential) are the means for an entity to achieve its objectives by their use
- Focus should be on the underlying substance and economic reality and not merely its legal form
- Control of an asset is the power to obtain the future economic benefits flowing from the resource and to restrict the access of others to those benefits
- Only one entity can control an asset, but the service potential of the asset may be enjoyed by others. In such circumstances, control rests with the entity that substantially enjoys the asset's service potential
- An enforceable legal right is not a necessary condition for control of the asset; there may be other means of exercising control, and
- In the more recent standards, the control-based model for recognition is more evident than a legal ownership/risk and reward model.

Control of the fire-fighting equipment

Service potential

66. Fire-fighting equipment (that is, fire-fighting apparatus – all vehicles, equipment and other things used for or in connection with the prevention or suppression of fire or the protection of life and property in case of fire as well as buildings, water-storage and lookout

towers) is an asset. The service potential is the ability to prevent, mitigate and suppress bush and other fires. Buildings and other infrastructure facilitate this ability.

67. Under accounting standards, fire-fighting equipment must be an asset of either the RFS or local councils as the definition of an asset is entity specific.

68. The RFS and individual local councils have 'fire-fighting' responsibilities under the Act in which fire-fighting equipment is used. The responsibilities of the RFS are extensive as described under the Act and include:

a) 'for the prevention, mitigation and suppression of bush and other fires in local government areas (or parts of areas) and other parts of the State constituted as rural fire districts, and
b) for the co-ordination of bush firefighting and bush fire prevention throughout the State.'

69. In comparison, councils' fire-firefighting responsibilities are somewhat limited – they have a duty to prevent the occurrence of bush fires on any land, highway, road and street that is vested in or is under their control. RFS enters rural fire district service agreements with councils to undertake these responsibilities on their behalf.

Rural fire district service agreements

70. It is understood that there may be some differences in the various agreements between the councils and the RFS.

71. Based on a review of a service agreement and some councils' comments on the broad nature of their agreements, the responsibilities of the RFS and a local council can be summarised as:

The RFS:

- Is responsible for the day-to-day management of RFS in the district, including deployment
- Can provide additional equipment to meet its responsibilities under the agreement
- Is responsible for maintenance of district equipment to the standards set by the RFS
- Maintains a register of district equipment, and
- Procurement decisions are made by the RFS with disputes settled by the Minister.

Councils:

- As legal owners have agreed that the RFS can use the district equipment
- Provide certain information to assist the RFS with its tasks in the district, and
- Engages in the procurement process.

72. The recitals and detail of these agreements tell us about the nature of the relationships between the RFS and councils. In essence, the councils' responsibilities under the Act have been contracted to the RFS. The RFS has control of district equipment and premises. It is the RFS that enjoys the assets' service potential.

Asset acquisition and control of their use

73. The NSW Rural Fire Fighting Fund (RFFF) holds all contributions required to meet the costs of co-ordinating bush firefighting and prevention throughout the state and to provision its rural fire services.

74. The fund is maintained by Treasury and used to acquire and build red-fleet vehicles, other assets and to fund RFS activities. RFS has control over the account based on an annual budget approved by the Minister. RFFF is funded by contributions from insurance companies (73.7 per cent), councils (11.7 per cent) and Treasury (14.6 per cent). The councils are entitled to share in the proceeds of disposal of assets (11.7 per cent).

75. The RFS zone manager makes decisions about capital improvements and new assets. While councils may be consulted as part of the decision-making process, they take no part in decisions. Fire-fighting equipment is procured or built, under the direction of the RFS and in accordance the relevant RFS service standards.

76. Under the Act (s119(2)) assets vest in the council for which they have been purchased or constructed. Section 119(3) prevents the council from selling or disposing of the assets without written consent from the RFS commissioner. This is a protective right of the RFS.

77. Under S119(5) of the Act, the councils have the responsibility to take care of and maintain these specialised assets. The Act authorises the RFS commissioner to set maintenance standards for the assets. The councils transfer their maintenance obligations to the RFS through the Rural Fire District Service Agreements.

78. A rural fire brigade (RFB) is generally constituted by the council, the commissioner having the power to constitute an RFB if the council fails to do so. The commissioner controls and directs the functions of the RFB. An RFB is mainly composed of volunteers, and its activities are supervised and co-ordinated by a fire control officer. The FCO is an RFS employee and reports direct to the commissioner.

79. The commissioner may, with the concurrence of the council, use any of the equipment to deal with incidents outside the district area.

80. From the information provided, councils do not have access to red-fleet vehicles and buildings. However, I am informed that this may vary from region-to-region with some councils have limited access to limited use of the red-fleet.

81. The RFS insures plant and equipment, and councils meet the outgoing of buildings and other infrastructure assets.

82. The Minister for Police and Emergency Services has powers regarding disputes between the RFS and councils on matters such as contribution.

Infrastructure provided by the RFS

83. While accounting treatment of red-fleet vehicles has been the focus for many, the appropriate accounting of land and buildings provided by the RFS also needs to be explicitly addressed as required by my brief. Given that the same accounting considerations arise for both red-fleet vehicles and the land and buildings provided by RFS, it puzzles me that stakeholders have failed to canvass appropriate accounting for the latter.

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84. Land and buildings *provided by the RFS* have generally been regarded as owned and/or controlled by the councils and recorded in their financial statements. Arguments for the continued recognition of land and buildings have not been advanced.

85. From the information provided, it appears that the recognition of land and buildings is, in part, justified on the basis of councils' responsibility for their maintenance and insurance. In other aspects, they seem similar to red-fleet vehicles. Maintenance and insurance of buildings are obligations. They are not rights to control assets for their service potential to meet councils' objectives.

86. The underlying accounting for fire-fighting equipment, whether red-fleet vehicles or land and buildings, should be subject to the application of the same accounting principles as previously outlined.

87. In my opinion, as red-fleet vehicles are not controlled by the councils, land and buildings provided by the RFS in association with them are also *likely* not controlled by the councils. The latter need to be further investigated.

88. Where councils have provided land and buildings to the RFS, they will need to give consideration to requirements of AASB 117 *Leases* and AASB 1004 *Contributions* and also the new standard AASB 16 *Leases*.

Specific issues

89. The following issues were identified for consideration as part of this review and I provide my opinions on them.

90. *Legal vs operational control*: Accounting issues need to be considered in the context of control over the asset's service potential to contribute to the objectives of the entity. Legal ownership (vesting) is not the crucial determinant for control as explained in my review of the accounting standards and framework.

91. *Future economic benefits of the asset*: The service potential of an asset is specific to the entity and its objectives. An asset cannot be controlled by two entities. The fire-fighting equipment benefits both the councils and the RFS in helping them to comply with their legislative requirements. The RFS has the substantive responsibilities for the prevention, mitigation and suppression of bush and other fires in local government areas and other parts of the State, and controls fire-fighting equipment to meet its statutory objectives.

92. *Control (of movement) of assets*: The RFS has decision-making authority over fire-fighting equipment under the Act and rural fire district service agreements. The RFS exercises this authority through them, including the functions of zone managers and rural fire brigades.

93. Control of fire-fighting equipment is evident by procurement (and replacement and retirement) decisions, service standards for their care and maintenance, access restrictions, and deployment within the district and elsewhere in the state. These are substantive rights of the RFS. The RFS also has a protective right in that councils are prevented from selling or disposing of the assets without written consent from the RFS commissioner (s.119(3)).

Councils have no substantive rights for the control of fire-fighting equipment – vesting does not confer control.

94. *Maintenance of assets* (including expertise): As the decision-making authority, the RFS is exposed to the risks of poor fire-fighting equipment, with the exception of the exterior of some infrastructure assets within the district. While the relevant council has responsibility under the Act for care and maintenance of the vested assets, the standards of care and maintenance are set by the RFS commissioner under the Act (s119(5)). The councils have outsourced this obligation to the RFS through the rural fire district service agreements. Fire-fighting equipment, with exception of some infrastructure assets, is specialised, and expertise for its maintenance lies with the RFS and not councils. The RFS has set service standards for maintenance.

95. *Insurance:* As the decision-making authority, the RFS is exposed to the risks of loss of fire-fighting equipment with the exception of the exterior of some infrastructure assets that are insured by councils, and the RFS has insured against its risks.

Conclusion

96. Users of not-for-profit financial statements are concerned with the ability of an entity to achieve its objectives, both financial and non-financial. Financial statements should show the results of the stewardship of management for the resources entrusted to it.

97. The current accounting for fire-fighting equipment fails the information needs of the RFS's and councils' financial-statement users as the equipment has failed to be recognised by the entity that controls its potential to meet its objectives.

98. In my opinion, fire-fighting equipment is controlled by the RFS as determined by application of accounting standards and the framework according to the facts and circumstances described.

99. Recognition of fire-fighting equipment by the RFS in its financial statements, and derecognition by the councils from theirs, also satisfies the definition of an asset and qualitative characteristics of financial statements, including faithful representation and substance over form.

100. Fire-fighting equipment recognised by some councils should be derecognised and this should be accounted and disclosed as an error under AASB 108 *Accounting Policies, Changes in Estimates and Errors*.

101. Fire-fighting equipment vested in councils, whether recognised or unrecognised, under options in the code should be recognised in the RFS's financial statements. This should be accounted and disclosed as an error under AASB 108 *Accounting Policies, Changes in Estimates and Errors.*

102. Alternatively, an argument could be made that rather than an error, it is a change in accounting policy resulting for consideration of recently issued accounting standards (i.e., AASB 10, AASB 15, AASB 16) that provide more definitive guidance on the control. However, in my opinion the long-standing authoritative pronouncements (framework, SAC 1,

AASB 116, AASB 138, and AASB 117) were sufficient to conclude that decisions should be made on the basis of control rather than ownership. Some may not share this view.

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DRAFT

Appendix: Facts and stakeholder views on fire-fighting assets

Introduction

1. Stakeholders have provided the Office of Local Government (OLG) with various arguments, opinions, and documents to support their positions on accounting for red-fleet assets in particular. The OLG has provided these for my consideration. Extracts from them have been included in this appendix along with salient matters from my discussions with certain stakeholders.

2. I have also included my views on several issues raised that link to the body of my report. However, I have not commented on individual arguments for and against recognition in the financial statements of councils or the RFS; these have been addressed in the body of my report.

3. The RFS is the lead combat agency for bush fires. It works closely with other agencies to respond to emergencies, including structure fires, motor-vehicle accidents and storms that occur within the rural fire districts.

4. The RFS website contains the following description of responsibilities:

> 'The NSW RFS has fire management responsibilities for over 95 percent of the landmass of the State and therefore the Service is spread across the length and breadth of NSW. A total of 47 districts are grouped into four regions.
>
> 'In each District NSW RFS staff members assist volunteers and brigades to prepare for and respond to operational incidents.
>
> 'A Fire Control Centre forms the administrative and operational base of the rural fire district or zone.
>
> 'The coordination and management of local brigade responses to fire and other incidents – including natural disasters, motor vehicle accidents and other civil emergencies – is undertaken through the Fire Control Centre.'

NSW Rural Fire Services (RFS)

Responsibilities of RFS and Councils

5. The Rural Fires Act 1997 (the Act) established the Rural Fire Service (RFS) to co-ordinate bush firefighting and prevention throughout the state and to provide rural fire services for New South Wales.

6. The objects of the *Rural Fires Act 1997* are to provide:
   a) 'for the prevention, mitigation and suppression of bush and other fires in local government areas (or parts of areas) and other parts of the State constituted as rural fire districts, and
   b) for the co-ordination of bush firefighting and bush fire prevention throughout the State, and

c) for the protection of persons from injury or death, and property from damage, arising from fires, and c1) for the protection of infrastructure and environmental, economic, cultural, agricultural and community assets from damage arising from fires, and
d) for the protection of the environment by requiring certain activities referred to in paragraphs (a)–(c1) to be carried out having regard to the principles of ecologically sustainable development described in section 6 (2) of the Protection of the Environment Administration Act 1999.' (s.3)

7. The following sections of the Act are noteworthy on control of fire-fighting equipment, and in particular the powers of the commissioner, the service standards, and the requirements of councils:

Functions

- The RFS consists of the commissioner and other staff of the service and volunteer rural fire fighters (s.8).
- The functions of the RFS include 'to provide rural fire services for New South Wales' with such services being defined to include 'services for the prevention, mitigation and suppression of fires in rural fire districts' (s9).
- The commissioner is, in the exercise of his or her functions, subject to the control and direction of the minister (s11).
- The functions of the commissioner include: 'The Commissioner is responsible for managing and controlling the activities of the Service and has such other functions as are conferred or imposed on the Commissioner by or under this or any other Act' (s12).

Service standards

- In relation to service standards '[the] Commissioner may from time to time issue written policy statements to members of the Service for or with respect to procedures to be followed in connection with the operation, management and control of the Service' (s13).

Brigades

- A local authority may form a rural fire brigade, and the commissioner may form one if the local authority refuses or fails to do so within the period prescribed by the regulations after being requested to do so by the commissioner (s.15).
- In relation to the area of operations and officers of groups of rural fire brigades: the fire control officer who forms a group of rural fire brigades is to determine the territory in which the group is to operate, and the officers of the rural fire brigades forming a group of rural fire brigades are those persons selected, in accordance with the service standards, to be officers for the group by the members of the rural fire brigades forming the group. A person selected to be an officer holds office for the period specified in the service standards (s.19).
- The functions of officers of rural fire brigades are conferred or imposed on the officer by or under this or any other Act. Functions may be conferred under the Act by the service standards (s.21).
- The general powers of rural fire brigade officers and others are described. Also, 'Any function that may be exercised, or action that may be taken, by an officer of a rural fire

brigade or group of rural fire brigades because of this section may be exercised or taken by the Commissioner' (s.22).

- Responsibilities of fire control officers and local authorities are: 'A fire control officer is, subject to any direction of the Commissioner, responsible for the control and co-ordination of the activities of the Service in the rural fire district for which he or she is appointed as fire control officer', and '[the] local authority for the rural fire district for which a fire control officer is appointed must provide facilities and accommodation to enable the fire control officer to exercise his or her functions' (s.37)'.
- The commissioner may authorise officers and members of rural fire brigades to exercise certain functions (s.39).
- The commissioner is to take charge of bush fire-fighting operations and bushfire prevention measures and to take such measures as the commissioner considers necessary to control or suppress any bushfire in any part of the state (with four circumstances identified). The commissioner may delegate the functions to individuals described (s.44).
- The commissioner may give such directions as he or she considers necessary to fire control officers, deputy fire control officers, officers of rural fire brigades, local authorities, officers or members of Fire and Rescue NSW, members of the NSW Police Force and other persons in connection with the prevention, control or suppression of any bushfire in the area or locality in which the commissioner has taken charge or is taking measures under this division (s.45).

8. Under s63, local councils have the duty to prevent the occurrence of bush fires on any land, highway, road and street that is vested in, or is under the control of, that council.

9. Under s119(1) of the Act, fire-fighting equipment is defined as: *fire-fighting apparatus, buildings, water storage towers or lookout towers*. Fire-fighting apparatus is defined as: *all vehicles, equipment and other things used for or in connection with the prevention or suppression of fire or the protection of life or property in case of fire*.

10. This section also requires:

- All fire fighting equipment purchased or constructed wholly or partly from money to the credit of the Fund is to be vested in the council (s119(2)).
- A council must not sell or otherwise dispose of3any fire fighting equipment without the written consent of the Commissioner (s119(2)).
- A council must take care of and maintain in the condition required by the Service Standards any fire fighting equipment vested in it under this section (s119(5)).
- The Commissioner may, with the concurrence of the council in which fire fighting equipment is vested under this section, use any of the equipment not reasonably required by the council to deal with incidents in the area of the council to deal with incidents outside the area (s119(6)).

Service standards

11. The RFS sets service standards that are available on its website. They number more than 80 and include the following, which I have grouped under headings.

Delegations and the like

- SS 1.3.1 *Delegations and Authorisations (including supplementary delegations-unincorporated area of NSW)* – The statutory powers created by the Rural Fires Act 1997 (the Act) are vested in the Commissioner, Local Authorities, Fire Control Officers and Officers of Brigades. This Service Standard identifies the Delegations (s 14 of the Act) and Authorisations (s 39 of the Act) of the Commissioner with respect to the NSW RFS. It also includes Delegations (s 44 of the Act) of the Commissioner with respect to co-ordinated bush firefighting.

- SS 2.1.*1 Formation and Disbandment of Brigades and Groups of Brigades* – The NSW RFS is committed to providing a fire service which has relevance to local communities and recognises that local situations can change, and there is a need to periodically review the placement of Brigades.

- SS 2.1.4 *Appointment of Field and Group Officers* – The Rural Fires Act 1997 provides for the appointment of Brigade Officers in accordance with the Service Standards.

- SS 1.3.4 *Rural Fire District Service Agreements* – The majority of Local Authorities which have responsibilities for Rural Fire Districts have entered into Rural Fire District Service Agreements (RFDSAs) with the NSW RFS under section 12A of the Rural Fires Act 1997. In accordance with these RFDSAs, the Commissioner assumes responsibility for the exercise of functions imposed upon those Local Authorities by the Act.

Equipment

- SS 1.1.16 *Fundraising Activities (Provision of Goods and Services)* – Members of the Service engage in a range of fund raising activities in order to assist rural fire brigades and groups of rural fire brigades to acquire additional equipment and facilities, to assist in the payment of running costs and to otherwise enhance the service they provide to the community.

- SS 5.1.4 *Fire Fighting Appliance Construction Standards* – This Service Standard ensures that the NSW RFS provides safe, cost effective, standardised, fit for purpose fire fighting appliances across a range of categories.

- SS 5.1.6 *Secondhand Appliance Transfer Program* – The NSW RFS is continuing the program to modernise, standardise and maintain the fire appliance fleet and has a secondhand appliance transfer program that provides for appliances to be transferred between Districts at certain nominated stages.

- SS 5.1.9 *Breathing Apparatus* – This service standard defines the proper acquisition, use, training and maintenance associated with breathing apparatus in the NSW RFS.

- SS 5.3.*1 Equipment Maintenance* – To ensure the safety and effectiveness of rural firefighting and related activities, all equipment and related facilities need to be maintained in a serviceable condition.

- S 5.4.1 *Asset Disposal* – The NSW RFS is committed to the proper management of surplus or deficient physical assets that might otherwise reduce efficient, effective and safe service delivery. One of the key elements of asset management is the timely, appropriate and cost effective disposal of assets in a frame work that ensures probity, honesty and conformity to Government Policy.

Staffing

- SS 1.1.7 Code of Conduct and Ethics – It establishes standards of behaviour expected of all members of the NSW RFS.
- SS 1.1.2 Discipline –Sets out the procedure to be followed when disciplinary action is taken against a volunteer member of the NSW Rural Fire Service (NSW RFS).
- SS 6.1.3 Training in the NSW RFS – Members of the NSW RFS are required to have the relevant competency to carry out the functions for which they have volunteered or for which they have been employed.

12. The existence of these service standards and the nature of their subject matter need to be considered as to whether they indicate control of service-potential assets by the RFS.

RFS Annual Report 2016-2017

13. The RFS Annual report 2016-2017 provided some relevant contextual information which has reproduced below.

14. Commissioner's Report stated:

> 'The year has also seen the continued investment in building new, or refurbishing brigade stations and fire control centres across the state.'
> 'With a total of 6315 tankers, air and marine craft and other vehicles, we continue to assess and improve the effectiveness of the Service's fleet, making modifications, refurbishments and purchasing new as required.'

15. One noteworthy information was: There was 72,233 volunteers and 878 salaried staff; and 'In total across the reporting period, our members attended over 24,500 incidents, including bush and grass fires, motor vehicle accidents, hazard reduction activities and support for other agencies'.

16. The financial statements describe its accounting policy for rural fire-fighting equipment in note 1 as:

> 'The ownership of all fire fighting equipment purchased by the Rural Fire Fighting Fund is vested in the relevant local government council. The cost of such equipment is therefore expensed by the Service in the year of purchase.
> The exception to this is fire fighting equipment purchased for the State Mitigation Service which is recorded on the Service's asset register'.

17. Note 10 Restricted Assets described cash held as part of RFFF $139,532,000 (2016 $104,406,000 as: 'The Service holds funds that form the NSW Rural Fire Fighting Fund which is a special deposits account established under section 102 of the *Rural Fires Act 1997*.

Funds in the Rural Fire Fighting Fund can only be expended for the purposes defined in the Act.'

Rural fire district service agreements

18. I am informed that councils *generally* enter a rural fire district service agreement with the RFS to undertake these responsibilities on behalf of the council. For completeness, it should be ascertained how many councils have these agreements and those that do not. In relation to the latter, how the assets in question are accounted.

19. The Act (s12A) specifies arrangements for entry into *rural fire district service agreements*:

> (1) Without limiting section 12, the Commissioner may enter into a rural fire district service agreement (a service agreement) with any local authority or authorities responsible for a rural fire district or districts.
> (2) Without limitation, a service agreement:
> (a) may specify functions imposed on the local authority by or under this Act that are to be exercised by the Commissioner during a period (if any) specified in the agreement, and
> (b) may specify any obligations to be imposed on the local authority as a consequence of the Commissioner agreeing to exercise those functions, and
> (c) may set performance targets for the exercise of those functions, and
> (d) may provide for the evaluation and review of results in relation to those targets.
> (3) The Commissioner and the local authorities must, as far as practicable, exercise the functions and carry out the obligations in accordance with the service agreement.
> (4) The Commissioner is to report the results of the performance under a service agreement during a financial year to the local authority or authorities concerned within 3 months after the end of that year.

20. I note that this section gives the commissioner various powers over the services to be provided.

21. In my opinion, the existence and specifics of these agreements support the argument that the RFS has control of the assets in question.

22. I have considered one such agreement – made with Tweed Shire council. General comments made by some councils about their agreements, as described elsewhere in this appendix, are consistent with the extracts below.

Example of a rural fire district service agreement (Tweed Shire Council)

23. Under the Rural Fire Services Act 1997, the commissioner may enter a rural fire district service agreement with any local authority(ies) responsible for a rural fire district(s) (s.12A).

24. I have been provided with the agreement between Tweed Shire Council and the commissioner and have summarised key issues.

25. As noted later, other councils report a common approach to agreements.

26. The agreement began on 1 July 2010 and continues until terminated under clause 14 (cl.3).

27. The recitals include:

- Parties entered into agreement under section 12A of the Rural Fire Services Act 1997 (NSW)
- Commissioner agreed to exercise all the functions imposed on Council under the Act, other than those specified in clause 4.2
- Commissioner agreed to undertake all the day-to-day management of the rural fire services operating in the District on behalf of the Council
- Council has agreed to provide certain administrative accounting and maintenance services to the Commissioner and RFS
- The Council has agreed to allow Commissioner and RFS to use the District Equipment and Premises
- The Council and the Commissioner have agreed to establish a liaison committee, and
- The Council has agreed to delegate certain functions powers duties to members of the RFS.

28. District equipment is defined as 'Fire Fighting Apparatus and the other vehicles and equipment: owned by the State of NSW; owned by the Council; or vested in the Council and used by members of Rural Fire Service operating in the District'.

29. Premises are defined as 'Land and buildings or parts of land and buildings specified in schedule 1.' Nine brigade stations, one other station and one control station are identified.

30. The following details are also noteworthy.

Functions and management responsibilities are:

- The Commissioner exercises the Council's functions and manages the district (cl. 4) in consideration of $1 (cl.4.2). The functions include the day-to-day management of RFS in the District (cl.4.2). Certain functions are excluded (cl.4.2).
- The Council provides certain information to the RFS to help RFS to discharge its functions (cl.4.3).
- The Commissioner may, but is not obliged to, utilise or provide additional equipment or personnel in addition to the District Equipment and members of the RFS operating in the District (cl.4.4).

District equipment requirements are:

- Council to make available and allow the use of the District Equipment to Commissioner and RFS (cl.5.1).
- Commissioner agrees to maintain the District Equipment on behalf of the Council in accordance with applicable service standards (cl.5.1). The service standards are those issued by the Commissioner under s.13 of the Act (cl.5.2).
- The RFS will maintain a register of District Equipment with a copy provided to Council every six months (cl.5.3).

Land and buildings requirements are:

- Council agrees to allow the Commissioner and RFS to occupy and use the Premises, or other land and buildings as may be agreed (cl.6.1). Council grants a licence to enter and use (cl.6.2). Commissioner has a personal right of occupation on the terms specific in this licence; but no tenancy, estate, or interest in the land on which the Premises are situated (cl.6.3). Legal right of possession and control over the Premises and land on which they are situated remain vested in the Council (cl.6.4).
- The responsibilities of Council are: not to interfere with the Commissioner's use; pay rates, taxes etc; maintain premises in good repair (as described in cl.6.7); and insure buildings and have the designated public risk insurance coverage (cl.6.5).
- The Commissioner must not occupy or use the Premises other than the provision of fire-fighting services and for related incidental purposes; not assign the licence or grant a sub-

licence; carryout minor repairs (as described in cl.6.8); comply with all relevant laws regarding the Commissioner's use of property; and not alter the premises without the consent of Council (that shall not unreasonably be withheld) (cl.6.6). There are specific provisions regarding access Tweed Fire Control Centre (cl.6.7).

Finance requirements are:

- Annually the Council makes a bid of estimated probable expenditure on District for next financial year to the Commissioner. Following consultation with the Council, the Commissioner submits a probable allocation of expenditure and a probable contribution by the Council to the Rural Fire Fighting Fund. If the Council and Commissioner disagree on these, a determination on the contribution is made by the Minister (cl.8.1 to 8.3).
- The Commissioner, following consultation with Council, provides a four-year budget forecast expenditure, updated annually. Consultation with Council includes: Council's capacity to contribute to the fund; RFS and government policies for replacement of District Equipment, District's requirements by reference to Standard of Fire Cover and other policies; and standards of fire stations and other facilities. The Commissioner provides a draft 10-year capital work program undated annually (cl.8.4 to 8.6).
- The Council can provide funds for the delivery of rural fire services in the District in addition to statutory contribution. The Commissioner must manage those funds in accordance with the directions of the Council (cl.8.7).
- The Commissioner (and at his/her sole discretion) has unrestricted to and may expend monies received by the Council from the fund for delivery of rural fire services in the District. The Commissioner may also expend additional monies(cl.8.8).
- Funding for repairs and maintenance is a reimbursement basis (cl.8.9).

Insurance and related requirements are:

- Effect and keep current the following: property damage and public liability insurance for the property; compulsory third party and comprehensive insurance for motor vehicles that form part of District Equipment, except where agreed otherwise by the Council and the Commissioner; property damage and public liability insurance, third party and comprehensive insurance, for all Premises and District Equipment controlled, occupied, or managed by the Commissioner or RFS (cl.10.1).

In summary, the RFS:

- Is responsible for the day-to-day management of the RFS in the district, including deployment
- Can provide additional equipment to meet its responsibilities under the agreement
- Is responsible for maintenance of district equipment to the standards set by the RFS
- Maintains a register of district equipment, and
- Procurement decisions are made by the RFS with disputes settled by the Minister.

In summary, the council:

- As the legal owner has agreed that the RFS can use the district equipment
- Provides certain information to assist the RFS with its tasks in the district, and
- Engages in the procurement process.

31. The recitals and details reveal the nature of the relationship between the RFS and the council. In essence, the council's responsibilities under the Act have been contracted out to the RFS. The RFS has control of equipment and premises. It is the RFS that enjoys the service potential of these assets.

32. As the legal owner, the council has granted the RFS the right to occupy and use the premises (10 fire stations and one control centre). Outgoings and insurance are met by the council as are major repairs.

33. Where the land and building, constitute fire-fighting equipment provided by RFS, my comments on the accounting for red-fleet vehicles are likely to be equally relevant for their appropriate accounting.

34. Where the land and building were not provided by the RFS, further information is required about how these premises were acquired and whether on council land; and the implications assessed under AASB 117 and soon to be operative standards – AASB 16 and AASB 1058.

Rural Fire Fighting Fund

35. The NSW Rural Fire Fighting Fund (RFFF) holds all contributions required to meet the costs of co-ordinating bush firefighting and prevention throughout the state and to provide rural fire services for New South Wales (s.102)

36. A special RFFF deposit account is maintained by Treasury and used to acquire and build red-fleet vehicles, other assets and to fund RFS activities.

37. To assist the minister in preparing and adopting the rural fire brigade funding target for a financial year, the commissioner must prepare and give to the minister a written report and recommendations about rural fire brigade expenditure for the year and the estimated expenditure for each rural fire district and each relevant council (s.105).

38. The RFS has control over this account based on an annual budget approved by the minister.

39. As per the provisions of the Act, RFFF is funded by contributions from insurance companies (73.7 per cent), councils (11.7 per cent) and Treasury (14.6 per cent). These are recognised as income by the RFS.

40. The assets acquired or built using the RFFF are of two types:

- White-fleet vehicles, which are operational and commercial and are not designed to fight fires. These assets do not benefit councils and are used state-wide and recorded in RFS financial statements.

- Red-fleet vehicles, which are firefighting assets bought or constructed for the benefit of a particular council. As per s119 of the Act: *All firefighting equipment purchased or constructed wholly or partly 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*.

41. Fire-fighting equipment is procured or built and overseen by the RFS.

Arguments advanced that councils control the fire-fighting equipment

NSW Treasury and Rural Fire Service

42. NSW Treasury and RFS formed the view that '[w]hile the arrangements are finely balanced, Treasury has concluded RFS's treatment of not recognising the fire-fighting assets was appropriate' (letter dated 29 September 2017 to the acting chief executive of the OLG).

43. Treasury cited AASB 116 *Property, Plant and Equipment* (para 7) and AASB *Conceptual Framework* (paras. 49 and 89); and Rural Fire Services Act 1997 in forming its view.

44. Treasury's observations were:

'1. Legal ownership sits with the Local Authorities (LA), a strong indication of control
2. RFS permission for disposal is only seen as a protective right
3. It is difficult to ascertain future economic benefits for a NFP. These FF assets allow RFS to comply with their governing legislation/ mandate in Rural Fires Act 1997 and to undertake various Statutory obligations imposed on Councils under the Act, for and on behalf of Councils. There are also potential benefits for Councils.
4. Use/control of assets – SLAs appear to give RFS unrestricted access to the assets. This however is predicated on the LA having the right to grant that access
5. Maintenance of the assets – Councils appear to take responsibility for maintenance
6. Insurance – for FF assets, this is paid and organised centrally by RFS to TMF (paid from the RFFF) for and on behalf of all Councils who have the insurable interest. RFS has no insurable Interest.'

45. The conclusion reached was:

'We acknowledge the ownership of assets is a matter of judgement. However, based on the above our view is that RFS should continue to not recognise the FF assets that have been vested to the Councils, as they receive little future economic benefit, are bound to the service level agreement as agreed with the Councils and do not have control to move the assets to other Councils without permission. This treatment would then be consistent with other assets that are used by RFS, namely land and buildings.

NSW Audit Office

Internal position paper

46. The audit office has produced an internal position paper titled *NSW Rural Fire Service Accounting treatment of Rural Fire Services Assets*.

47. The issue addressed was 'Since Red Fleet vehicles are vested in the council, RFS do not record these in their financial statements. Many councils also do not record the Assets'.

48. Control and other considerations were described:

- 'Even though S119(2) of the Act vests the Assets in the council for whom these have been purchased or constructed, S119(3) prevents the council from selling or disposing of the Assets without written consent from the RFS Commissioner.
- As per the *Framework for the Preparation and Presentation of Financial Statements*, for a not-for-profit entity in the public sector, future economic benefits from an asset is synonymous with the notion of its service potential. These Assets allow RFS to comply with their governing legislation and fulfil their mandate as per the Act. At the same time these Assets help fulfil council's duty under the Act, to prevent the occurrence of bush fires on land

controlled by the council. Economic benefits from the Assets are therefore enjoyed by both the council and RFS.

- Under S12A of the Act, the RFS Commissioner may enter into a Rural Fire District Service Agreement (Agreement) with any council responsible for a rural fire district. These Agreements are contractual licences that set out the understanding between the parties as to maintenance, use and access to firefighting equipment and premises.
- Under S63 of the Act, land owners have the responsibility of preventing the occurrence of bush fire. To comply with the requirements of the Act, councils are obliged to perform hazard reduction activities. Councils do not possess firefighting and hazard reduction expertise and therefore delegate the conduct of this activity to RFS through an Agreement under which the council provides RFS access to council Assets. Under the Agreement, the council agrees to make available to and allow the RFS Commissioner to use the Assets which are owned by, vested in or under the control of the council.
- A Rural Fire Brigade (RFB) is generally constituted by the council. The Commissioner has the power to constitute a RFB if the council fails to do so. A RFB can be disbanded by the person or body who constituted it. A RFB is mainly comprised of volunteers and its activities are supervised and co-ordinated by a Fire Control Officer (FCO), who is an RFS employee and reports directly to the RFS Commissioner. The Commissioner controls and directs the functions of the RFB. Under S38 of the Act, a council is obliged to provide facilities and accommodation to enable the FCO to perform his or her functions. Such facilities and accommodation should be of a standard approved by the Commissioner.
- As per S119(5) of the Act, it is council's responsibility to take care and maintain the Assets. The Act authorises the RFS Commissioner to set maintenance standards for the Assets. The Council lacks expertise to maintain such specialised nature Assets. Being the owner of the Assets, the councils transfers their maintenance obligation to RFS through the Agreement. RFFF is funded through an annual RFS budget, which includes planned maintenance expenditure for firefighting equipment held RFS districts. Councils contribute (11.7%) annually to these budgets which includes the maintenance component. Hence, any subsequent maintenance expenditure incurred by the council is reimbursed by RFS using these funds.
- Like planned maintenance expenditure, the expected insurance cost for the Assets is included in the RFS annual budget. Council, by way of its contribution (11.7%) to the RFFF, contributes to such insurance expenditure. While councils own the Assets, for administrative reasons, Treasury Managed Fund (TMF) and councils have agreed to an arrangement whereby RFS is permitted to acquire insurance coverage for the Assets in its own name. RFS pays the insurance premium from the RFFF and is nominated as an insured party under the insurance policy. RFS does not derive any insurable benefit under the insurance policy. In the event of a loss of an Asset (vested in the council), the insurance proceeds are used to reacquire or build a similar Asset, which then again vests in the same council. The arrangement between RFS and a council does not constitute a lease arrangement, since RFS is not paying any consideration to the council for the use of council's assets.
- The Agreement does not satisfy the conditions of a Joint Arrangement under the Australian Accounting Standards (AASB 11).'

49. There are appendices to the position paper *Appendix 1 – Illustration of the overall arrangement* and *Appendix 2 – Indicators of control*. The latter contains an assessment of control from the perspectives of the RFS and councils, applying:

- Legal ownership
- Future economic benefits and/or service potential
- Daily access and use
- Control of movement
- Maintenance, and

- Insurance.

50. The NSW Audit Office reached the following conclusion:
'Vesting provisions under the Act, substantiated by an Agreement whereby the council allows RFS to use these assets for and on behalf of the council, supports the conclusion that these assets are controlled by the council. In addition, council's responsibility of maintaining these assets and receiving the benefit of an insurance claim (in the event of a loss), further corroborates this conclusion.'

Audit Office final management letter for 30 June 2017

51. Tamworth Regional Council has provided the following extract from the Audit Office's management letter dated 30 June last year in its submission to the OLG on the 2017-2018 draft code:

'As at the 30 June 2017, the Council has exercised the option available under the Local Government Code of Accounting Practice and Financial Reporting not to recognise certain rural fire service assets. RFS assets, specifically the red vehicles, are vested in Council. Combined with other indicators there is a presumption that they are controlled by Council and should be recognised in the Council's financial statements. This is supported by an analysis of Rural Fire Services Act 1997 and service agreements between the councils and RFS.'

'The following are indicators of 'control' by the Council:

- Assets are vested in the Council as per Rural Fire Services Act 1997, giving Council legal ownership
- As the land owner, Council has the responsibility of fire mitigation and safety works under Rural Fire Services Act 1997
- The service agreement allows the RFS use of the assets for fire mitigation and safety works within the Council's area
- Council is responsible for maintaining the assets but has transferred this responsibility to RFS through the service agreement
- In the event of loss of an asset, the insurance proceeds are used to reacquire or build a similar asset, which is again vested in the Council.'

Arguments advanced that councils do not control the fire-fighting equipment

Albury City

Introduction

52. Albury City has prepared a *Position statement on the recognition of Rural Fire Service assets*. Excepts reproduced below reveal the council's view that equipment is not a council asset but land and buildings are.

Background

53. 'Rural Fire districts and Rural Fire Brigades are established generally in line with local council areas. Albury City shares a fire zone and Rural Fire District Service Agreement with Greater Hume Shire Council. Greater Hume Shire Council provides the majority of administrative support required under the service agreement. Albury City maintains

buildings within its Local Government Area boundary and services RFS Vehicles through its maintenance depot upon request. Albury City charges the RFS for vehicle servicing costs.'

54. 'Rural Fire Services costs are shared between Albury City and Greater Hume Shire, with Greater Hume Shire paying 80% of the cost and Albury City 20%. The basis of this allocation is tied to the number of fire services identified in each Council area, Greater Hume Shire 19 and Albury City 5.'

55. 'Albury City accounts for land and buildings used by the RFS situated within the Albury City boundary, however does not account for Rural Fire Service plant or other equipment'.

Application of accounting literature

56. The following points are made with reference to the framework.

1. 'An asset is defined as a resource that is controlled by the entity as a result of past events and from which future economic benefits are expected to flow to the entity (49).
2. Attention needs to be given to its underlying substance and economic reality and not merely its legal form (51).
3. In respect of not-for-profit entities, economic benefit is synonymous with service provision or enabling them to meet their objectives to beneficiaries (54).
4. The right of ownership is not essential to the determination of control (57)'.

57. Reference was also made to AASB 116 *Property, Plant and Equipment:*
'[R]equires that an asset can only be recognised if it is probable that future economic benefits associated with the item will flow to the entity.'

58. Reference was also made to SAC 4 *Definition and Recognition of the Elements of Financial Statements* and definition of a 'control of an asset' ('the capacity of the entity to benefit from the asset in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit'). I note that SAC 4 has been withdrawn.

Facts and circumstances

59. Albury City's statement notes that the Act provides for:

- 'All firefighting equipment acquired from the fund is to be vested in the council of the area (S119)
- A council must not dispose of such equipment without the written consent of the Commissioner, and
- Albury City and Greater Hume Shire are entitled to a share of 11.7% of the disposal proceeds.'

60. The agreement between Albury City and the commissioner includes a basic section on district equipment (section 5):

- 'Council will allow the RFS to use the equipment which is owned by, vested in or under the control of the Council
- The Commissioner agrees to maintain the equipment on behalf of the council, and
- The RFS will maintain and supply to Council a register of the equipment.'

61. The statement further reads:
'This can be compared to a very detailed section on Land and Buildings (section 6) which specifically states that the legal right to possession and control over the premises and land

remains vested in Council and the RFS only has right of occupation. In addition: council must maintain the premises in good repair; council must pay all utility costs associated with the premises; and Council must pay all insurances associated with the building and public risk'.

62. In relation to land and buildings, it states:
'The Rural Fire Service Agreement clearly identifies that Council retains full legal right to possession and control over premises occupied by the RFS. Councils are required to maintain buildings, pay all utility costs associated with the building and pay all insurances on the buildings and public risk associated with the use of the building […] This is similar to a lease agreement, and as such Council retains control of the building and is required to hold the land and associated building as an asset'.

63. In relation to equipment:

- 'Section 119(3) of the Rural Fires Act 1997 (NSW) stipulates that Council must not sell or otherwise dispose of any firefighting equipment … without the consent of the Commissioner. Section 119 (4) requires any funds received from sale must be credited to the RFS fund'
- 'The RFS Zone manager makes all decisions about capital improvements and new assets, while Council may be consulted in these decisions it takes no part in the final decision'
- 'The RFS insures all plant and equipment', and
- 'In practice the RFS makes all decisions to switch fleet and equipment to other fire districts as it feels necessary. Council has no access to and is not permitted to use of any plant and equipment held by the RFS.'

Conclusion

64. The statement concluded:
'It is clear that the AASB Accounting Standards require a standard higher than ownership when accounting for assets. Entities may own an asset, but unless they have control of that asset and can clearly identify future economic benefits flowing to the entity from that asset, then it cannot be included in the entities assets schedule.'

'Council has taken the view that it has no control over the purchase, use or sale of any RFS equipment. As such the requirements SAC 4 have not been met and RFS equipment should not be included as assets in Councils accounts.'

'Albury City retains effective control of associated Land and Buildings, but that the RFS retains control of plant and equipment. Accordingly, Albury City's practice is to recognise associated Land and Buildings in its asset schedules, but not Plant and Equipment.'

'It is also considered that in regard to the objectives of financial reporting, councils obligation and commitment to the rural fire fighting function is fully and accurately reflected in the statutory contribution expense made and the net cost of other relevant facilities provided under the local agreement.'

Bellingen Shire Council

65. Bellingen Shire Council prepared a *Position Statement Rural Fire Service Assets Treatment* (November 2017). It is very similar to other councils' positions, and therefore the commonalities not repeated.

66. The following extracts are, however, noteworthy.

'For Bellingen, RFS assets total approximately $7.6M, with an annual depreciation expense of $0.5M per year. Bellingen Shire Council has taken the approach to *not* recognise any RFS assets on their books.'

'Under Bellingen Shire Council's Service Level Agreement with the RFS, the following conditions are in place:

- Council has agreed to allow the RFS and the Commissioner to use the district equipment
- Council has agreed to allow the RFS and the Commissioner to use the premises (per schedule 1 in agreement)
- The Commissioner agrees to maintain the equipment on behalf of the Council
- The RFS will maintain and supply to Council a register of the equipment
- With reference to the financing arrangements, the Commissioner will, by the 28 February each year, submit to Council: a probable allocation of expenditures for the district for the next financial year; and a probable contribution by the Council to the fund, and
- In the event the Commissioner and the Council cannot agree upon the contribution of the Council to the Fund within 28 days of the Commissioner delivering the probable allocation by Council, the Minister (Police and Emergency Services) will make a determination on behalf of the parties.'

'Further to the above, the following observations can be made about the RFS fleet and buildings:

- All RFS vehicles are managed through State Fleet NSW. Council has no control of the type of fleet purchased. Vehicles are insured and registered through State Fleet.
- Council has no control over the vehicles allocated to their RFS district: Council does not have keys or usage of these assets. Vehicles allocated to the district can be used throughout the State without Council consultation or permission.
- Council does not hold keys to the buildings, make decisions about the use of them, has no access to use of, nor earn any income from RFS buildings.'

67. The statement concluded:

1. 'The Accounting Standards require a standard higher than ownership when accounting for assets. Entities may own an asset, but unless they have control of that asset and can clearly identify future economic benefits flowing to the entity from that asset, then it cannot be included in the entities assets schedule.
2. Whilst the RFS Act refers to assets being 'vested' in Council, there is no mention of the Council having 'ownership' of these assets.
3. As per the RFS Act, Council does not receive the proceeds from the sale of the assets. You cannot have control of an asset without also having control of the proceeds.
4. Council do not insure or register the fleet assets, nor do Council hold keys or have access to any of these vehicles. Fleet are used throughout the state without the permission or knowledge of Council. This fails the very basic of asset control tests.
5. Council does not hold keys to the buildings, make decisions about the use of them, has no access to use of, nor earn any income from RFS buildings.
6. RFS (not Councils) receive future economic benefit from firefighting equipment assets in terms of both net cash flows and service provision.
7. Whilst Council has a detailed Rural Fire District Service Agreement, this appears to be an "on paper arrangement only" and does not represent what is happening in practice.
8. RFS make all the decisions about capital improvements and new assets. While Council is consulted, it has no final decision.
9. Should there be any disagreement as to Councils contribution to the fund, the Minister for Police and Emergency Services has the final say.'

68. And finally:

'It is clear that even the most basic of control tests have not been met, the evidence is also compelling that the RFS receives the flow of future economic benefits, not Council. Based on the evidence, Council, in complying with the Accounting Standards, has no choice but to not recognise the RFS Assets.'

Clarence Valley

Background

69. Clarence Valley Council wrote a *Position Statement on the Recognition of Rural Fire Service Assets* dated 3 October 2017. The council stated:

'Clarence Valley Council maintains buildings within its Local Government Area boundary whilst plant and other equipment is fully owned and maintained by RFS. Clarence Valley Council accounts for land and buildings used by the RFS situated within the Clarence Valley Council boundary.'

Application of accounting literature

70. Clarence Valley Council used the same accounting references as Albury City. They are not repeated.

Facts and circumstances

71. Cogent extracts from the statement include:

'The Rural Fire District Service Agreement (RFS 2) between Clarence Valley Council and the Commissioner includes a basic section on District equipment (section 5) and section on Land and Buildings (section 6)'. (The descriptions are the same as Albury City and not repeated.)

'The RFS is funded directly by the State; both operating and capital acquisitions are made directly by RFS Officers. Council has no input into the operations or capital acquisitions of the RFS. The Fire Services Act provides that The NSW Rural Fire Service has the function to provide rural fire services for New South Wales (9(1) (a)). It is considered therefore that it is the Rural Fire Service and not councils that receive future economic benefit from firefighting equipment assets in terms of both net cash flows and service provision.'

Conclusion

72. Clarence Valley Council has reached the same conclusion as Albury City. It is not repeated.

Tamworth Regional Council

73. Tamworth Regional Council prepared a *Position statement on the recognition of Rural Fire Service assets*. It is very similar to other councils' positions and is therefore not repeated.

OLG conversations with councils about the Rural Fire Service's assets

74. The OLG spoke to four councils (28 August 2017) on three issues. Did they recognise land and buildings? Did they write off the trucks in financial statements? Was this arrangement covered by an agreement with the RFS or a district or council?

75. The responses were:

Narrandera Shire Council (Hiscox):

> 'Recognise building and land only – not the red fleet. They don't believe they should recognise the fleet as it does not meet the 8 criteria of control as per the standards. They are covered by a zone agreement which would need to be updated as there are former councils on it. They will provide us with a copy.'

Leeton (Stewart):

> 'Recognise buildings only (they own the land). They do not believe they control the red fleet under the definition of the Standards, they have absolutely no control over the red fleet. They were even told by RFS that they did not have to insure them anymore and that RFS would. When the assets are sold the money goes to RFS and they replace the old with the new.'

Cowra (Scott):

> 'Recognise all assets including the red fleet – they wanted to change the policy but were told that they couldn't – once they have them in the books they had to stay. In their opinion they do not control the red fleet. They depreciate the fleet on the same basis as heavy vehicles. These vehicles turn over quite regularly and are quite expensive. RFS have the final say over these assets.'
>
> Email from Cowra (Stuart) to OLG (Love) dated 29 August 2017. 'Following up on our conversation yesterday regarding RFS assets here is a bit of additional information:
>
> - Bushfire sheds are located on land owned or controlled by Council
> - Bushfire sheds are included on council insurance schedule
> - Council is generally responsible for maintaining the shed although some reimbursement does come from RFS
> - RFS trucks are not under the control of council and can be required to attend fires or other emergencies at other NSW & interstate locations at the direction of RFS
> - RFS trucks are not registered by council
> - RFS are not insured by council
> - RFS trucks are not maintained by council
> - RFS truck maintenance & fuel costs are paid by council (due to the ridiculous funding arrangement) but reimbursed by RFS.'

Tweed (Chorlton):

> 'Recognise the buildings and land – not the red fleet. Does not believe that Council has control of the fleet. Believes the legislation needs to be changed to take out the [vesting] and should be the same as SES. [Agreed] that vested does not mean that councils have control.'

Narrandra Shire Council (Hiscox) email from to Crowe Horwarth (Lucas) headed *Assessment of the RFS Red Fleet as a council asset* and dated 22 September 2017. The email stated: 'Council has considered the following in determining that the RFS Red Fleet should not be booked as an asset on council's balance sheet.

- The items in the Red Fleet are specified and procured in a timeframe determined by the RFS in accordance with the RFS budget. Sale of items is determined by the RFS and proceeds of sale flow to the RFS
- Future economic benefits derived from the Red Fleet accrue to the RFS as the Red Fleet is used to address RFS objectives and service delivery exclusively
- Council has no access to the Red Fleet for any of its purposes
- The RFS determine where the Red Fleet is deployed within the shire and may task the fleet outside the shire

- Council maintain the Red Fleet under direction from the RFS and within a budget set by the RFS
- Council maintains brigade stations under councils building maintenance program and insures the buildings under council's policy
- The RFS has directed council not to insure the Red Fleet under council's motor vehicle cover.'

City of Parramatta (Matthew Walker) exchanged a series of emails with Audit NSW (Celia Withers) headed Rural Fire Assets and dated 23 and 24 September 2017. Relevant extracts from the City of Parramatta correspondence are:

- Extract from section 119(3) of the Rural Fire Services Act 1997 (NSW): 'A council must not sell or otherwise dispose of any firefighting equipment purchased or constructed wholly or partly from money to the credit of the Fund without the written consent of the Commissioner […] This would indicate that Council does not have control of the assets as it does not possess the right to dispose of assets without consent of the RFS.'
- Extract from section 119(5) of the Rural Fire Services Act 1997 (NSW): 'A council must take care of and maintain in the condition required by the Service Standards any firefighting equipment vested in it under this section.
- 'In operation this is done in accordance within a service agreement with the Local Rural Fire Service Command. This maintenance is included in the annual budget prepared by the Local Rural Fire Command which is submitted to the central Rural Fire Service for approval and includes requests for Capital items to be funded by the Rural Fire Service. Access to Rural Fire Service buildings and equipment is restricted to the personnel (including volunteers) of the local rural fire area command and this indicates that Council cannot just access the assets for utilisation in the course of its daily operations.'
- 'Further highlighting issues with determination of control and the difference of crown land assets under council's care and control, where the access is not restricted nor is an annual budget prepared by another entity for services to be provided.'

Council comments on the draft *Code of Accounting Practice*

76. The OLG sought comments on the draft *Code of Accounting Practice* and some councils responded. The following comments and extracts are cited to help further understanding of the councils' views.

77. *Armidale Regional Council's* Mr Peter Dennis, CEO, stated in a submission to OLG dated 2 February 2018 that:

- AASB 116 *Property, Plant and Equipment* defines 'assets' and 'control of assets' and is the basis for Council's arguments on these terms. (I note that AASB 116 no longer defines these terms).
- 'With regards to Rural Fire Services assets (buildings, plant and equipment), Council is unable to determine there is a future economic benefit, an ability to gain control over the assets, or demonstrate there is a transaction that will give rise to control in future.'
- 'The Council's preferred position is that Rural Fire Services operates and is funded as NSW Fire Brigade and State Emergency Service. Where all that council is required [to do is] to make a financial contribution annually.'
- 'In applying AASB 116, Council should make no reference to Rural Fire Service assets, or recognition in the asset register. In addition, all reference to Rural Fire Service should be removed from the Code.'

78. *Cessnock Council's* Mr Robert Maginnity, director of corporate and community services, provided the following comments:

- 'I agree RFS assets should be recognised, but it should be with the RFS who have control of those assets. This is particularly so for the vehicle fleet. Council has no control of the purchase, disposal or usage of such asset, so to mandate recognition flies firmly in the face of not only common sense, but also the fundamental accounting concept of control.'
- 'RFS assets should only be accounted for by a council if in accordance with the accounting standards they determine that they have control of those assets and can clearly identify future economic benefits flowing to the council from those assets. Due to differing arrangements that are in place at the local level across the State, this may need to be assessed by each council on a case by case basis.'

79. *Finance Network Executive and Local Government Professionals Australia, NSW*, stated (undated):

'It is the view of the Finance Network Executive and Local Government Professionals Australia, NSW, that Rural Fire Service assets should only be accounted for by a council, if in accordance with the accounting standards, they determine that they have control of those assets and can clearly identify future economic benefits flowing to the Council from those assets.'

80. *Mid North Coast Regional Organisation of Councils* (MIDROC) made a submission to the OLG dated 30 January 2018. The submission contained background information and cited what MIDROC considers to be relevant accounting literature. They are not repeated here; these matters have been previously described.

81. MIDROC provided the following summary of a service-level agreement:

'Under councils Service Level Agreement with the RFS, the following conditions are in place:

- Council has agreed to allow the RFS and the Commissioner to use the district equipment;
- Council has agreed to allow the RFS and the Commissioner to use the premises (per schedule 1 in agreement);
- The Commissioner agrees to maintain the equipment on behalf of the Council; and
- The RFS will maintain and supply to Council a register of the equipment.
- With reference to the financing arrangements, the Commissioner will, by the 28 February each year, submit to Council: a probable allocation of expenditures for the district for the next financial year and a probable contribution by the Council to the fund. In the event the Commissioner and the Council cannot agree upon the contribution of the Council to the Fund within 28 days of the Commissioner delivering the probable allocation by Council, the Minister (Police and Emergency Services) will make a determination on behalf of the parties.'

The following observations were made about the RFS fleet and buildings:

- 'All RFS vehicles are managed through State Fleet NSW – Council has no control of the type of fleet purchased; and vehicles are insured and registered through State Fleet.
- Councils have no control over the vehicles allocated to their RFS district – Council does not have keys or usage of these assets; and vehicles allocated to the district can be used throughout the State without Council consultation or permission.
- Councils do not hold keys to the buildings, make decisions about the use of them, has no access to use of, nor earn any income from RFS buildings.'

82. MIDROC summarised its findings as follows:

- 'The Accounting Standards require a standard higher than ownership when accounting for assets. Entities may own an asset, but unless they have control of that asset and can clearly identify future economic benefits flowing to the entity from that asset, then it cannot be included in the entities assets schedule.

- Whilst the RFS Act refers to assets being "vested" in councils, there is no mention of the councils having "ownership" of these assets.
- As per the RFS Act, councils do not receive the proceeds from the sale of the assets. You cannot have control of an asset without also having control of the proceeds.
- Councils do not insure or register the fleet assets, nor do councils hold keys or have access to any of these vehicles. Fleet are used throughout the state without the permission or knowledge of councils. This fails the [most] basic of asset control tests.
- Councils do not hold keys to the buildings, make decisions about the use of them, has no access to use of, nor earn any income from RFS buildings.
- The RFS (not councils) receive future economic benefits from firefighting equipment assets in terms of both net cash flows and service provision.
- Whilst councils have detailed Rural Fire District Service Agreement, this appears to be an "on paper arrangement only" and does not represent what is happening in practice.
- RFS make all the decisions about capital improvements and new assets. While councils are consulted, it has no final decision.
- Should there be any disagreement as member council contributions to the fund, the Minister for Police and Emergency Services has the final say.'

83. MIDROC concluded:

'It is clear that even the most basic of control tests have not been met, the evidence is also compelling that the RFS receives the flow of future economic benefits, not councils.'

84. *Tamworth Shire Council*, Mr Rick Sanderson, stated in a submission dated 2 February 2018:

'Council considers that the only valid point (sic a reference Audit Office final management letter of June 2017) in this is legal ownership and ignores other significant elements of the accounting concept of control. Council's position on this issue is attached showing that we strongly believe that controls lies with RFS (Appendix A).'

85. *Temora Shire Council*, G C Lavelle, general manager, stated (2 February 2018):

'In the Council's view Rural Fire Service assets should only be accounted for by a Council, if in accordance with the accounting standards, they determine that they have control of those assets and can clearly identify future economic benefits flowing to the council from those assets. Temora Shire Council does not have control over the purchase sale, or usage of the Rural Fire Services Assets. We do believe we should recognise these assets in our financial statements.'

86. *Tweed Shire Council's*, Mr Brian Unwin, senior accountant, wrote:

'[The reasons] for local government not reporting RFS assets include, but are not limited to:

- Councils are unable to dispose of or restrict access to these assets – there is no control
- Councils are unable to effectively maintain an asset register for these assets – they have no access to the asset inventories and must rely on accurate and timely information being provided to them by RFS
- As Councils have no authority over the RFS they can't compel the RFS to provide this information
- It is unlikely that RFS will inform Councils when transfers of mobile assets occur between LGAs
- As RFS purchase these assets, acquisitions must be shown on Councils' income statements as non-cash contributions
- As RFS receives the cash for the disposal of these assets, Councils must disclose a loss on disposal when this occurs.

Whether or not legislation vests the legal ownership of these assets to local government, RFS clearly has control of these assets and should be fulfilling its reporting obligations.'

****

DRAFT

Parks and Open Spaces Service Delivery Plan

PUBLIC VERSION – May 2024

This document will ultimately be the key document for the future servicing for sport & recreation locations in Murray River Council.

Within this document we will define

- the Parks and Open Spaces Hierarchies,
- the Inclusion or Asset list for inclusion into the identified parks
- the list of Parks and Open Spaces within each hierarchy
- the list of services to be undertaken at each park or open space
- the minimum interval/intervention times allocated to undertake the listed services at each location

The document is separated into five sections,

- Background information
- North Parks and Open Spaces
- South Parks and Open Spaces
- West Parks and Open Spaces
- Service Levels by Park and Open space type.

Table of Contents

Background 4
Parks and Open Space Hierarchies 5
Inclusions 7
North Parks and Open Spaces 8
South Parks and Open Spaces 9
West Parks and Open Spaces 10
Community Parks – Service Level 12
Neighbourhood Parks – HIGH – Service Levels 14
Neighbourhood Parks – LOW – Service Levels 16
Passive Ornamental Parks – HIGH – Service Levels 18
Passive Ornamental Parks – LOW – Service Levels 20
Cemeteries – Service Levels 21
Road Reserves – Service Levels 23
Drainage Basins – Service Levels 25
Sports Grounds – REGIONAL– Service Levels 26
Sports Grounds – DISTRICT – Service Levels 27
Sports Grounds – LOCAL – Service Levels 28
Sports Grounds – OTHER LOCATIONS – Service Levels 29

Background

In 2020, Murray River Council engaged CT Management Consulting to assist staff to undertake community surveys, identify all land that MRC owns or maintains then further assess the condition of all the assets including buildings and park assets such as furniture, structures, play equipment and general infrastructure.

It was determine that Council owned and maintained a large amount of land and assets, some of which were surplus to Council and Community needs.

The Needs & Demand Assessment reports which were produced provided direct links with and supports MRC's suite of strategic planning documents including the overarching strategic document, the Community Strategic Plan (CSP). The Needs & Demand Assessment supports the CSP vision and mission and directly contributes to Council's delivery of the following key theme items:

- A place of environmental sensitivity
- A place of liveable communities
- Connected communities

The Parks and Open Spaces Strategy which has been developed to provide context to all current and future Parks and Open Spaces across the region, aligns with the MRC CSP and the NSW State Governments Play Planning Guidelines "Everyone can Play", key themes of *Can I get there? Can I play? Can I stay?* These questions formed the keystone to building the MRC Parks and Open Space Hierarchies and assisted in the development of the embellishments list for each classification.

Parks and Open Space Hierarchies

The Councillors spent several months defining and determining the following hierarchy types and settled on the following,

- Community – our high level parks.
    - Most people should be able to access a park of this level within a 1km radius.
    - These parks are designed for people to play and stay for the longer period of time.
- Neighbourhood – our medium level parks.
    - Most people should be able to access a park of this level within a 500m radius.
    - People will visit these areas for a shorter period of time.
    - Not all embellishments will be present at all locations.
- Passive/Ornamental
    - These sites are often green passive areas which are frequented for short periods of time.
- Sportsgrounds
    - Regional - Regional sportsground facilities are specialised facilities that have a large catchment area which extends beyond the MRC LGA to remain viable and may require users to travel long distances. Regional facilities cater primarily for adult training and competition, and generally have a range of recreation/social areas and support facilities built to a high standard. Regional facilities should also be capable of hosting a major recreation or sporting event/tournament, such as a country championship.
    - District - District sportsground facilities generally attract people from within the MRC LGA. District sportsground facilities cater for training and competition and are normally the “headquarters” ground or centre for clubs, with additional playing facilities (if required) being accessed from local sports facilities. Sporting reserves in rural villages are generally provided to a standard which are commensurate with a District facility classification.
    - Local - Local sports grounds primarily cater for junior training and competition, except in rural villages where they will typically cater for both senior and junior training and competition requirements. Local sports facilities are generally built and maintained to a lower level when compared to District facilities. Local sports facilities are generally used by clubs identified within a town/village.
    - Other Sportsgrounds - These facilities often represent spaces where population levels have declined, and the sites are no longer required to be maintained and serviced at high or medium levels. The facilities provide important community connections or meeting spaces such as a hall, with limited opportunities for recreation activities in generally smaller villages or communities.

When discussing the hierarchies with Parks and Open Spaces Operational staff it became clear there were two levels within the Neighbourhood and Passive / Ornamental classifications. In addition, there was also the additional classifications of Road Reserves, Cemeteries and Drainage Basins which needed to be catered for in the hierarchy. For the purpose of the Service Delivery Operational Plan we have separated all locations into the following classifications,

- **Community**
- **Neighbourhood – High & Low**
- **Passive/Ornamental – High & Low**
- **Cemeteries**
- **Road Reserves**
- **Drainage Basins**

It is important to note, in some cases Sportsgrounds and Park areas intersect and a larger site may contain several areas of different classifications within the hierarchies.

For operational purposes the locations are listed under three headings:

- North Parks & Open Spaces
- South Parks & Open Spaces
- West Parks & Open Spaces

Inclusions

Inclusions or assets, to be located at each Park, Open Space or Sportsground were workshopped with Councillors and key staff to determine what needed to be contained and maintained at each level of the future hierarchy. The final lists of embellishments, located below, will become the standard inclusion list for all future Parks, Open Spaces and Sportsgrounds across the Council region.

In some cases, established Parks, Open Spaces and Sportsgrounds may have additional assets which will be removed over time or at the end of their safe usage period.

The following Inclusions & Assets are generally provided at each level of the hierarchy:

✓ Required ● Optional x Not required.

Inclusions/ Asset type	Level within Hierarchy					
	Community	Neighbourhood	Ornamental /Passive	Regional Sportsground	District Sportsground	Local Sportsground
Recreation activity area	✓	✓	x	✓	✓	✓
Bollard fencing	x	✓	✓	x	x	✓
Post & Rail Fencing	✓	x	x	✓	✓	x
Park Trees	✓	✓	✓	✓	✓	✓
Bike Rack	✓	x	x	✓	✓	✓
Small Park Location Sign	✓	✓	✓	✓	✓	✓
Large Park Location Sign	✓	✓	x	✓	x	x
Water Station/Bubbler	✓	✓	●	✓	✓	✓
Bench Seats	✓	✓	✓	✓	✓	✓
Picnic Tables	✓	●	x	x	x	x
Structure/ shelter (with table & chairs)	✓	x	x	✓	✓	●
Bins	✓	✓	✓	✓	✓	✓
Park Lighting	✓	x	x	✓	✓	x
Barbecues	✓	x	x	✓	x	x
Shade Structure	✓	x	x	✓	✓	×
Irrigation	✓	●	●	✓	✓	●
Amenity/Toilet block	✓	x	x	✓	✓	●
Spectator seating	x	x	x	x	✓	✓
Pathway/footpaths	✓	●	●	✓	✓	✓
Carparking	✓	●	x	✓	✓	●
Playground	✓	●	x	✓	●	●

North Parks and Open Spaces

DESCRIPTION	TYPE	LOCATION
Brian Sharp Reserve	Community	Moama
The Range	Community	Moama
Harry McCormick Arboretum / Skate Park area	Community	Mathoura
Highlands Park	Neighbourhood High	Moama
Dhungala Reserve (West)	Neighbourhood High	Moama
Lake View Playground	Neighbourhood High	Moama
Opitz Park	Neighbourhood High	Mathoura
Picnic Point Boat Ramp Reserve	Neighbourhood High	Picnic Point
Bert Dolan Reserve	Neighbourhood High	Picnic Point
Livingston Street CBD	Neighbourhood High	Mathoura
Mathoura Pool	Neighbourhood Low	Mathoura
Liston Park	Neighbourhood Low	Mathoura
Womboota Hall-Playground & Surrounds	Neighbourhood Low	Womboota
Caldwell Hall-Playground & Surrounds	Neighbourhood Low	Caldwell
Perricoota Run	Passive Ornamental High	Moama
Lake View (Perricoota Rd) (Fountains)	Passive Ornamental High	Moama
Dhungala East Drainage Reserve (IRR)	Passive Ornamental High	Moama
Moama Business Park (Median)	Passive Ornamental High	Moama
AE Murthy Park	Passive Ornamental High	Mathoura
Soldiers Memorial park	Passive Ornamental High	Mathoura
Office / Depot	Passive Ornamental High	Mathoura
Barber Paddock Natural Reserves	Passive Ornamental Low	Moama
Polly's Bridge	Passive Ornamental Low	Mathoura
Greg Graham Reserve (Boat Ramp)	Passive Ornamental Low	Mathoura
Mathoura Lawn Cemetery	Cemeteries	Mathoura
Mathoura Pioneer Cemetery	Cemeteries	Mathoura
Perricoota Rd (Roadside)	Road Reserves	Moama
Nicholas Drive	Road Reserves	Moama
Kildare Ave	Road Reserves	Moama
Winbi Road Reserve (Landscaped)	Road Reserves	Moama
All Estate Entry landscape	Road Reserves	Moama
Barbers Paddock	Road Reserves	Moama
Cobb Hwy Moama	Road Reserves	Moama
Jacana Avenue	Road Reserves	Moama
24 Lane & Beer Rd Buffers	Road Reserves	Moama
Cobb Hwy Mathoura	Road Reserves	Mathoura
Urban streets Mathoura	Road Reserves	Mathoura
Livingston Street CBD	Road Reserves	Mathoura
Medians Mathoura	Road Reserves	Mathoura
Barbers Paddock	Drainage Basins	Moama
Dhungala (Eastside)	Drainage Basins	Moama
Moama West Corridor (Lakeview to Dhungala)	Drainage Basins	Moama
Murray Banks	Road Reserves	Moama
Lakeview	Road Reserves	Moama
Caldwell Roadside toilet	Road Reserves	Caldwell
Town entries Womboota	Road Reserves	Womboota
Urban Streets Womboota	Road Reserves	Womboota
Town entries Bunnaloo	Road Reserves	Bunnaloo
Urban Streets Bunnaloo	Road Reserves	Bunnaloo
Main Oval - Mathoura	Sportsground - Local	Mathoura
Main Oval - Bunnaloo	Sportsfield - Local	Bunnaloo

South Parks and Open Spaces

DESCRIPTION	TYPE	LOCATION
Moama Skate Park	Community	Moama
Moama Recreation Reserve (Adventure Park Botanic Garden)	Community	Moama
River Gums Drive (old Winbi)	Community	Moama
Langwell Park	Neighbourhood High	Moama
Regent Street Park	Neighbourhood High	Moama
Horseshoe Lagoon Entry/Wharf/Walkway	Neighbourhood High	Moama
Salmon Gums Reserve	Neighbourhood High	Moama
Meninya Street CBD	Neighbourhood High	Moama
Apex Park	Neighbourhood Low	Moama
Moama pool	Neighbourhood Low	Moama
Murray Banks	Neighbourhood Low	Moama
Moama Beach	Passive Ornamental High	Moama
Lions Park	Passive Ornamental High	Moama
Kerrabee Soundshell	Passive Ornamental High	Moama
Nicholas Park	Passive Ornamental High	Moama
Cobb Hwy/Meninya Entries	Passive Ornamental High	Moama
Moama Main Office (Rec Res)	Passive Ornamental High	Moama
Moama Old Office / Cenotaph	Passive Ornamental High	Moama
Moama off Leash Area	Passive Ornamental High	Moama
Martin Street Community Center	Passive Ornamental High	Moama
Ruby Court	Passive Ornamental Low	Moama
Ivo Ham	Passive Ornamental Low	Moama
Hickey Park	Passive Ornamental Low	Moama
Lawry Park	Passive Ornamental Low	Moama
Berryman Park	Passive Ornamental Low	Moama
Two Parks- MS Reserve East & West	Passive Ornamental Low	Moama
Martin Street Sporting Complex	Passive Ornamental Low	Moama
Moama Cemetery	Cemeteries	Moama
2731 Entry	Road Reserves	Moama
Chanter street	Road Reserves	Moama
Medians Moama	Road Reserves	Moama
Roundabouts Moama	Road Reserves	Moama
Riverstrip	Road Reserves	Moama
Horseshoe lagoon	Road Reserves	Moama
Main Oval - Moama	Sportsground - Regional	Moama
Jack Eddy Oval	Sportsground - Regional	Moama
Brick Alley	Sportsground - District	Moama
Moama Velodrome	Sportsground - Local	Moama

West Parks and Open Spaces

DESCRIPTION	TYPE	LOCATION
Barham Recreation Reserve	Community	Barham
Howard Park	Community	Moulamein
Mensforth Park	Community	Tooleybuc
Yellymog Park	Community	Murray Downs
Riverside & Lions Park	Neighbourhood High	Barham
Riverview Drive (Future)	Neighbourhood High	Barham
Pirate Park (Playground)	Neighbourhood High	Murray Downs
Murray Downs Drive Fitness Equipment	Neighbourhood High	Murray Downs
La Perouse Street park (playground)	Neighbourhood High	Wakool
Barham CBD	Neighbourhood High	Barham
Wakool CBD	Neighbourhood High	Wakool
Moulamein CBD	Neighbourhood High	Moulamein
Harry Lacey Park	Neighbourhood Low	Tooleybuc
Barham Beach & Boat Ramp	Neighbourhood Low	Barham
Flottman Park	Neighbourhood Low	Moulamein
Moulamein Lake Frontage	Neighbourhood Low	Moulamein
Tulka Terrace	Neighbourhood Low	Moulamein
Noorong Hall-Playground	Neighbourhood Low	Noorong
DC Thomas & HJ Robinson Parks	Passive Ornamental High	Wakool
ANZAC Park Noorong St Rest Area	Passive Ornamental High	Barham
Teddy's Lane	Passive Ornamental High	Barham
Barham Community Center	Passive Ornamental High	Barham
The Triangle	Passive Ornamental High	Moulamein
Moulamein Main Office	Passive Ornamental High	Moulamein
River Street Reserve (Boat Ramp)	Passive Ornamental Low	Tooleybuc
Caccaviello Reserve	Passive Ornamental Low	Tooleybuc
Punt Road South (Caravan Park East)	Passive Ornamental Low	Barham
Linton Park Drive Reserve	Passive Ornamental Low	Barham
Riverview Drive (East Barham)	Passive Ornamental Low	Barham
Lorenzen Park	Passive Ornamental Low	Moulamein
Water Tower Park	Passive Ornamental Low	Moulamein
Cork Junction (Boat Ramp)	Passive Ornamental Low	Moulamein
South Town Entry (Shelter area) Big Tree Car Park	Passive Ornamental Low	Moulamein
Darb & Tads Park	Passive Ornamental Low	Wakool
Barham Cemetery	Cemeteries	Barham
Moulamein Cemetery	Cemeteries	Moulamein
Tooleybuc Cemetery	Cemeteries	Tooleybuc
Town Entries Barham	Road Reserves	Barham
Punt Road	Road Reserves	Barham
Town Entries Wakool	Road Reserves	Wakool
Urban Streets Wakool	Road Reserves	Wakool
Town Entries Moulamein	Road Reserves	Moulamein
Urban Streets Moulamein	Road Reserves	Moulamein
Swan Hill Rd entry to bridge	Road Reserves	Murray Downs
Murray Downs Drive	Road Reserves	Murray Downs
Sandpiper entry	Road Reserves	Murray Downs
Currawong Crt Reserve	Road Reserves	Murray Downs
Urban Streets Barham	Road Reserves	Barham
Roundabouts Barham	Road Reserves	Barham
Urban Streets Tooleybuc	Road Reserves	Tooleybuc
Town entries Tooleybuc	Road Reserves	Tooleybuc

Tooleybuc CBD	Road Reserves	Tooleybuc
Moulamein Lake (General Area)	Drainage Basins	Moulamein
Goldfinch Crescent Reserve	Drainage Basins	Murray Downs
Vinnicombe Lane	Drainage Basins	Barham
Truck Stop Barham	Road Reserves	Barham
Barham Landfill	Road Reserves	Barham
Town entries Goodnight	Road Reserves	Goodnight
Urban Streets Goodnight	Road Reserves	Goodnight
Town entries Koraleigh	Road Reserves	Koraleigh
Urban Streets Koraleigh	Road Reserves	Koraleigh
Medians Koraleigh	Road Reserves	Koraleigh
Main AFL Oval - Barham	Sportsground - District	Barham
Show/Cricket Oval - Barham	Sportsground - Local	Barham
Main Oval - Moulamein South	Sportsground - District	Moulamein
Main Oval - Tooleybuc	Sportsground - District	Tooleybuc
Oval 2 (Tribucs)	Sportsground - Local	Tooleybuc
Main Oval - Wakool	Sportsground - Local	Wakool
Main Oval - Koraleigh	Sportsground - Other	Koraleigh
Moulamein Centennial Reserve	Sportsground - Other	Moulamein
Mallan Recreation Reserve	Sportsground - Other	Mallan
Goodnight Recreation Reserve	Sportsground - Other	Goodnight
Kyalite Recreation Reserve	Sportsground - Other	Kyalite

Community Parks – Service Level

Community Parks		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors		■					
BBQ's	- Clean / Maintenance			■					
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	general locations		■					
Park Inspections / Maintenance									
Asset Inspection		Structures, Furniture, Paths, Signs				■			
Asset Maintenance		Structures, Furniture, Paths, Signs				■			
Playground	- General inspection	Check soft fall, components, general maintenance		■					
	- Formal inspection	Documented					■		
	- Soft Fall areas	Top up under surfacing						■	
Carparks / site surrounds									
Street Cleaning		General (pressure clean, rake, litter, etc)		■					
Carpark	- general inspection			■					
	- maintenance			■					
	- re-gravel								■
	- tidy			■					
Fenceline	- inspection					■			
	- maintenance								■
	- slashing (fire hazard reduction)						■		
Bollard	- inspection					■			
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March		■					
	- Off Season	Typically - April - August			■				
Whipper Snip / Edging	- Growing Season				■				
	- Off Season					■			
Fertilise	- grassed areas						■		
	- garden beds								■

Community Parks		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Spraying	- edging/ Borders						■		
	- broadleaf							■	
	- insecticide					■			
Garden Maintenance	- general inspection				■				
	- planting								■
	- pruning							■	
	- hedging							■	
	- mulching							■	
Weeding						■			
Top Dress									■
Spike turf areas								■	
Dethatch areas									■
Tree maintenance		lifting, pruning, general maintenance					■		
Manual Watering	- Growing Season			■					
	- Off Season	take into consideration set up time							■
Irrigation	- Growing Season		■						
	- Off Season								■
Capital Works									
Installation	- play equipment								■
	- park furniture								■
	- water bubblers								■
Landscape rehabilitation									■
Irrigation - installation of new systems									■

Neighbourhood Parks – HIGH – Service Levels

Neighbourhood Parks HIGH		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors		■					
BBQ's	- Clean / Maintenance			■					
Graffiti removal									■
Waste Management	- waste collection	pick up Contractors		■					
	- litter	general locations		■					
Park Inspections / Maintenance									
Asset Inspection		Structures, Furniture, Paths, Signs				■			
Asset Maintenance		Structures, Furniture, Paths, Signs				■			
Playground	- General inspection	Check soft fall, components, general maintenance		■					
	- Formal Inspection	Documented					■		
	- Soft Fall areas	Replenish						■	
Carparks / site surrounds									
Street Cleaning	- general (pressure clean, rake, litter, etc)					■			
Carpark	- general inspection					■			
	- maintenance					■			
	- re-gravel								■
	- tidy					■			
Fenceline	- inspection					■			
	- maintenance								■
	- slashing (fire hazard reduction)							■	
Bollard	- inspection					■			
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March			■				
	- Off Season	Typically - April - August				■			
Whipper Snip / Edging	- Growing Season					■			
	- Off Season					■			

Neighbourhood Parks **HIGH**		**Comments**	**Daily**	**Weekly (approx 7 days)**	**Fortnightly (approx 14 days)**	**Monthly (approx 30 days)**	**Quarterly (approx 90 days)**	**Yearly (approx 365 days)**	**As requested**
Fertilise	- grassed areas								
	- garden beds								
Spraying	- edging / Borders								
	- broadleaf								
	- insecticide								
Garden maintenance	- general inspection								
	- planting								
	- pruning								
	- hedging								
	- mulching								
	- weeding								
Top Dress									
Spike turf areas									
Dethatch areas									
Tree maintenance	lifting, pruning, general maintenance								
Manual Watering	- Growing Season								
	- Off Season								
Irrigation	- Growing Season								
	- Off Season	take into consideration set up time							
Capital Works									
Installation	- play equipment								
	- park furniture								
	- water bubblers	Contractor							
Landscape rehabilitation									
Irrigation - installation of new systems									

Neighbourhood Parks – LOW – Service Levels

Neighbourhood Parks LOW		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors		■					
BBQ's	- Clean / Maintenance			■					
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	general locations				■			
Park Inspections / Maintenance									
Asset Inspection		Structures, Furniture, Paths, Signs				■			
Asset Maintenance		Structures, Furniture, Paths, Signs				■			
Playground	- General inspection	Check soft fall, components, general maintenance					■		
	- Formal Inspection	Documented							■
	- Soft Fall areas	Replenish						■	
Carparks / site surrounds									
Street Cleaning	General (pressure clean, rake, litter, etc)								■
Carpark	- general inspection						■		
	- maintenance								■
	- re-gravel								■
	- tidy						■		
Fenceline	- inspection					■			
	- maintenance								■
	- slashing (fire hazard reduction)							■	
Bollard	- inspection						■		
	- maintenance								■
Green Spaces									
Mowing	- Growing Season					■			
	- Off Season					■			
Whipper Snip / Edging	- Growing Season	Typically - September - March				■			
	- Off Season	Typically - April - August							■
Slashing	- Growing Season							■	
	- Off Season								■

Neighbourhood Parks **LOW**		**Comments**	**Daily**	**Weekly (approx 7 days)**	**Fortnightly (approx 14 days)**	**Monthly (approx 30 days)**	**Quarterly (approx 90 days)**	**Yearly (approx 365 days)**	**As requested**
Fertilise	- garden beds								
	- grassed areas								
Spraying	- edging/ Borders								
	- broadleaf								
	- insecticide								
Garden maintenance	- general inspection								
	- planting								
	- pruning								
	- hedging								
	- mulching								
	- weeding								
Tree maintenance	lifting, pruning, general maintenance								
Manual Watering	- Growing Season								
	- Off Season	take into consideration set up time							
Irrigation	- Growing Season								
	- Off Season								
Capital Works									
Installation	- park furniture								
Landscape rehabilitation									
Irrigation - installation of new systems									

Passive Ornamental Parks – HIGH – Service Levels

Passive Ornamental HIGH		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors		■					
BBQ's	- Clean / Maintenance			■					
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	general locations		■					
Park Inspections / Maintenance									
Asset Inspection	Structures, Furniture, Paths, Signs					■			
Asset Maintenance	Structures, Furniture, Paths, Signs								■
Carparks / site surrounds									
Street Cleaning		General (pressure clean, rake, litter, etc)		■					
Carpark	- general inspection			■					
	- maintenance			■					
	- re-gravel								■
	- tidy			■					
Fenceline	- inspection					■			
	- maintenance								■
	- slashing (fire hazard reduction)						■		
Bollard	- inspection					■			
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March		■					
	- Off Season	Typically - April - August				■			
Whipper Snip / Edging	- Growing Season					■			
	- Off Season					■			
Slashing	- Growing Season						■		
	- Off Season						■		
Fertilise	- grassed areas								■
	- garden beds								■
Spraying	- edging/ Borders					■			
	- broadleaf								■
	- insecticide								■

Passive Ornamental **HIGH**		**Comments**	**Daily**	**Weekly (approx 7 days)**	**Fortnightly (approx 14 days)**	**Monthly (approx 30 days)**	**Quarterly (approx 90 days)**	**Yearly (approx 365 days)**	**As requested**
Garden maintenance	- general inspection								
	- planting								
	- pruning								
	- hedging								
	- mulching								
	- weeding								
Tree maintenance	lifting, pruning, general maintenance								
Manual Watering	- Growing Season								
	- Off Season	take into consideration set up time							
Irrigation	- Growing Season								
	- Off Season								
Capital Works									
Installation	- play equipment								
	- park furniture								
Landscape rehabilitation									
Irrigation - installation of new systems									

Passive Ornamental Parks – LOW – Service Levels

Passive Ornamental **LOW**		**Comments**	**Daily**	**Weekly (approx 7 days)**	**Fortnightly (approx 14 days)**	**Monthly (approx 30 days)**	**Quarterly (approx 90 days)**	**Yearly (approx 365 days)**	**As requested**
Amenities									
Graffiti removal									
Waste Management	- waste collection	Contractors							
	- litter pick up	general locations							
Park Inspections / Maintenance									
Asset Inspection	Structures, Furniture, Paths, Signs								
Asset Maintenance	Structures, Furniture, Paths, Signs								
Carparks / site surrounds									
Street Cleaning	- general (pressure clean, rake, litter, etc)								
Fenceline	- inspection								
	- maintenance								
	- slashing (fire hazard reduction)								
Bollard	- inspection								
	- maintenance								
Mowing	- Growing Season	Typically - September - March							
	- Off Season	Typically - April - August							
Whipper Snip / Edging	- Growing Season								
	- Off Season								
Slashing	- Growing Season								
	- Off Season								
Spraying	- edging / Borders								
	- broadleaf								
	- insecticide								
Garden maintenance	- general inspection								
	- planting								
	- pruning								
	- hedging								
	- mulching								
	- weeding								
Tree maintenance	lifting, pruning, general maintenance								
Irrigation	- Growing Season								
	- Off Season								
Landscape rehabilitation									

Cemeteries – Service Levels

Cemeteries		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors & Staff		■					
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	general locations		■					
Grave Digging									■
Park Inspections / Maintenance									
Asset Inspection	Structures, Furniture, Paths, Signs					■			
Asset Maintenance	Structures, Furniture, Paths, Signs								■
Carparks / site surrounds									
Street Cleaning	- general (pressure clean, rake, litter, etc)					■			
Carpark	- general inspection					■			
	- maintenance					■			
	- re-gravel								■
	- tidy					■			
Fenceline	- inspection					■			
	- maintenance								■
	- slashing (fire hazard reduction					■			
Bollard	- inspection					■			
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March		■					
	- Off Season	Typically - April - August			■				
Whipper Snip / Edging	- Growing Season				■				
	- Off Season					■			
Fertilise	- grassed areas							■	
	- garden beds								■
Spraying	- edging/ Borders					■			
	- broadleaf							■	
	- insecticide								■

Cemeteries		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Garden maintenance	- general inspection								
	- planting								
	- pruning								
	- mulching								
	- hedging								
	- weeding								
Top Dress									
Dethatch areas									
Tree maintenance	lifting, pruning, general maintenance								
Manual Watering	- Growing Season								
	- Off Season	take into consideration set up time							
Irrigation	- Growing Season								
	- Off Season								
Capital Works									
Installation	- park furniture								
	- water bubblers								
Landscape rehabilitation									
Irrigation - installation of new systems									

Road Reserves – Service Levels

Road Reserves		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Toilets	- Clean	Contractors		■					
BBQ's	- Clean / Maintenance			■					
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	General Locations				■			
Park Inspections / Maintenance									
Asset Inspection	Structures, Furniture, Paths, Signs						■		
Asset Maintenance	Structures, Furniture, Paths, Signs								■
Carparks / site surrounds									
Street Cleaning	- general (pressure clean, rake, litter, etc)							■	
Carpark	- general inspection						■		
	- maintenance						■		
	- re-gravel								■
	- tidy						■		
Fenceline	- inspection						■		
	- maintenance								■
	- slashing (fire hazard reduction)						■		
Bollard	- inspection						■		
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March				■			
	- Off Season	Typically - April - August					■		
Whipper Snip / Edging	- Growing Season					■			
	- Off Season								■
Slashing	- Growing Season					■			
	- Off Season						■		
Fertilise	- grassed areas								■
	- garden beds								■

Road Reserves		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Spraying	- edging/ Borders						■		
	- broadleaf								■
	- insecticide								■
Garden maintenance	- general inspection					■			
	- planting								■
	- pruning								■
	- hedging								■
	- mulching								■
	- weeding						■		
Tree maintenance	lifting, pruning, general maintenance								■
Manual Watering	- Growing Season			■					
	- Off Season								■
Irrigation	- Growing Season			■					
	- Off Season								■
Capital Works									
Landscape rehabilitation									■
Irrigation - installation of new systems									■

Drainage Basins – Service Levels

Drainage Basins		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Yearly (approx 365 days)	As requested
Amenities									
Graffiti removal									■
Waste Management	- waste collection	Contractors		■					
	- litter pick up	general locations					■		
Park Inspections / Maintenance									
Asset Inspection	Structures, Furniture, Paths, Signs						■		
Asset Maintenance	Structures, Furniture, Paths, Signs								■
Carparks / site surrounds									
Street Cleaning	- general (pressure clean, rake, litter, etc)						■		
Fenceline	- inspection						■		
	- maintenance								■
	- slashing (fire hazard reduction)						■		
Bollard	- inspection						■		
	- maintenance								■
Green Spaces									
Mowing	- Growing Season	Typically - September - March					■		
	- Off Season	Typically - April - August					■		
Whipper Snip / Edging	- Growing Season						■		
	- Off Season						■		
Slashing	- Growing Season						■		
	- Off Season						■		
Spraying	- edging/ Borders						■		
	- broadleaf								■
	- insecticide								■
Garden maintenance	- general inspection						■		
	- planting								■
	- pruning								■
	- hedging								■
	- mulching								■
	- weeding						■		
Tree maintenance	lifting, pruning, general maintenance							■	
Irrigation	Assess by site requirements								■
Capital Works									
Landscape rehabilitation									■

Sports Grounds – REGIONAL– Service Levels

Sports Grounds		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Biannually (approx 180 days)	Yearly (approx 365 days)	As requested
Mow Ovals and prepare for organised competition.										
Monitor and repair damage to turf										
Mow	Summer Season	- sportsground								
	Winter Season	- sportsground								
	General surrounds and outer areas									
Asset Inspection	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Asset Maintenance	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Hard Surfaces	inspection of netball courts, synthetic tennis courts, synthetic cricket wickets									
Spraying	- edging/ Borders									
	- broadleaf									
	- insecticide									
Irrigation	- Growing Season									
	- Off Season									
Over-sow of warm season grasses										
Verti drain		Contractor								
Scarify		Contractor								
Core		Contractor								
Top Dress										
Fertilise	- grassed areas									
Soil testing										

Sports Grounds – DISTRICT – Service Levels

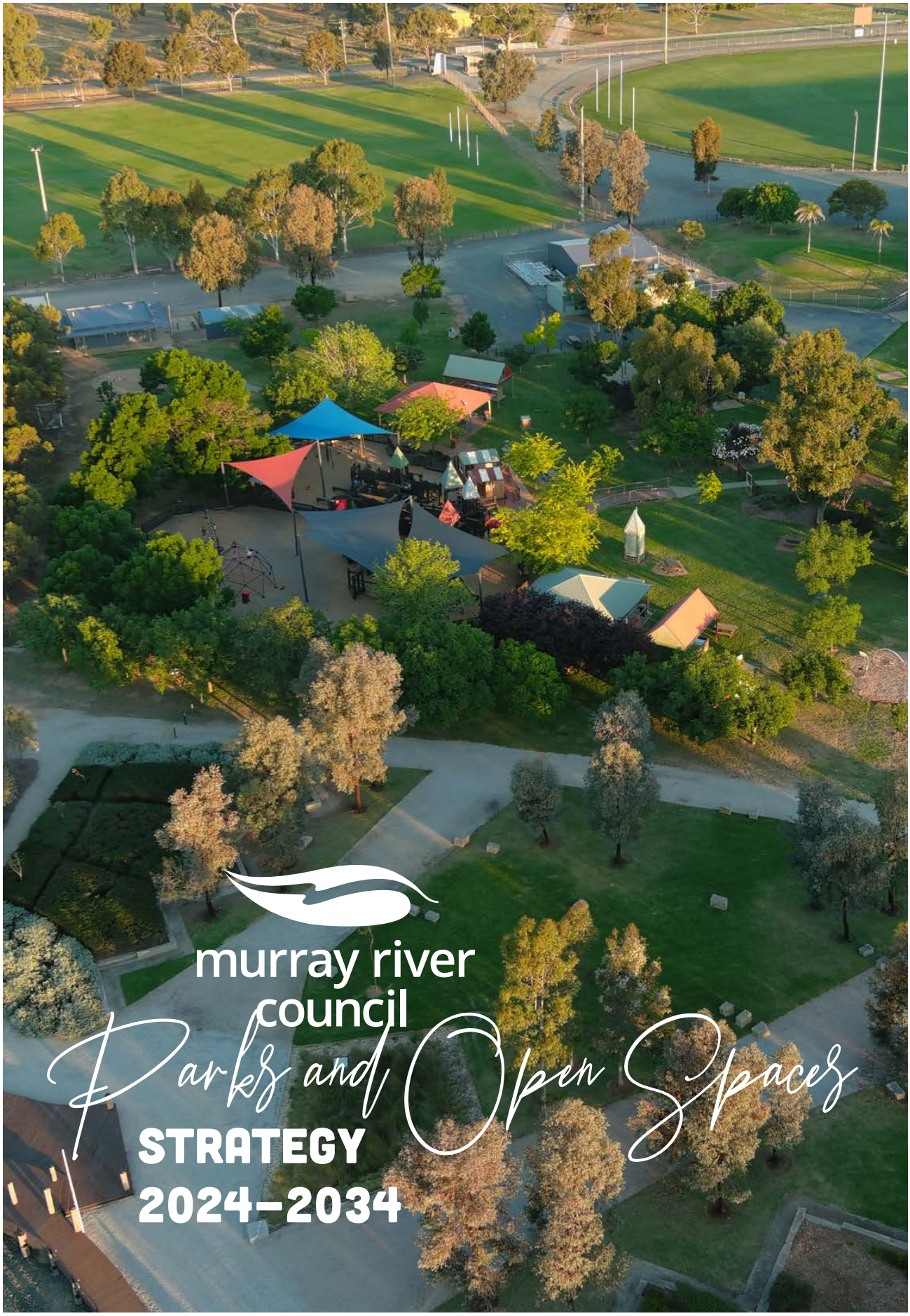
Sports Grounds		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Biannually (approx 180 days)	Yearly (approx 365 days)	As requested
Mow Ovals and prepare for organised competition.										
Monitor and repair damage to turf										
Mow	Summer Season	- sportsground								
	Winter Season	- sportsground								
	General surrounds and outer areas									
Asset Inspection	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Asset Maintenance	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Hard Surfaces	inspection of netball courts, synthetic tennis courts, synthetic cricket wickets									
Spraying	- edging/ Borders									
	- broadleaf									
	- insecticide									
Irrigation	- Growing Season									
	- Off Season									
Cover synthetic wickets	100mm soil install prior to winter sports									
Uncover synthetic wickets	Remove soil coverage									
Verti drain	Contractor									
Scarify	Contractor									
Top Dress										
Fertilise	- grassed areas									
Soil testing										

Sports Grounds – LOCAL – Service Levels

Sports Grounds		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Biannually (approx 180 days)	Yearly (approx 365 days)	As requested
Mow Ovals and prepare for organised competition.										
Monitor and repair damage to turf										
Mow	Summer Season	- sportsground								
	Winter Season	- sportsground								
	General surrounds and outer areas									
Asset Inspection	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Asset Maintenance	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Hard Surfaces	inspection of netball courts, synthetic tennis courts, synthetic cricket wickets									
Spraying	- edging/ Borders									
	- broadleaf									
	- insecticide									
Irrigation	- Growing Season									
	- Off Season									
Top Dress										
Fertilise	- grassed areas	Irrigated turf sportsgrounds only								
Spike Roll										
Fire risk reduction										

Sports Grounds – OTHER LOCATIONS – Service Levels

Sports Grounds		Comments	Daily	Weekly (approx 7 days)	Fortnightly (approx 14 days)	Monthly (approx 30 days)	Quarterly (approx 90 days)	Biannually (approx 180 days)	Yearly (approx 365 days)	As requested
Mow general surrounds and outer areas										
Asset Inspection	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Asset Maintenance	Fences, goals & posts, sport field lighting, bollards, gates, carparks, structures									
Hard Surfaces	inspection of netball courts, synthetic tennis courts, synthetic cricket wickets									
Fire risk reduction										


murray river
council
Parks and Open Spaces
STRATEGY
2024–2034

Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.
We pay our respects to Elders past, present and future.
We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

The contents

Mayor's Message....5
Our Region, Our Community....6
Our People....7
NSW Government Strategic Planning....8
Scope of the Open Space Strategy....10
Strategic Links....12
Methodology....14
Community and Stakeholder Engagement....15
Guiding principles for open space management....17
Facility sustainability and multi-use....19
Service Provisioning Framework....20
Park Hierarchies....23
Sportsground Hierarchy....27
Service delivery Inclusions....34
Other open spaces....35
Open Spaces and Sportsgrounds by Location....39
- Moama....41
- Mathoura....45
- Moulamein....47
- Barham....49
- MurrayDowns....51
- Koraleigh....53
- Picnic Point....54
- Bunnaloo....55
- Womboota....56
- Caldwell....57
- Mallan....58
- Noorong....59
- Goodnight....60
- Kyalite....61
- Wakool....62
- Tooleybuc....64

Implementing the strategy....66
- Identified challenges....66
- Addressing the challenges....67
- Future actions....68

Funding....70
Reporting on the outcomes....70
Operations Plan....71
Review....71
References....71

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This Open Space Strategy will guide how we sustainably manage, protect and invest in the open space network across Murray River Council.

It covers management of council-owned parks, open spaces, sportsgrounds, cemeteries, drainage reserves and road reserves.

The Strategy outlines different categories of open space, along with the corresponding hierarchies and inclusions. It provides a framework for the ongoing monitoring and management of existing spaces, as well as clear guidance for future open space development.

A detailed Service Delivery Plan will sit underneath this Open Space Strategy.

Mayor's Message with Frank Crawley

I am pleased to introduce our new Open Space Strategy, a document that serves as a compass for the planning, management, and delivery of public open spaces within our council.

Our towns and villages are blessed with diverse landscapes and open spaces that hold significant aesthetic, social, economic, and recreational value. With over 380 land parcels under our management, including 205 hectares of parks and sportsgrounds, and 322 hectares of bushland reserves, we have a responsibility to ensure these spaces meet the evolving needs of our growing communities.

We recognise that our towns are expanding, the climate is changing, and new recreation trends are emerging. Therefore, it's imperative that we manage our open spaces equitably throughout the council to provide high-quality amenities for all residents.

We also need to do this in a financially responsible manner. Council's current financial position and 10-year outlook present challenges in maintaining our existing assets to meet community expectations. We need to employ a revised methodology for open space provision, to ensure we are not over servicing in some areas and under serving in others. We need to rationalise our approach to open space management to ensure it is sustainable over the longer-term.

Ultimately, good planning is essential to the creation of public open spaces that allow our community to gather, play, and thrive.

Our goal is clear: to sustainably create and maintain safe, accessible open spaces that promote healthy living and active lifestyles while fostering a strong sense of identity and belonging.

Frank Crawley
MAYOR

Our region, our community.

Murray River Council is home to a vibrant mix of riverside communities where relaxed country living and modern-day indulgence collide.

We are just over 3 hours from Wagga Wagga and only 2.5 hours from Melbourne.

Our population is estimated to be approximately 12,330 with most of our residents residing in one of our seven townships, Moama, Barham, Wakool, Moulamein, Murray Downs Tooleybuc and Mathoura or our smaller villages of Bunnaloo, Womboota, Caldwell, Burraboi, Koraleigh, Speewa and Goodnight.

Our people...

13,326
people in
Murray River Council

4 875
occupied household
dwellings

2.4 people
average number
per household

49 years
median age

3.8%
of our population identify
as Aboriginal or
Torres Strait Islander

55.8%
workforce employed
full time

Our economy...

$1.86 billion
Economic output
(0.12% of $1.6T for NSW)

4,860
jobs in
Murray River Council LGA

1454
registered businesses

$80.99m
value of
building approvals

$891.47m
gross regional product

Top 3 industries
Agriculture, forestry & fishing
Accommodation & food
Construction

Source: Australian Bureau of Statistics
Data by Region

NSW Government Strategic Planning

The Public Open Space Strategy for NSW (NSW State Government) and the Everyone Can Play Guidelines (NSW Department of Planning, Housing and Infrastructure (DPHI) are the key NSW Government strategic documents that guide the development of this Strategy.

NSW Public Open Spaces Strategy (2022)

The Public Open Space Strategy for NSW provides a framework for implementing policies across the Government and seeks to deliver a more connected approach to public open space planning and delivery.

The strategy also looks at open space planning from a regional context: highlighting that the challenges experienced in regional towns and communities are not always the same as those in Sydney and across the different regions of NSW.

The State Government also calls for a simpler, more unified, and fiscally responsible way for agencies to realise their shared commitment to creating quality public open space. In this way, agencies can coordinate and fulfil objectives of existing plans for open space delivery and management.

It also recognises the need for greater support for local Government to plan, deliver and manage public open space. The NSW Government has an essential role in enabling this by providing greater investment, tailored guidance, and thought leadership. Through better coordination, every dollar invested in public open space can be more effectively used — leveraging greater outcomes by sharing expertise and resources.

NSW Everyone Can Play Guidelines (2023)

'Everyone Can Play' is a best practice resource for councils, community leaders, landscape architects and passionate local residents. It is a reference guide for creating world-class playspaces, designed to include everyone in the community.

The Five Key Objectives of the Everyone Can Play Guidelines NSW are:

1. Better recognition for public open space
2. Stronger First Nations involvement
3. Coordinated planning governance, policy and funding.
4. Greater social, environmental and economic value.
5. Better outcomes for Regional NSW.

The document outlines the key principles of inclusive playspaces and provides the tools to convert ideas into improvements.

'Everyone Can Play' is not a new standard, but is a set of best practice recommendations designed to encourage local authorities to create more inclusive playspaces based on three simple questions: 'Can I get there? Can I play? Can I stay?'

Local considerations

Whilst the strategic and collaborative approach from the State Government is critical for public open space development and management across the whole of NSW, Murray River Council must also look towards its long-term financial sustainability in any future open space planning.

Over many years, Council has accumulated and acquired an overabundance of open space. This has led to both over and under-servicing, and difficulty in managing community expectations right across the footprint.

Therefore, when considering council's future provision of parks and open spaces, this strategy will offer a more strategic approach. It will be a guide to rationalising existing open spaces which offer little recreational value, whilst also looking at opportunities to create new or improved open spaces that are well-maintained and financially sustainable.

Our play-planning and provision is based on the NSW Government's world-recognised play planning guidelines "Everyone can Play".
These guidelines present three simple questions to play-planners:
Can I get there? Can I play? Can I stay?

Scope of the Open Space Strategy

This strategy will focus on the Open Spaces owned or managed by Council which are available for use by community members, stakeholder groups and visitors. The open spaces may be used for various activities including recreation, events, leisure and experiences.

Council's open space land falls into the following classifications: Community, Operational and Council-managed.

Community land

-parks and sportsgrounds

Community land is land Council makes available for use by the general public, such as parks, reserves and sports grounds. Community land cannot be sold, exchanged or otherwise disposed of by a Council. It can be leased, but there are restrictions on the grant of leases and licences and the way Community land can be used. A plan of management, adopted by Council, is required for all Community land, and details the specific uses and management of the land.

Operational land

-urban and infrastructure property

Operational land refers to land that is used by statutory undertakers for the purpose of carrying out their functions. Statutory undertakers are public bodies or companies that provide essential services, such as water, gas, electricity, or transport. Operational land typically includes land intended as an investment, land that facilitates the carrying out of a council's functions, or land that may not be open to the general public such as Council's works depot or water filtration plants.

Council-managed land

-Crown Land managed by Council

Crown land or reserves are land set aside on behalf of the community for a wide range of public purposes, including environmental and heritage protection (cultural and European), recreation and sport, open space, community halls, special events and government services.

Where Crown land is set aside for a public purpose, it can be either 'reserved' or 'dedicated', which makes it available only for a use that will deliver public benefit or good.

The use of Crown land depends on the type and the purpose of the land. Generally, the use of a reserve must be consistent with or support the purposes stated in the reservation or dedication.

Where possible, multiple uses of reserves are encouraged, where those uses are consistent with the purpose of the reserve. For example, a reserve for public recreation could be used by various sporting groups, by the public for recreation and with ancillary commercial activity such as a kiosk or café to improve users' recreational experience.

Murray River Council plays a part in the management of 122 Crown reserves, consisting of 63 sites, as an appointed Crown Land Manager (CLM). Together, councils manage around 6,500 Crown reserves across NSW. CLMs have a crucial role to play in the care, control and management of Crown reserves and need to consider a range of legislation.

All community land managed by a Council and used by the community must have a Plan of Management as required under the Crown Land Management Act 2016 (CLM Act) and the Local Government Act 1993 (LG Act).

Other types of infrastructure, such as public halls, urban footpath connections and Council operational land not used for recreational purposes, are not specifically covered in the scope of this Strategy.

Recreational land and facilities not managed by Council will also be recognised as a valuable contribution to the broader recreational experience for the community and the region's visitors.

Strategic links

Projects contained within Councils Community Strategic Plan and Delivery Program provide a direct link to community feedback and connection to Parks and Open Spaces. Three of the seven themes Council is working towards delivering are:

- A place of environmental sensitivity
- A place of liveable communities
- Connected communities

Other strategic documents and projects which have significant influence

Murray River Council prepared and endorsed strategies that relate or interlink with this Strategy:

- Murray River Council Community Strategic Plan (CSP)
- Revenue Task Force Actions and Outcomes
- Murray River Council Open Space Asset Review and Management Plan
- Economic Development and Tourism Strategy
- Murray River Council Arts and Culture Strategy

Subsequent planning instruments and planning documents that provide regulations and/or requirements for Public open spaces including:

- Murray River Council Local Strategic Planning Statement
- Murray River Council Local Housing Strategy Council (Part 2 implementation)
- Draft Employment Lands Strategy
- Murray and Wakool Local Environment Plans (Murray LEP)
- Murray and Wakool Development Control Plans
- Murray and Wakool Developer Contributions Plans

Other plans and documents that help plan and guide the development of this Strategy include:

- Murray River Council's Operational Plan and Capital Budget
- Sustainable Murray River Council Project
- Urban Master plans (various locations)
- Meninya Street Precinct Project
- Parks and Open Spaces Service delivery plan

Our Community Strategic Plan outlines our Community Vision and Council Mission. These statements assist in driving the strategic direction of the Parks and Open Space Strategy.

Community Vision

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

This means that:

- The communities of the Murray River Council area are productive, inclusive, and growing based on a strong tourism economy and thriving primary industries, all underpinned by the natural assets of our region;
- The Murray River Council area offers a quality lifestyle with affordable living, working, recreation and cultural opportunities for all ages.

Our Mission

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

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

Methodology

How was this strategy developed?

Between 2020-2023, Murray River Council (MRC) undertook a detailed 'Needs and Demands' analysis of its sports and recreation assets to determine current provisions and required future provisions.

CT Management Consulting was engaged to assist staff to undertake community surveys, via QR codes and website feedback (YourSay). As part of the brief, the consultant was to identify all land that MRC owns or maintains then further assess the condition of all the assets. This included buildings and park assets such as furniture, structures, play equipment and general infrastructure.

The final report from CT Management (Needs and Demand Assessment for Sport and Recreation Facilities 2021) clearly identified the high number of assets MRC owns. Unfortunately, the report also identified the over abundance of assets in certain areas than need to be maintained. This is no longer sustainable due to Councils current financial position and outlook for the next 10 years (the life of this strategy).

The final draft Revenue Taskforce Report (Resolution 070323) identified that Council has a significant amount of land and building assets which are surplus to current and future needs. It also supports the disposal of these surplus assets which would in turn would offer a significant reduction in longer-term operational expenditure (maintenance and servicing).

At the Extraordinary meeting of Council on November 15 2023 the Council decided not to proceed with community consultation to investigate a Special Rate Variation (SRV) to increase rating income to assist with the offset of operational costs. This decision has had a direct influence on the direction, recommendations and actions of this Strategy.

Our Teams reviewed and considered current and future service delivery standards for Council's Parks and Open Spaces, with a view to become financially sustainable into the future with the current resourcing levels. Workshops were run with our Parks and Gardens staff to determine current service levels and to determine future service levels under the adopted Open Space hierarchy and provisions.

Commenced early draft of the Strategy, referencing past consultation and/or feedback over the prior four years, inlcuding:

- Feedback from the Community Strategic Plan public consultation program (2021)
- Meetings and direct feedback from community groups and Section 355 committees (volunteers)
- CT Management Needs and Demands Assessment project and final report
- Customer complaints and requests for service
- Housing Strategy feedback and recommendations
- Population growth projections
- Sport and recreational participation trends

Develop an action plan taking into consideration:

- Open Space Asset Management Plan
- Outcomes and recommendations from the Public Consultation related to this strategy,
- The Housing Strategy
- Revenue Taskforece Strategy,
- Future Delivery Programs and Community Strategic Plans and inclusion of recommendations and outcomes from this strategy.

Community and stakeholder engagement

Murray River Council (MRC) engaged the services of CT Management Group Pty Ltd (CTMG) in July 2020 to conduct a 'Needs and Demand Assessment' for the provision of sport and recreation facilities throughout the region. The assessment was undertaken to identify opportunities for improvement or consolidation of resources, and to ensure that the level of facility provision is suitable for the current distribution of residents across all communities, both now and into the future.

As part of the assessment exercise, and with the aid of MRC officers, CTMG conducted a future demands survey (referenced below) with the community to help inform the assessment findings and to assist with understanding the future needs and desires of the community.

The primary elements of the 'Needs and Demand Assessment' project were as follows:

- Assess the current suitability of recreation and sporting facilities to meet the needs of the population now and into the future
- Identify key stakeholders and engage and consult regarding future needs
- Identify trends and demand for sports facilities across the region based on the evidence collected for the growth of individual sports across the region
- Identify opportunities for MRC to promote new recreational activities currently not provided for at existing sites
- Assessment and analysis of current use, projected future use, community levels of service and cost for service
- Projected growth planning based on population thresholds/lots per year
- Analysis of current risk, use and budget allocation for each site/area
- Review current and future water demands for the provision of sport and recreational facilities
- Assessment of current water usage and projected future water requirements and associated costs
- Provide a list of priority actions and recommendations.

Needs and demands survey response

In 2022 we ran the 'Open Spaces Needs and Demands Survey' via a QR code link placed at all of Council's local park spaces. The survey had specific questions around usage levels and activities. It also sought information about how respondents felt about the condition of our parks and the facilities within them.

Key response statistics include:

- **1,095** visitors to the QR Code/survey website
- **627** community members responded via the QR code of the 689 responses. The others were directly via the website.

Town/Village	Number of responses	Percentage of responses
Moama	386	56%
Barham	119	17.3%
Tooleybuc	52	7.5%
Mathoura	33	4.8%
Wakool	11	1.6%
Moulamein	54	7.8%
Womboota or Bunnaloo	1	0.1%
Calimo or Caldwell	17	2.5%
Murray Downs	10	1.5%
Old Noorong or Merran Creek	3	0.4%
Koraleigh	3	0.4%
	689	**99.9%**

Top-5 most valued aspects of our open spaces

Trees

Paths

Play equipment

Landscaped areas

Accessibility

Top-5 most popular activities in our open spaces

Walking

Playing with kids

Walk the dog

Quiet relaxation

Exercise

Top-5 suggested open space improvements

Toilets

Seats

Shelter

Bins

Play equipment

Other provisions the community would like:

- Splash park/water play park for children
- More seats in parks and along walking tracks and more shelters over seats
- Multi-purpose indoor stadium for netball, basketball, squash, indoor cricket, heated pool. All these facilities would accommodate all age groups
- Public toilets
- More play equipment
- More information about the Indigenous history of the area
- More waking paths that connect to significant areas or new developments
- Further facilities available for children over the age of 7 and for teenage-aged children
- Pump tracks
- Skate parks
- Increased lighting along paths and areas to discourage antisocial behaviour.

Guiding principles for open space management

To achieve our Community Vision and Council Mission, the following guiding principles will assist us to plan, design and manage Open Spaces across our region.

Character and Economic Benefit

- Towns and villages are aesthetically pleasing, blended with an abundance of green open spaces that encourage people to want to live, work and play in Murray River Council.
- Local housing opportunities provide a mix of small to larger residential allotments, with future developments released at predetermined times, where available lots will have access to raw water and should be blended with operational and community land that inspires investment and population growth.
- The Murray River Local Housing Strategy vision is to create vibrant, diverse and cohesive communities. This strategy supports Council's ongoing investment in quality open space networks and supports the continued greening and development of our communities in towns and villages.

Quality

- Open spaces are appealing, welcoming, accessible and inclusive for everyone.
- High quality, fit-for-purpose open spaces are delivered in new and existing communities.
- Open spaces are serviced according to the classification within the hierarchy within to encourage use.
- Open spaces are designed within the provision standards, and hierarchy.
- Inclusions and assets are relevant for their type.

Diversity

- A range of open spaces that support quality lifestyles and provide recreational opportunities for our Murray River community (for all ages).
- Reflect and celebrate cultural diversity.
- Plan multi-purpose spaces that can deliver a range of benefits.

Health and well-being

- Encourage all residents, visitors and community members to live active and healthy lifestyles.
- Promote a sense of community, happiness and well-being.
- Ensure the safety of the community through good design of open spaces.
- Support opportunities for social interactions and community connections.

Accessibility

- People of all ages, abilities, health, gender and cultural backgrounds feel welcome and can easily access our open spaces.
- Open spaces are within walking distance of where people live (within the hierarchy).
- Universal design principles are applied when planning and designing open spaces to improve access for everyone.

Equity

- Quality open spaces are equitably distributed and funded across the region taking into account population projections.
- Sportsgrounds are maintained based on needs and demand assessment, population projections and sporting standards required for the level of relevant code played at each location.

Connectivity

- An open space network that is well connected by way of pathways, streetscapes and natural corridors.
- Shared pathway infrastructure that is accessible to all.
- Open spaces are connected to key community destinations.
- Opportunities exist for people to connect with the natural environment.

Environment protection and conservation

- Protect and enhance local biodiversity and ecosystems.
- Develop connections and infrastructure with environmental considerations .
- Strengthen and celebrate our diverse Indigenous and non-Indigenous heritage.
- Encourage people to experience natural and cultural heritage without compromising biodiversity, heritage and scenic values.

Sustainability

- Adopt an evidence based strategic approach to the planning of open spaces.
- Ensure open space inclusions are within their required hierarchy classification.
- Incorporate sustainable design and maintenance practices.
- Implement Operational Service Delivery Plan.
- Mitigate the impacts of climate change where possible.
- Build partnerships with others to ensure an integrated approach to open space management for better outcomes for the community and the environment.
- Ensure sustainable financial management of the open space network.

Facility sustainability and a multi-use approach

A key requirement when considering the supply of sport and recreation facilities within Murray River Council is the avoidance of resource duplication (where possible). Planning of future sport and recreation developments needs to be mindful of the broader regional context (and cross-border) as well as Council's long-term sustainability, and the sustainability of each facility in general.

From this perspective it is recommended that Council closely scrutinise future project requests that have the potential to duplicate what may already exist in part, or fully, in other locations or add a depreciation cost.

Consideration of facility utilisation levels is key as part of this approach. If evidence suggests that utilisation rates are below acceptable standards, then there is a strong justification to not develop further facilities, and simply seek to increase the utilisation and functionality of the existing assets. Where there are reasonable grounds to create multi-use hubs that contain a mix of identified and suitable facilities - as opposed to having several of the same and potentially diluted and substandard quality facilities available throughout the region - this outcome should be pursued.

In some instances, open spaces have been inherited by Council without forward planning to resource them. Through efficient use, management, acquisition and disposal of open space, Council's objective will be to provide a financially sustainable long-term open space network for all users and all communities with balance across the region.

Considering environmental factors

The Murray River Council Developer Contributions Plan and Local Housing Strategy will seek to align raw water security for future open space development. This strategy also considers environmental factors such as water usage throughout the region within open space areas. It provides guidance, through the hierarchy structure on locations that present reasonable opportunity for the cessation of irrigation in an effort to reduce water consumption levels. Through the rationalisation and/or lowering of service levels, Murray River Council can work towards reducing overall water usage.

> **Council must closely scrutinise future project requests that have the potential to duplicate what may already exist in part, or fully, in other locations, or add a depreciation cost.**

Service Provisioning Framework

A service provisioning framework outlines the minimum level of service an area will be accustomed to.

It is based on land area available, population of the catchment (people that the space will service) and characteristics of the land (shape, size, gradient of the land, road frontage, flood immunity). The type of embellishments available at each site are also dependent of classification.

After reviewing the data, including undertaking a comparative review of existing standards from our neighbouring councils, Councillors adopted Service Provisioning Standard classifications, which are detailed on the following pages. All parks and sportsgrounds must fit within these hierarchies and be classified as Community Land.

In addition to parks, open spaces, sportsgrounds and courts, there was a need for classifications to be developed for road reserves, drainage basins and cemeteries. These are not covered via the Service Provisioning Standards rather, in the Hierarchy and Parks Service Delivery Plan.

The general target for Murray River Council to aim towards when it comes to the provision of open space is:

- **4 hectares per 1,000 population**

This target is generally suggested to consist of:

- 1.5ha of park/open space area per 1,000 population
- 2.5ha of sportsground area per 1,000 population

Provisioning standards

The provisioning standards, when it comes to the desired standards and levels of service for the parks and sportsgrounds areas are as follows:

Parks and open spaces

Category	Land Area provision (ha per 1000 people)	Minimum park Size	Accessibility (population catchment)	Land Characteristics
Community	0.6ha	6ha of useable space	1,000m (population above 1,500) Central location (population below 1,500)	Shape: Square to rectangle with sides no greater than 2:1 Gradient: Average 1:20 for main use areas, 1:50 for kickabout area, variable for remainer of the park Road frontage: 30-50% of the perimeter to have direct frontage on a collector road. Flood immunity: at least 50% of the total area above the 50-year-level, with main activity areas above the 100-year-level.
Neighbourhood	0.5ha	1-2ha of usable space (Population above 1,500) 0.25 -1ha of usable space (population below 1,500)	400m (population above 5,000) 500m (population between 5,000 and 1,500) Central location (population below 1,500)	Shape: Square to rectangle with sides no greater than 2:1 Gradient: Max 1:10 for 80% of the park. Road frontage: 30-50% of the perimeter to have direct road frontage on a collector road. Flood immunity: 25% of the area above the 50-year-level with main activity areas above the 100-year-level.
Passive / Ornamental	0.4ha	0.5ha of usable space	1,000m (Population above 1,500) Central location (Population below 1,500)	Shape: Square to rectangle with sides no greater than 2:1 Gradient: Max 1:10 for 80% of the park. Road frontage: 30-50% of the perimeter to have direct road frontage. Flood immunity: 15% of the area above the 100-year-level and free of hazards.

Sportsgrounds and courts

Category	Land Area provision (ha per 1000 people)	Minimum park Size	Accessibility (population catchment)	Land Characteristics
Regional	1ha	6ha (10ha + desirable)	Where possible centrally located	Shape: Square to rectangular Gradient: Max 1:100 Road frontage: approx. 25% of the perimeter to have direct road frontage. Flood immunity: at least 90% of land above 20-year-level with fields and courts above 50-year-level. Built facilities to be above the 100-year-level.
District	0.8ha	3ha	Preference of 5 minutes' drive for majority of residents within the urban area.	Shape: Square to rectangular Gradient: Max 1:80 for all playing surfaces. Road frontage: approx. 25% of the perimeter to have direct road frontage. Flood immunity: at least 20% of land above 20-year-level with fields and courts above 50-year-level. Built facilities to be above the 100-year-level
Local	0.7ha	3ha	Preference of 5 minutes' drive for majority of residents within the urban area.	Shape: Square to rectangular Gradient: Max 1:80 Road frontage: approx. 25% of the perimeter to have direct road frontage. Flood immunity: at least 20% of land above 20-year-level with fields and courts above 50-year-level. Built facilities to be above the 100-year-level

Hierarchies

The features and subsequent maintenance levels of our open spaces directly correlates with each open space 'hierarchy'.

A hierarchy helps us determine the need and purpose of open space within an area and is generally based on the catchment of users, the size of the space and the actual facilities provided.

Murray River Council's approved hierarchy levels relate to our parks and sportsfields, and are defined over the following pages.

Park hierarchy

NOTE- Bushland Reserves and cemeteries not included in above however some Road Reserves and drainage reserves are based on location and community significance.

1. COMMUNITY PARK

A high level of maintenance is required for community level parks.

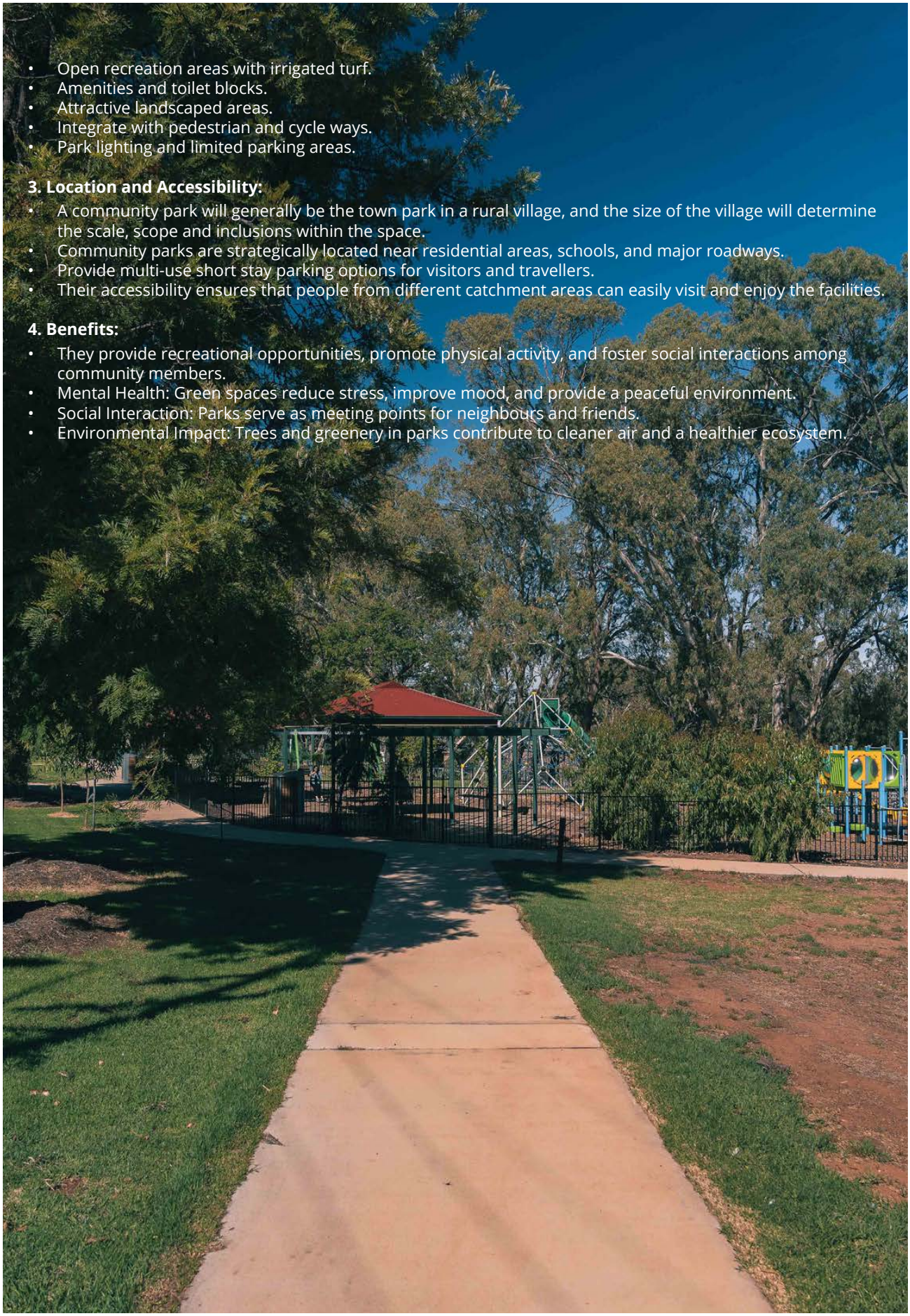
Let's explore a few aspects of community parks:

1. Size and Purpose:

- A community park will generally comprise an area up to 6.0 hectares and has a catchment area of the whole town for population under 1,500 or approx. 1km radius for populations over 1,500.
- A community park is a public outdoor space designed to serve the recreational needs of residents within a community.
- Community parks vary in size but are typically larger than neighbourhood parks. They serve a broader population and offer a wider range of amenities and inclusions.

2. Features and Facilities:

- Playgrounds: Play structures, swings, and other equipment for children.
- Skate Parks: Designed for skateboarding, rollerblading, and BMX biking.
- Structures and shelters that host events, classes, and community gatherings.
- Picnic areas including BBQs, furniture and water access.
- Natural shade.



- Open recreation areas with irrigated turf.
- Amenities and toilet blocks.
- Attractive landscaped areas.
- Integrate with pedestrian and cycle ways.
- Park lighting and limited parking areas.

3. Location and Accessibility:

- A community park will generally be the town park in a rural village, and the size of the village will determine the scale, scope and inclusions within the space.
- Community parks are strategically located near residential areas, schools, and major roadways.
- Provide multi-use short stay parking options for visitors and travellers.
- Their accessibility ensures that people from different catchment areas can easily visit and enjoy the facilities.

4. Benefits:

- They provide recreational opportunities, promote physical activity, and foster social interactions among community members.
- Mental Health: Green spaces reduce stress, improve mood, and provide a peaceful environment.
- Social Interaction: Parks serve as meeting points for neighbours and friends.
- Environmental Impact: Trees and greenery in parks contribute to cleaner air and a healthier ecosystem.

2. NEIGHBOURHOOD PARK

A medium level of maintenance is required for Neighbourhood level parks.

Let's explore a few aspects of Neighbourhood parks:

1.Size and Purpose:

- A neighbourhood park will generally comprise an area of 0.25 to 2.0 hectares that predominantly serves a town, village or neighbourhood.
- They usually cater for a catchment area of on average 500m radius, which provides a suitable walking distance for community members.
- They provide recreational opportunities, promote physical activity, and foster social interactions among community members.

2. Features and Facilities:

- Playgrounds: Basic play structures, swings, and other equipment for children.
- Furniture including tables, seating and water access.
- Natural shade.
- Open recreation areas with optional irrigated turf.
- Attractive mixed landscaped areas.
- Integrate with pedestrian and cycle ways.
- Limited parking areas.
- Outdoor fitness equipment.

3. Location and Accessibility:

- Neighbourhood parks are strategically located within residential areas.
- A neighbourhood park is usually used by residents within the immediate vicinity.
- Connected by local walkways for short stay visitation.

4. Benefits:

- Physical Health: Parks encourage physical activity, which contributes to better health and well-being.
- Mental Health: Green spaces reduce stress, improve mood, and provide a peaceful environment.
- Social Interaction: Parks serve as meeting points for neighbours and friends.
- Environmental Impact: Trees and greenery in parks contribute to cleaner air and a healthier ecosystem.
- There is considerable evidence that living within walking distance of parks in neighbourhoods with more green public open space is linked to greater use of these areas and positive health outcomes.

3. PASSIVE / ORNAMENTAL PARK

Maintenance provision will generally reflect that of the Neighbourhood or Community level parks however depending on location and use some sites will only require low level maintenance.

1. Size and Purpose:

- A passive/ornamental park will generally comprise an area of 0.5 hectares and upwards depending on location and use.
- A passive/ornamental park will be a well-developed, formal and may require higher service levels to maintain with a specific theme.
- They can be spaces of local importance or significance within the community.
- They provide more passive recreational opportunities and foster opportunities for social interactions among the community.

2. Features and Facilities:

- Furniture including seating.
- Natural shade.
- Small to large passive open areas with optional irrigated turf.
- Attractive simple landscaped areas.
- Memorials and Cenotaphs
- Boat ramps.
- Dog off-leash areas.
- Community Gardens: Spaces where residents can grow plants and vegetables.

3. Location and Accessibility:

- Passive spaces including high profile road and drainage reserves (Operational Land).
- Natural areas and bushland.
- Passive links within and around urban areas.
- Crown Land (managed by Council)

4. Benefits:

- Physical Health: Parks encourage physical activity, which contributes to better health and well-being.
- Mental Health: Green spaces reduce stress, improve mood, and provide a peaceful environment.
- Social Interaction: Passive/Ornamental Parks serve as meeting points for neighbours and friends.
- Environmental Impact: Biodiversity and wildlife habitats.

Sportsground hierarchy

1. REGIONAL SPORTSGROUND

1. Size and Purpose:

a. A regional sportsground will preferably comprise an area of at least 6.0 hectares and has a catchment area that generally extends outside the Murray River Council area.
b. Regional facilities cater primarily for training and competition, and generally have a range of recreation/ social areas and support facilities built, maintained and serviced to a high standard.
c. Regional sportsgrounds provide for more than one sporting code, to maximise efficiencies from shared infrastructure.
d. Regional facilities should also be capable of hosting a major recreation or sporting event/tournament, such as a country championship.
e. Regional sportsgrounds focus on improving sport facility access between regional cities and centres giving communities and athletes access to quality facilities, coaching and training

2. Features and Facilities:

a. Regional sportsgrounds contain a higher level of fit-for-purpose inclusions.
b. High quality turf supported by drainage, irrigation systems and higher-level turf management practices.
c. Lighting to relevant recommended Australian Standards that allows for night competition and training, generally 100Lux minimum.
d. Hardcourt synthetic sports surfaces.
e. Amenities and pavilions universally designed and centrally located. Often co-located with grandstand seating and other associated infrastructure such as social and administration space.
f. Multi-use facilities for all types of sporting codes.
g. Fencing to separate spectators from player areas.
h. Provision of scoreboard.
i. Covered spectator seating with adequate spectator circulation.
j. Car parking to accommodate the proposed use. This will vary based on the sport and scale of facility.
k. Integration with other community infrastructure such as community centres and informal outdoor recreation opportunities.

3. Location and Accessibility:

a. This catchment area often covers multiple local government areas, primarily provide facilities for competition and events.
b. They should be fully accessible, with links to transport and other supporting commercial and community facilities.
c. Their accessibility ensures that people from different catchment areas can easily visit and enjoy the facilities.
d. Consideration of integration with other community infrastructure such as community centres and informal outdoor recreation opportunities.

4. Benefits:

a. They provide recreational opportunities for multiple sporting disciplines, promote physical activity, and foster social interactions among community members.
b. Health: People who participate in sport and active recreation enjoy better physical and mental health. A child participating in sport and active recreation early in life is more likely to maintain active and healthy behaviours throughout their life. Participation in sport and active recreation can improve life expectancy and can reduce the rate of non-communicable diseases. It can also play a significant role in the management and prevention of mental health conditions. Research also shows that participation in sport and active recreation contributes to better cognitive function and academic achievement.
c. Social: Sport and active recreation are an important part of the fabric of our communities. It reaches across age, cultural background and demographic groups. Whether it's performed at grassroot or elite level, it can be a vehicle for community identity and pride. Sport and active recreation strengthens social networks and builds a sense of belonging for participants. It contributes to community character and gives us local role models that inspire and unify us.
d. Environmental: Trees and greenery in recreation reserves contribute to cleaner air and a healthier ecosystem.
e. Economic: Sport and active recreation create jobs and opportunities for investment. Hosting sporting events contribute to regional and local economies. Voluntary work enables many sport and active recreation events and activities and makes a large contribution to the economy. Volunteering also helps to develop and reinforce skills and build social networks that can lead to economic as well as social and health outcomes.

Location	Regional Sportsground
Moama Recreation Reserve	Main Oval Jack Eddy Oval

2. DISTRICT SPORTSGROUND

1. Size and Purpose:

a. A district sportsground will preferably comprise an area of at least 3.0 hectares and has a catchment area that generally attracts people from within the Murray River Council area.
b. District facilities cater primarily for training and competition, and generally have a range of recreation/social areas and support facilities built and maintained by the local community.
c. District sportsgrounds generally provide for more than one sporting code, to maximise efficiencies from shared infrastructure.
d. District sportsgrounds should also be capable of hosting local finals and non-recreational community events.
e. District sportsgrounds in smaller towns and villages are generally built, maintained and serviced to a medium standard consistent with district facility classification.

2. Features and Facilities:

a. District sportsgrounds cater for multiple sporting codes and recreational activities.
b. Medium level service delivery, irrigation systems and medium level turf management practices.
c. Lighting to relevant recommended Australian Standards that allows for night competition and training, generally 50-100Lux minimum.
d. Hardcourt synthetic sports surfaces
e. Amenities and pavilions universally designed and centrally located that cater for multiple sports, events and meeting spaces for community.
f. Fencing to separate spectators from player areas. (mainly AFL)
g. Minimum standard spectator seating
h. Car parking to accommodate the proposed use. This will vary based on the sport and scale of facility.

3. Location and Accessibility:

a. This catchment area typically services the local town and surrounds.
b. They should be fully accessible where possible.
c. Their accessibility ensures that people from different catchment areas can easily visit and enjoy the facilities.
d. Integration with other community infrastructure such as community centres and halls and informal outdoor recreation opportunities.

4. Benefits:

a. They provide recreational opportunities for multiple sporting disciplines, promote physical activity, and foster social interactions among community members.
b. Health: People who participate in sport and active recreation enjoy better physical and mental health. A child participating in sport and active recreation early in life is more likely to maintain active and healthy behaviours throughout their life. Participation in sport and active recreation can improve life expectancy and can reduce the rate of non-communicable diseases. It can also play a significant role in the management and prevention of mental health conditions. Research also shows that participation in sport and active recreation contributes to better cognitive function and academic achievement.
c. Social: Sport and active recreation are an important part of the fabric of our communities. It reaches across age, cultural background and demographic groups. Whether it's performed at grassroot or elite level, it can be a vehicle for community identity and pride. Sport and active recreation strengthens social networks and builds a sense of belonging for participants. It contributes to community character and gives us local role models that inspire and unify us.
d. Environmental: Trees and greenery in recreation reserves contribute to cleaner air and a healthier ecosystem.
e. Economic: Sport and active recreation create jobs and opportunities for investment. Hosting sporting events contribute to regional and local economies. Voluntary work enables many sport and active recreation events and activities and makes a large contribution to the economy. Volunteering also helps to develop and reinforce skills and build social networks that can lead to economic as well as social and health outcomes.

Location	Sportsfield
Moama Recreation Reserve	Brick Alley
Barham Recreation Reserve	AFL Main Oval
Moulamein South Recreation Reserve	Oval
Tooleybuc Recreation Reserve	Main Oval 1

District facilities cater for training and competition, and generally have a range of recreation/social areas and support facilities built and maintained by the local community.

3. LOCAL SPORTSGROUND

Local sportsgrounds primarily cater for training and competition. Local sports facilities are generally built, maintained and serviced to a lower level when compared to District facilities. Local sportsgrounds are generally used by groups identified within a town or village.

1. Size and Purpose:

a. A local sportsground will preferably comprise an area of at least 3.0 hectares and has a catchment area that generally attracts people from within the local town or village.
b. Local facilities cater primarily for training and competition, and generally have a range of recreation/social areas and support facilities built and maintained by the local community.
c. Local sportsgrounds generally provide for more than one sporting code, to maximise efficiencies from shared infrastructure.
d. Local sportsgrounds should also be capable of hosting minor finals and non-recreational community events.
e. Local sportsgrounds in smaller towns and villages are generally built, maintained and serviced to a lower standard compared to District sportsground classification.

2. Features and Facilities:

a. Local sportsgrounds cater for multiple sporting codes and recreational activities.
b. Lower-level service delivery, irrigation systems optional and lower level turf management practices, dependent on use.
c. Lighting to relevant recommended Australian Standards that allows for night competition and training, generally 50-100Lux minimum, dependent on use.
d. Hardcourt synthetic sports surfaces preferably.
e. Amenities and pavilions universally designed and centrally located that cater for multiple sports, events and meeting spaces for community.
f. Basic fencing to separate spectators from player areas. (mainly AFL)
g. Minimum standard spectator seating
h. Car parking to accommodate the proposed use. This will vary based on the sport and scale of facility.

3. Location and Accessibility:

a. This catchment area typically services the local town or village.
b. They should be fully accessible where possible.
c. Their accessibility ensures that people from different catchment areas can easily visit and enjoy the facilities.
d. Integration with other community infrastructure such as community centres and halls and informal outdoor recreation opportunities.

4. Benefits:

a. They provide recreational opportunities for multiple sporting disciplines, promote physical activity, and foster social interactions among community members.
b. Health: People who participate in sport and active recreation enjoy better physical and mental health. A child participating in sport and active recreation early in life is more likely to maintain active and healthy behaviours throughout their life. Participation in sport and active recreation can improve life expectancy and can reduce the rate of non-communicable diseases. It can also play a significant role in the management and prevention of mental health conditions. Research also shows that participation in sport and active recreation contributes to better cognitive function and academic achievement.
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d. Environmental: Trees and greenery in recreation reserves contribute to cleaner air and a healthier ecosystem.
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LOCATION	Sports field
Moama Recreation Reserve	Moama Velodrome
Barham Recreation Reserve	Show/Cricket Oval
Mathoura Recreation Reserve	Oval
Tooleybuc Recreation Reserve	Oval 2 (Tribucs)
Bunnaloo Recreation Reserve	Oval
Wakool Recreation Reserve	Oval

Other Sportsgrounds

These facilities often represent spaces where population levels have declined, and the sites are no longer required to be maintained and serviced at high or medium levels. The facilities provide important community connections or meeting spaces such as a hall, with limited opportunities for recreation activities in generally smaller villages or communities.

LOCATION	AREA
Moulamein Centennial Reserve	Race Track & Polocrosse, Amenities
Mallan Recreation Reserve	Synthetic Tennis Courts, Amenities
Goodnight Recreation Reserve	Tennis courts, Playground, Amenities
Kyalite Recreation Reserve	General surrounds
Koraleigh Recreation Reserve	Synthetic Tennis Courts

In some locations it is beneficial for the local sportsground to also contain informal or passive recreation opportunities as part of their setting. This approach can produce efficiency of provision without duplication and provide suitable amenity for locals and visitors alike.

The co-location of sportsgrounds and passive open spaces will provide Council the opportunity to rationalise the provision of some parks which are located around dual-purpose reserves.

Service delivery inclusions by hierarchy

To further support the service delivery standards for open space provisioning, the following inclusions and assets are provided to guide Murray River Council's development of those areas. These standards will also assist with any new open space developments or changes to classification of existing open spaces.

The following inclusions and assets are generally provided at each level of the hierarchy:

✓ Included at this Hierarchy level
● Optional at this Hierarchy level
x Not included at this Hierarchy level

Inclusions/ Asset type	Level within Hierarchy					
	Community	Neighbourhood	Ornamental	Regional Sportsground	District Sportsground	Local Sportsground
Recreation activity area	✓	✓	x	✓	✓	✓
Bollard fencing	x	✓	✓	x	x	✓
Post & Rail Fencing	✓	x	x	✓	✓	x
Park Trees	✓	✓	✓	✓	✓	✓
Bike Rack	✓	x	x	✓	✓	✓
Small Park Location Sign	✓	✓	✓	✓	✓	✓
Large Park Location Sign	✓	✓	x	✓	x	x
Water Station/Bubbler	✓	✓	●	✓	✓	✓
Bench Seats	✓	✓	✓	✓	✓	✓
Picnic Tables	✓	●	x	x	x	x
Structure/ shelter (with table & chairs)	✓	x	x	✓	✓	●
Bins	✓	✓	✓	✓	✓	✓
Park Lighting	✓	x	x	✓	✓	x
Barbecues	✓	x	x	✓	x	x
Shade Structure	✓	x	x	✓	✓	x
Irrigation	✓	●	●	✓	✓	●
Amenity/Toilet block	✓	x	x	✓	✓	●
Spectator seating	x	x	x	x	✓	✓
Pathway/footpaths	✓	●	●	✓	✓	✓
Carparking	✓	●	x	✓	✓	●
Playground	✓	●	x	✓	●	●

NOTES:

- Optional items may differ between a High and Low classified space within the service delivery plan, dependent on site context and local needs.
- Lighting provision is either via sustainable LED lighting or solar powered lighting.

Our other Open Spaces

Murray River Council has a large and diverse variety of Open Spaces.

In addition to our sportsgrounds, recreations reserves and parks, we also have cemeteries, road reserves, drainage basins and bushland reserves, as well as Crown Land that we management on behalf of the State Government. In most cases, these additional types of open spaces are treated as per the hierarchy, in other cases they are treated as per their intended use. Further information on each type of open space is identified over the following pages.

A number of other land management agencies are responsible for the provision, management and maintenance of open space, sport and recreation facilities within Murray River Council. The key agencies include National Parks and Wildlife Service, NSW State Forests, public and private sporting organisations such as, but not limited to, Rich River Golf Club, Murray Downs Golf and Bowls Resort and cluBarham.

The Open Space Strategy does not apply to open spaces managed by these agencies. However we acknowledge the possible use of these open spaces, sport and recreation facilities by the community and these have been taken into account in determining overall provision, level of community access and amenity within the catchments.

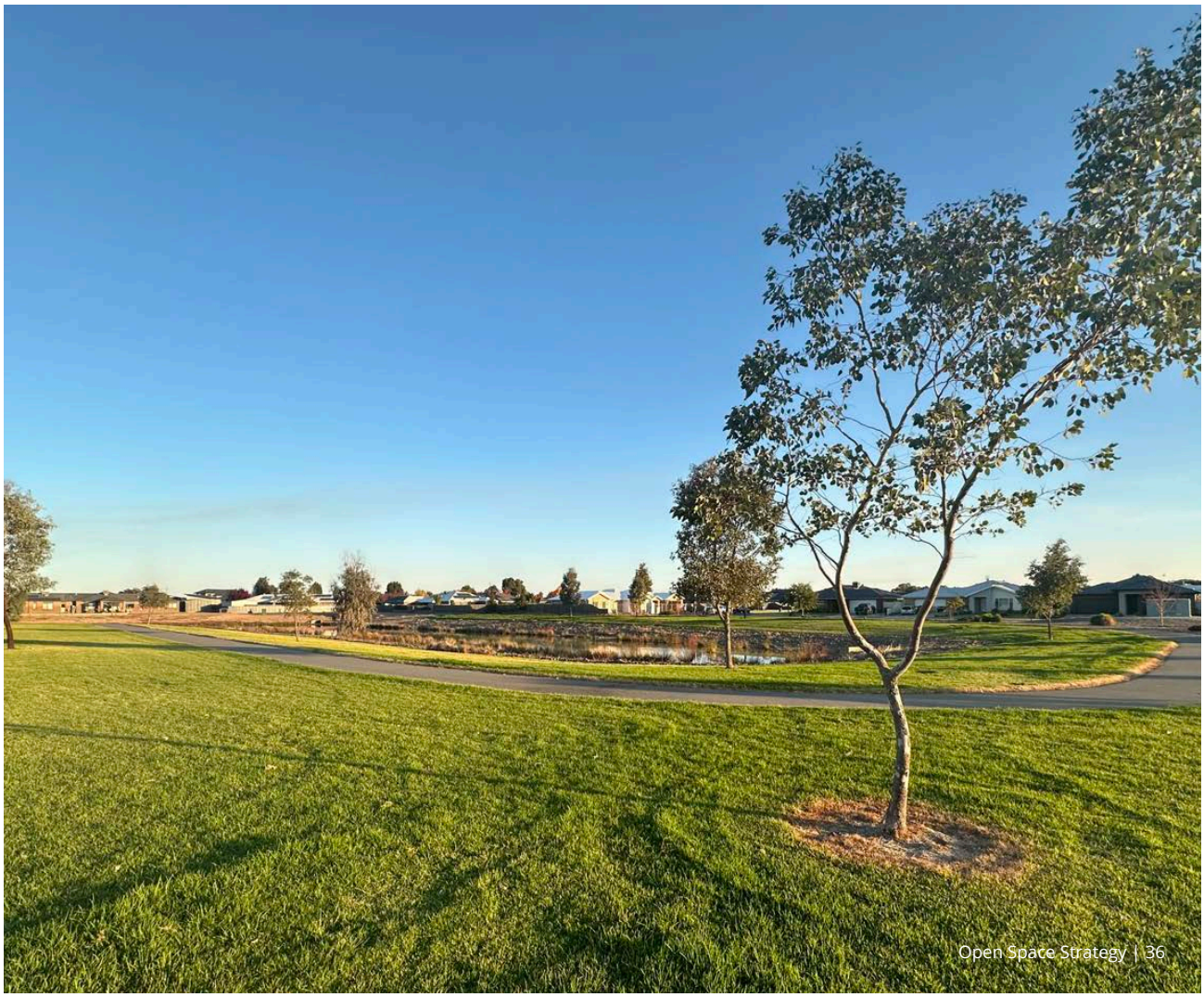
Drainage reserves, road reserves and land for utilities

These locations include open space areas which are set aside for the specific purpose of supporting local area infrastructure, such as flood management (drainage easements and retarding basins), fire control, road development and utilities' easements. Only limited capacity exists for the development of these spaces for improved recreational value, which varies depending upon what is permissible in the context of the primary use.

Although often constrained based on the primary use of the space, some do offer opportunities for recreation and open space provision, if designed and serviced appropriately. Murray River Council is responsible for many of these spaces that are included in the Parks hierarchy at differing levels depending on their location, inherited assets and maintenance requirements.

It is important to note that in the context of the designated primary use, council will only maintain the majority of drainage basins at lower servicing levels within the hierarchy structure. Given the often-necessary development of these locations, combined with the limited value that they generally serve from a recreational/ sport perspective, they have been excluded from the provisioning standards. These spaces are often not desirable or functional parcels of land for recreation purposes.

Road reserves are typically town entries, urban streetscapes and transports assets such as median strips and roundabouts. Servicing of these spaces is generally assessed based on their location, intended use, visibility and profile, as such they are included in the hierarchy to provide guidance to operational staff on servicing requirements in the Parks Service Delivery Plan.



Bushland Reserves or Natural Areas including wetlands and watercourses

Includes open space areas defined as primarily “natural” in character, providing wildlife habitat, and for nature-based recreation pursuits such as walking, jogging, cycling, nature observation, and perhaps picnics.

Typically, natural areas provide the basis for developing a linear park system throughout a township and adjoining areas, using shared paths, boardwalks, viewing platforms, picnic point bird hide (such as Horseshoe Lagoon or Barham Boardwalk).

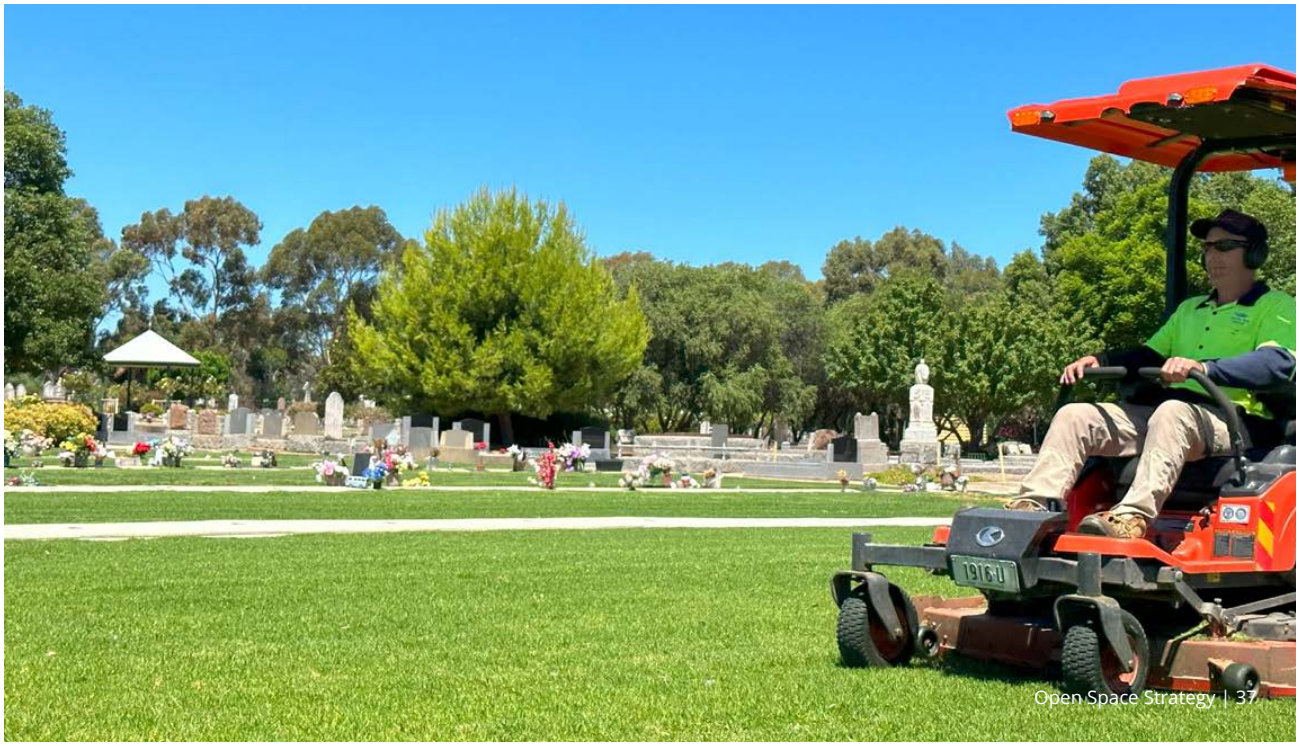
Many of our towns and villages contain rivers, creeks, other waterways and linear reserves which can also perform a more local role, connecting to local attractions and destinations. It will be important to ensure that the design of new subdivisions and developments, as well as designs for and improvement of existing locations, provides for adequate pedestrian and cycling access within and along these corridors so that these important connections can be achieved.

Given the generally compulsory way in which these locations come into the care of Council (i.e. Crown Land under the control and care of Council) they are not specifically identified for inclusion in future provisioning standards. The value which these areas serve from a recreational/sport perspective can vary greatly. Existing locations which fall into this category have not been factored into the hectare provisioning figure calculations, although the majority of these areas do provide general recreational benefits to the community.

Cemeteries

Murray River Council is responsible for the provision and maintenance of various cemeteries, although not directly related to the provisioning standards within this strategy. Current industry standards and guidelines released by the NSW State Government highlight these locations as important public areas or green open spaces.

Murray River Council seeks to maintain the cemeteries in line with the standards applicable for open space areas throughout the region, for this reason, Cemeteries have been included within the parks Hierarchy structure as ornamental/passive locations for inclusion in the Parks Service Delivery Plan.



Travelling Stock Routes (TSR)

The TSR network was established more than 150 years ago to allow livestock to move to and from markets. It is believed that many of these routes followed pathways used traditionally by Aboriginal people to travel across country. TSRs are important to Aboriginal people for access and connection to Country, cultural practices, and the protection of Aboriginal cultural heritage. Many are next to or follow tracks and rivers.

While TSRs are still important for travelling and grazing stock, they are also widely recognised for playing a key role in landscape connectivity and biodiversity conservation across NSW. This is because they form corridors of Crown Land between other landholdings.

The agricultural and economic value of TSRs is important to agricultural industries and communities, particularly in times of extreme weather and other emergencies.

TSRs are important recreation spaces in many regional communities. TSRs are used as access points for many activities including fishing, birdwatching and bushwalking.

Many TSRs support high levels of biodiversity, threatened species, threatened, and endangered ecological communities, and provide critical habitat for many species. TSRs are widely recognised as playing a key role in landscape ecological connectivity and biodiversity conservation across NSW.

Open Spaces and Sportsgrounds by Location

The following pages provide a break down, town by town, of the open spaces, sportsgrounds, amenities, number of halls or community facilities owned by Council and number of Council owned buildings (as at 1 January 2023) in each town.

There is also mapping provided to illustrate the provision of open space and hierarchy catchment areas covered within each township or village.

Our open spaces across the footprint....

380 total land parcels (Council-owned and Crown)

121 community land spaces

131 operational land spaces

122 Crown Land spaces -63 sites

55 park spaces

39 playgrounds

322 total hectares of bushland reserves

13 sportsgrounds

205 total hectares of parks & sportsgrounds / open space

MOAMA

Parks
26 inlcuding playgrounds

Skateparks
1

Swimming pools
1

Halls & Community Facilities
2

Buildings
83 including operational

Community Land Parcels (Councl-owned)
94

Cemeteries
1

Road reserves
town Entries, estate entries, other urban roads and streetscapes

Drainage reserves
Various locations

Sportsgrounds
1 reserve
3 x ovals
1 x rectangular field
1 x velodrome
2 x netball courts
1x dog park
1x Adventure Playpark
Botanic Gardens

Public amenities
3

MOAMA

Community Park	Neighbourhood Park	Passive / Ornamental Park
Brian Sharp Reserve	Highlands Park	Perricoota Run*
The Range	Dhungala Reserve (West)	Lake View (Perricoota Rd) (Fountains)*
Moama Skate Park	Lake View Playground	Dhungala East Drainage Reserve*
Moama Recreation Reserve (Adventure Park Botanic Garden)	Langwell Park	Moama Business Park (Median)*
River Gums Drive (old Winbi)	Regent Street Park	Barber Paddock Natural Reserves
	Horseshoe Lagoon Entry/ Wharf/Walkway	Moama Beach
	Salmon Gums Reserve	Lions Park
	Meninya Street CBD*	Kerrabee Soundshell
	Apex Park	Nicholas Park
	Moama Pool*	Cobb Hwy/Meninya Entries*
	Murray Banks	Moama Main Office (Rec Res)*
		Moama Old Office / Cenotaph*
		Moama off Leash Area
		Martin Street Community Center*
		Ruby Court
		Ivo Ham
		Hickey Park
		Lawry Park
		Berryman Park
		Two Parks- MS Reserve East & West
		Martin Street Sporting Complex*

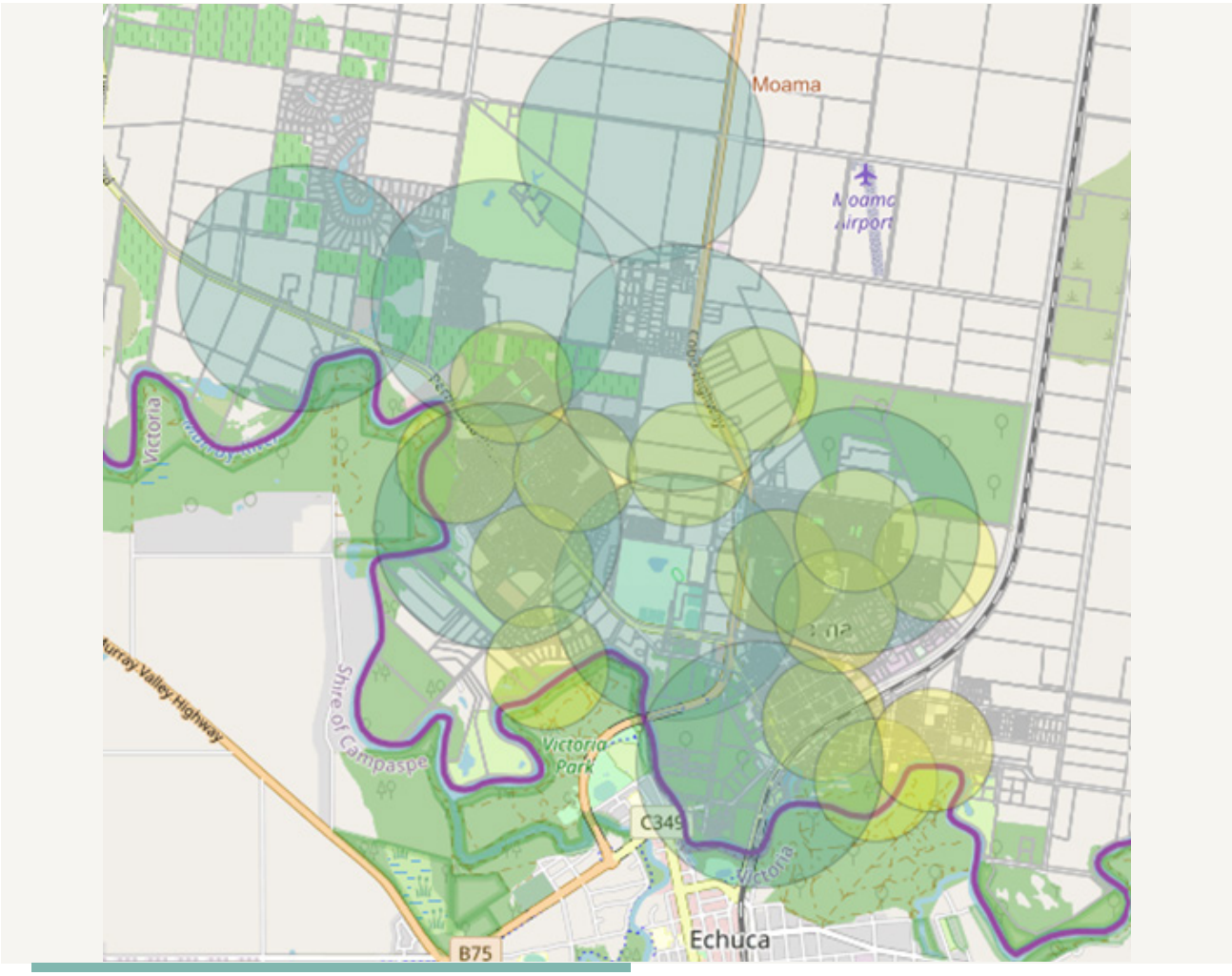
*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local
Main Oval - Moama	Brick Alley	Moama Velodrome
Jack Eddy Oval		

Cemetery	Road Reserve	Drainage Basin
Moama Cemetery	2731 Entry	Barbers Paddock
	Chanter street	Dhungala (Eastside)
	Medians Moama	Moama West Corridor (Lakeview to Dhungala)
	Roundabouts Moama	
	Riverstrip	
	Horseshoe lagoon	

MOAMA

Cemetery	Road Reserve	Drainage Basin
	Perricoota Rd (Roadside)	
	Nicholas Drive	
	Kildare Ave	
	Winbi Road Reserve (Landscaped)	
	All Estate Entry landscape	
	Barbers Paddock	
	Cobb Hwy Moama	
	Jacana Avenue	
	24 Lane & Beer Rd Buffers	
	Murray Banks	
	Lakeview	



Moama Community and Neighbourhood Open Spaces

MOAMA

Moama drainage basins and road reserves – Mapping as at 1 June 2023

MATHOURA

Parks
7 inlcuding playgrounds

Skateparks
1

Swimming pools
1

Halls & Community Facilities
2

Buildings
49 including operational

Community Land Parcels (Council-owned)
4

Cemeteries
2

Road reserves
Cobb Hwy 2kms urban streets

Public amenities
3

Sportsgrounds
1 reserve

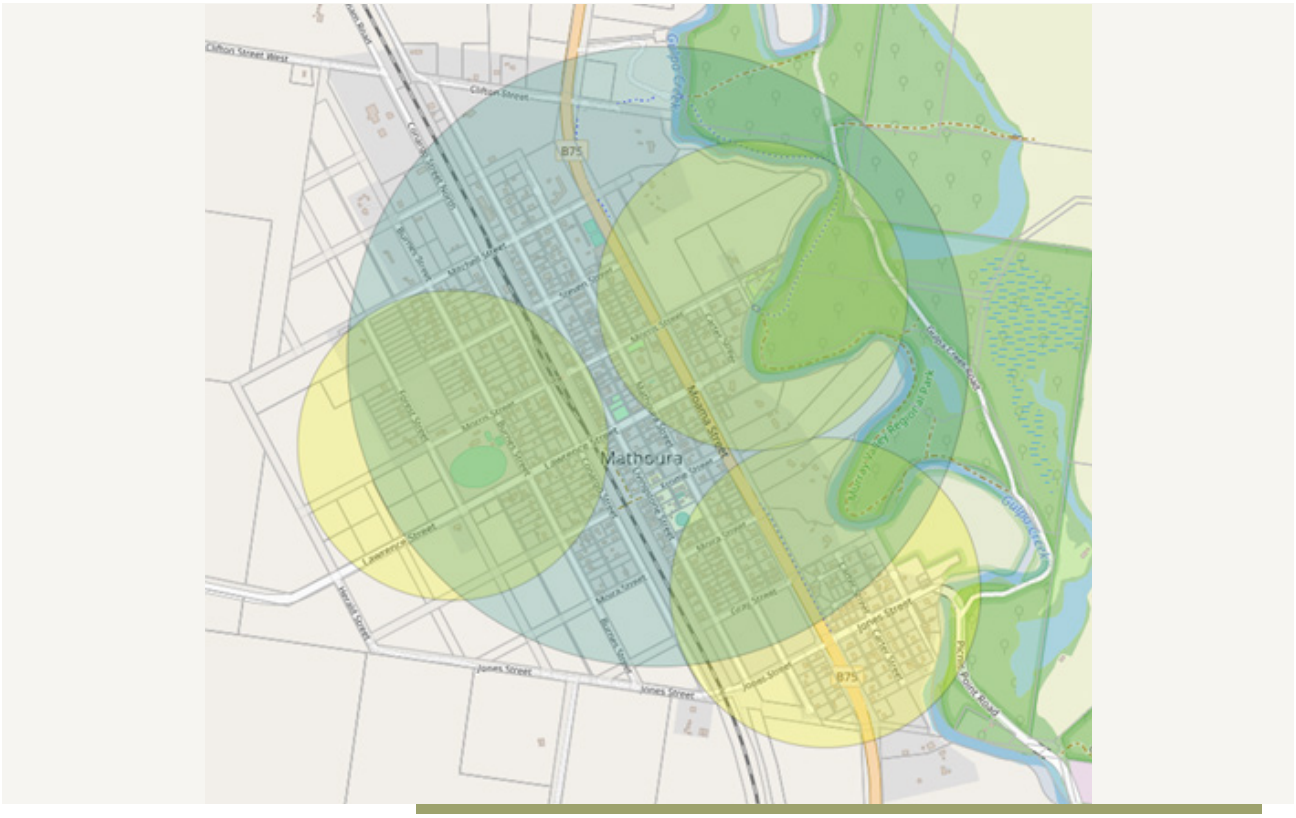
Community Park	Neighbourhood Park	Passive / Ornamental Park
Harry McCormick Arboretum / Skate Park area	Opitz Park	AE Murthy Park
	Livingston Street CBD*	Soldiers Memorial park
	Mathoura Pool*	MRC Office / Depot*
	Liston Park	Polly's Bridge
		Greg Graham Reserve (Calimo Boat Ramp)

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local
		Main Oval - Mathoura

Cemetery	Road Reserve	Drainage Basin
Mathoura Lawn Cemetery	Cobb Hwy Mathoura	
Mathoura Pioneer Cemetery	Urban streets Mathoura	
	Livingston Street CBD	
	Medians Mathoura	

MATHOURA



Mathoura Community and Neighbourhood Open Spaces

MOULAMEIN

Parks
5 including
2 playgrounds

Skateparks
1

Halls & Community Facilities
3

Buildings
42
including
operational

Community Land Parcels (Councl-owned)
2

Cemeteries
1

Road reserves
town entries

Public amenities
4

Sportsgrounds
2

Community Park	Neighbourhood Park	Passive / Ornamental Park
Howard Park	Moulamein CBD*	Flottman Park
		Moulamein Lake Frontage
		Tulka Terrace*
		The Triangle*
		Moulamein Main Office*
		Lorenzen Park
		Water Tower Park*
		Cork Junction (Boat Ramp)
		South Town Entry (Shelter area) Big Tree Car Park*

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
	Main Oval - Moulamein South		Moulamein Centennial Reserve

Cemetery	Road Reserve	Drainage Basin
Moulamein Cemetery	Town Entries Moulamein	Moulamein Lake (General Area)
	Urban Streets Moulamein	

MOULAMEIN

Moulamein Community and Neighbourhood Open Spaces

BARHAM

Parks
6

Skateparks
1

Halls & Community Facilities
4

Buildings
38 including operational

Community Land Parcels (Councl-owned)
6

Cemeteries
1

Road reserves
town entries, Punt Road & other

Public amenities
5

Sportsgrounds
1 reserve

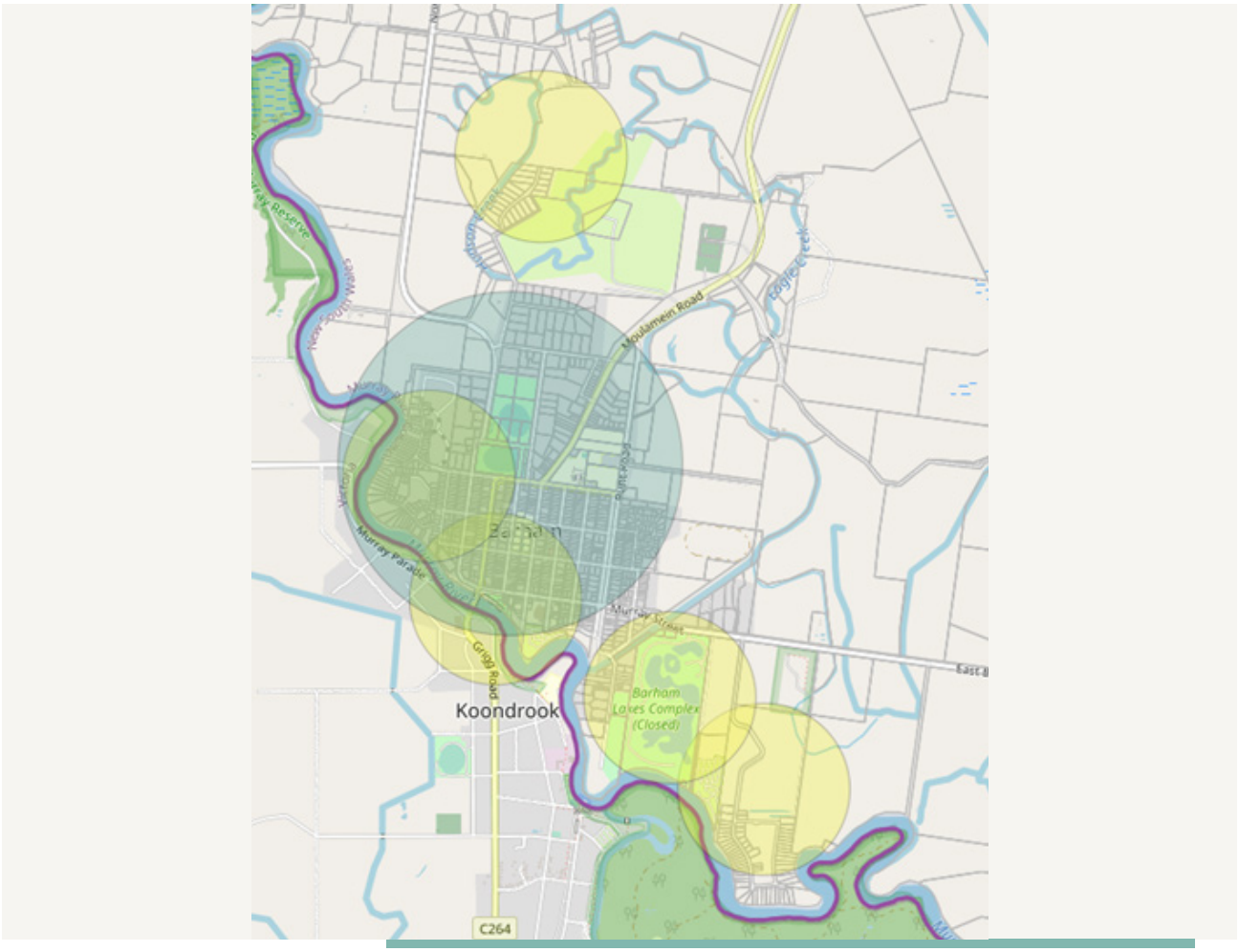
Community Park	Neighbourhood Park	Passive / Ornamental Park
Barham Recreation Reserve	Riverside & Lions Park	Teddy's Lane
	Riverview Drive (Future)	Barham Community Center*
	Barham CBD*	Punt Road South (Caravan Park East)*
	Barham Beach & Boat Ramp	Linton Park Drive Reserve
		Riverview Drive (East Barham)
		ANZAC Park Noorong St Rest Area

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local
	Main AFL Oval - Barham	Show/Cricket Oval - Barham

Cemetery	Road Reserve	Drainage Basin
Barham Cemetery	Town Entries Barham	Vinnicombe Lane
	Punt Road	
	Urban Streets Barham	
	Roundabouts Barham	
	Truck Stop Barham	
	Barham Landfill	

BARHAM



Barham Community and Neighbourhood Open Spaces

MURRAY DOWNS

Parks
2

Community Land Parcels (Councl-owned)
5

Road reserves
Swan Hill Road & Murray Downs Drive approx 4.8km

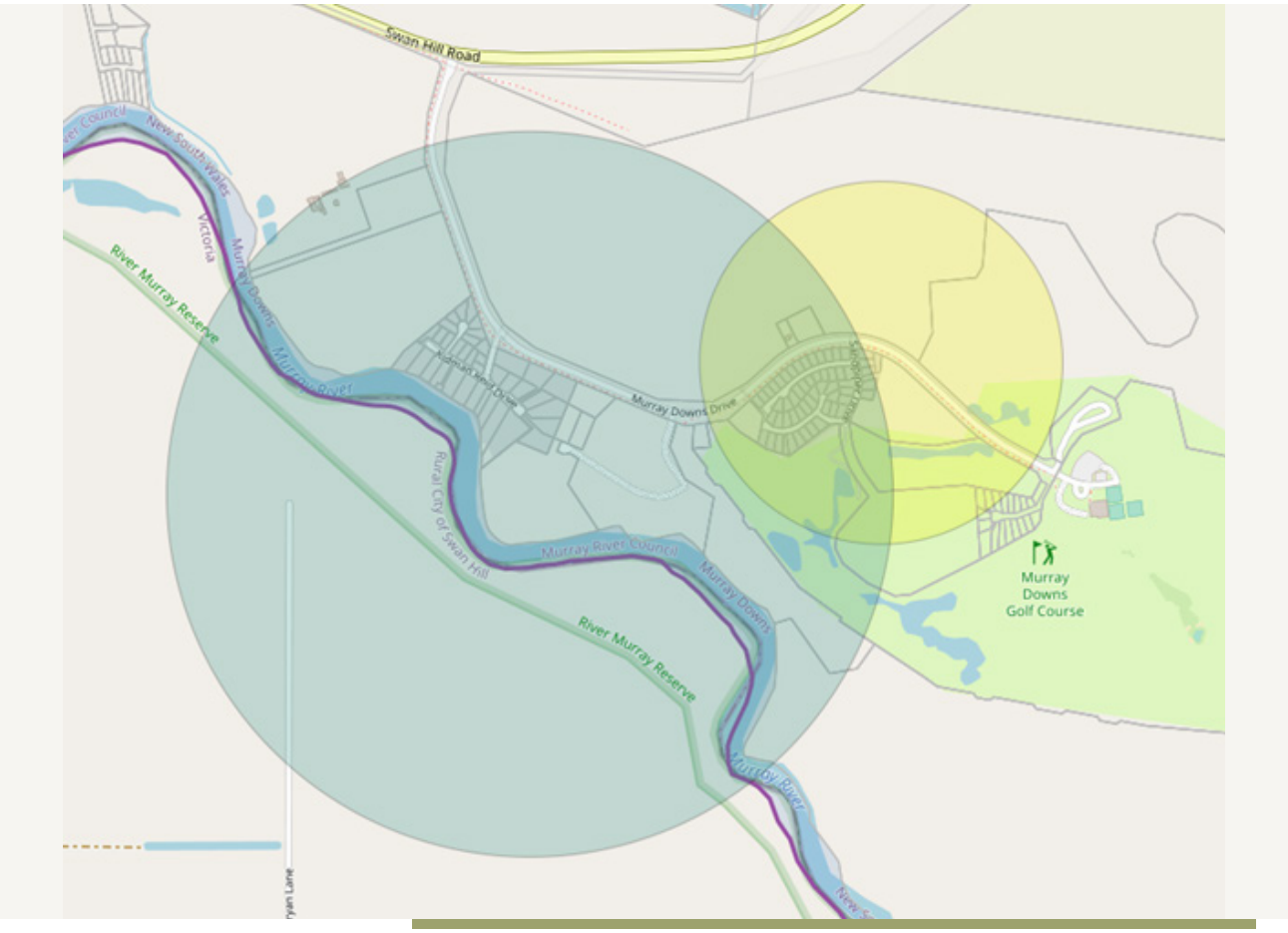
Buildings
5 including operational

Community Park	Neighbourhood Park	Passive / Ornamental Park
Yellymog Park	Pirate Park (Playground)	
	Murray Downs Drive Fitness Equipment	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Cemetery	Road Reserve	Drainage Basin
	Swan Hill Rd entry to bridge	Goldfinch Crescent Reserve
	Murray Downs Drive	
	Sandpiper entry	
	Currawong Crt Reserve	

MURRAY DOWNS



Murray Downs Community and Neighbourhood Open Spaces

KORALEIGH

Parks
1

Community Land Parcels (Council-owned)
1

Road reserves

Sportsgrounds
1

Halls & Community Facilities
1

Buildings
8
including operational

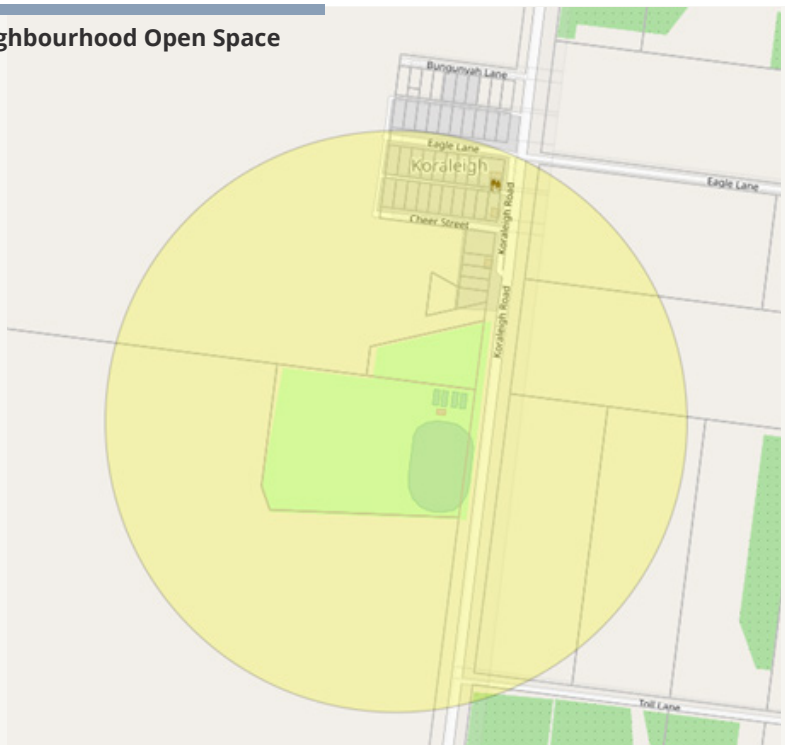
Community Park	Neighbourhood Park	Passive / Ornamental Park
	Koraleigh Rec Reserve (Future)	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
			Main Oval - Koraleigh

Cemetery	Road Reserve	Drainage Basin
	Town entries Koraleigh	
	Urban Streets Koraleigh	
	Medians Koraleigh	

Koraleigh Neighbourhood Open Space



PICNIC POINT

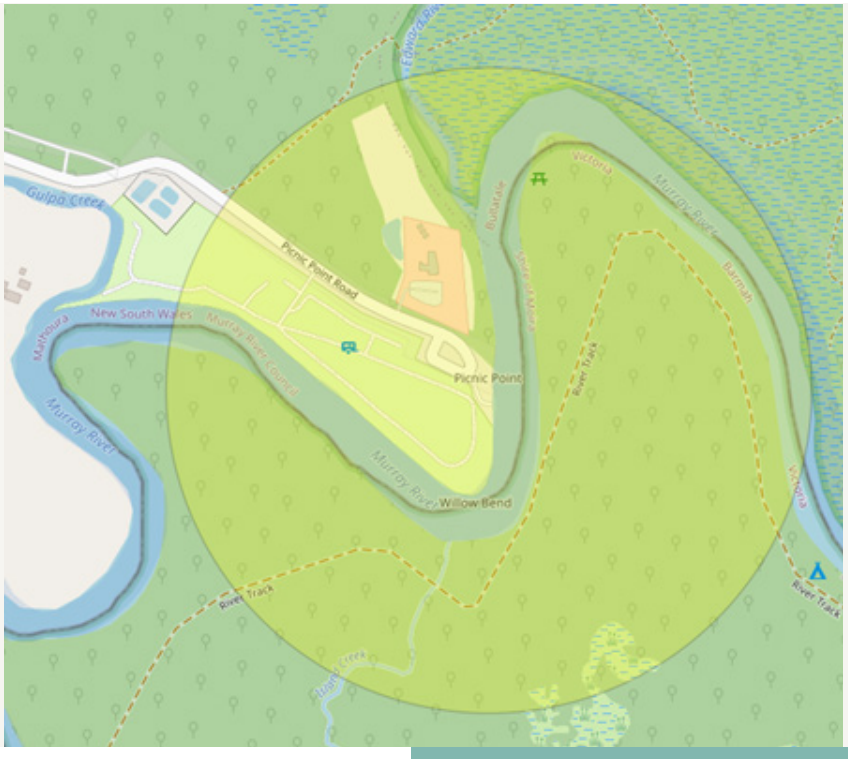
Parks
1

Boat ramp and carpark
1 (leased)

Buildings
Picnic Point Caravan Park (leased)

Community Park	Neighbourhood Park	Passive / Ornamental Park
	Picnic Point Boat Ramp Reserve*	
	Bert Dolan Reserve	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.



Picnic Point Neighbourhood Open Space

BUNNALOO

Road reserves

Sportsgrounds
1

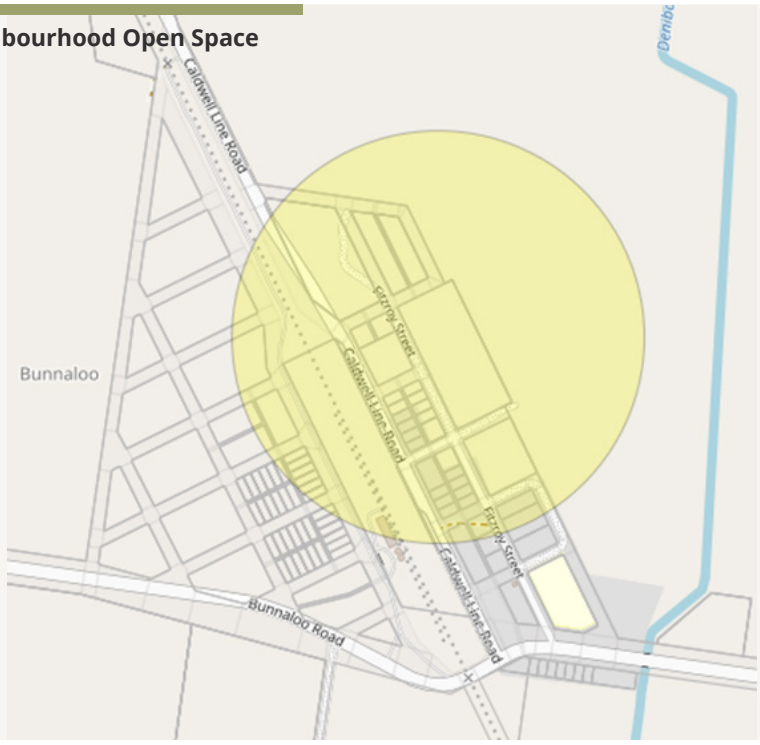
Halls & Community Facilities
1

Buildings
8
including
operational

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
		Main Oval - Bunnaloo	

Cemetery	Road Reserve	Drainage Basin
	Town entries Bunnaloo	
	Urban Streets Bunnaloo	

Bunnaloo Neighbourhood Open Space



WOMBOOTA

Parks
1

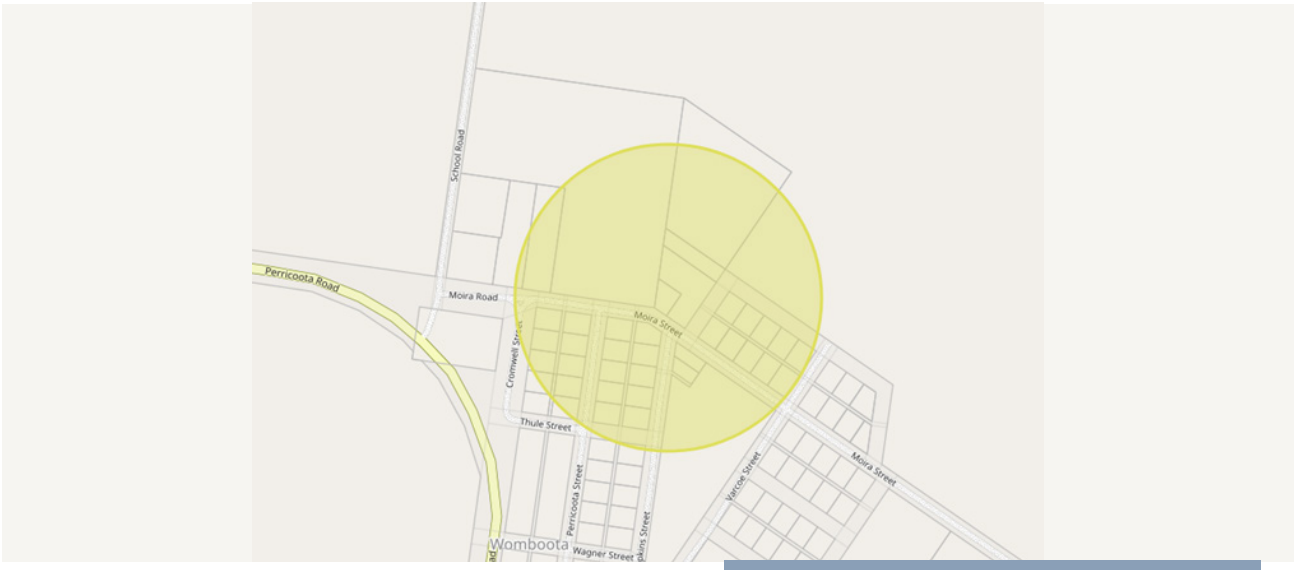
Halls & Community Facilities
1

Buildings
3
including
operational

Community Park	Neighbourhood Park	Passive / Ornamental Park
	Womboota Hall-Playground & Surrounds	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Cemetery	Road Reserve	Drainage Basin
	Town entries Womboota	
	Urban Streets Womboota	



Womboota Open Spaces

CALDWELL

Parks
1

Community Land Parcels (Council-owned)
1

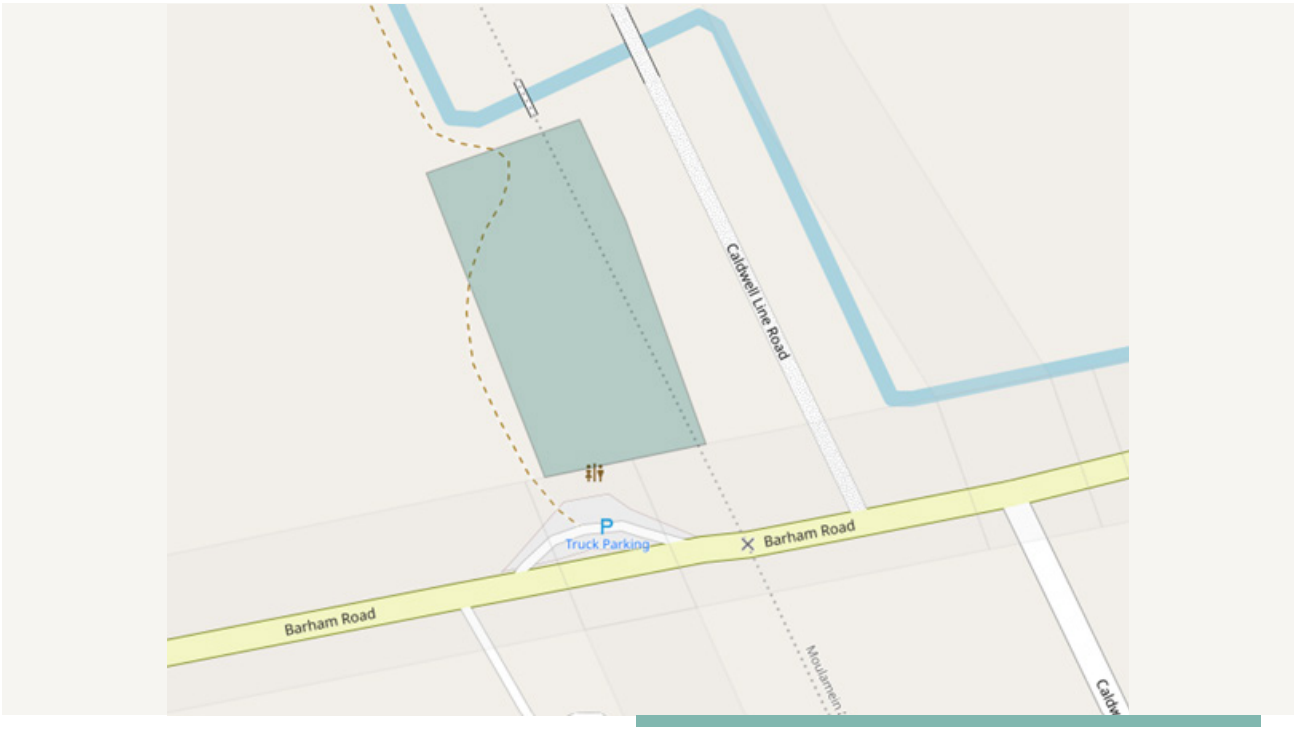
Halls & Community Facilities
1

Buildings
3
including operational

Community Park	Neighbourhood Park	Passive / Ornamental Park
	Caldwell Hall – Playground & Surrounds	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Cemetery	Road Reserve	Drainage Basin
	Caldwell Roadside toilet	



Caldwell Open Space

MALLAN

Sportsgrounds
1

Halls & Community Facilities
1

Buildings
2
including operational

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
			Mallan Recreation Reserve

NOORONG

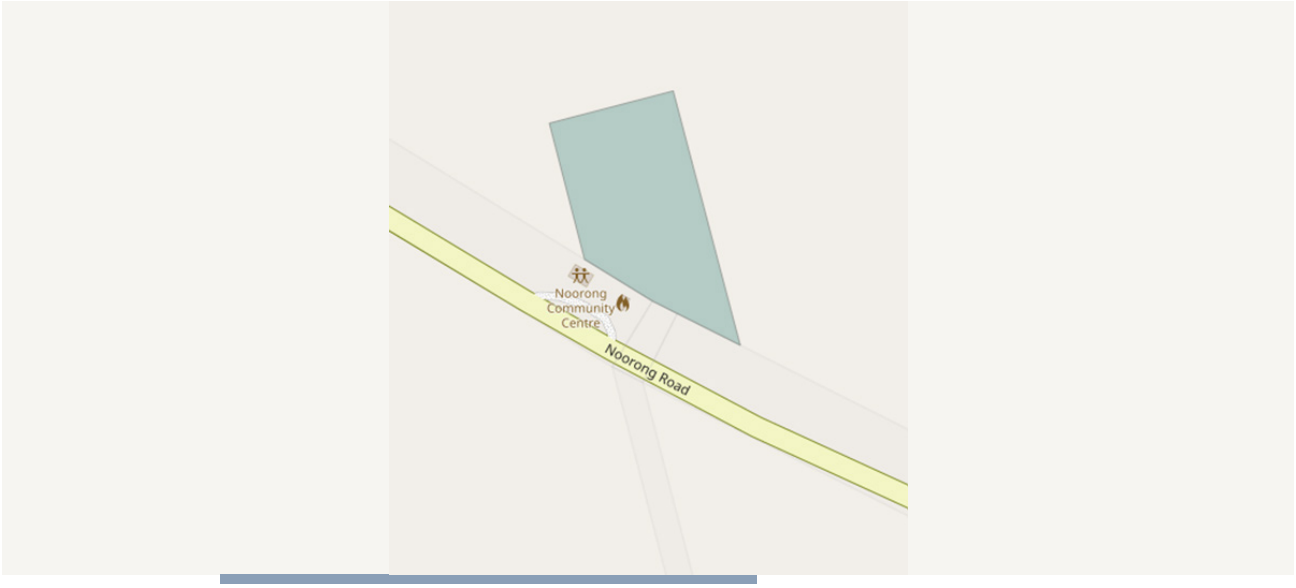
Parks
1

Halls & Community Facilities
1

Buildings
3
including
operational

Community Park	Neighbourhood Park	Passive / Ornamental Park
	Noorong Hall-Playground	

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.



Noorong Open Space

GOODNIGHT

Sportsgrounds
1

Community Land Parcels (Council-owned)
4

Halls & Community Facilities
1

Buildings
3
including operational

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
			Goodnight Recreation Reserve

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Cemetery	Road Reserve	Drainage Basin
	Town entries Goodnight	
	Urban Streets Goodnight	

Goodnight Open Space

KYALITE

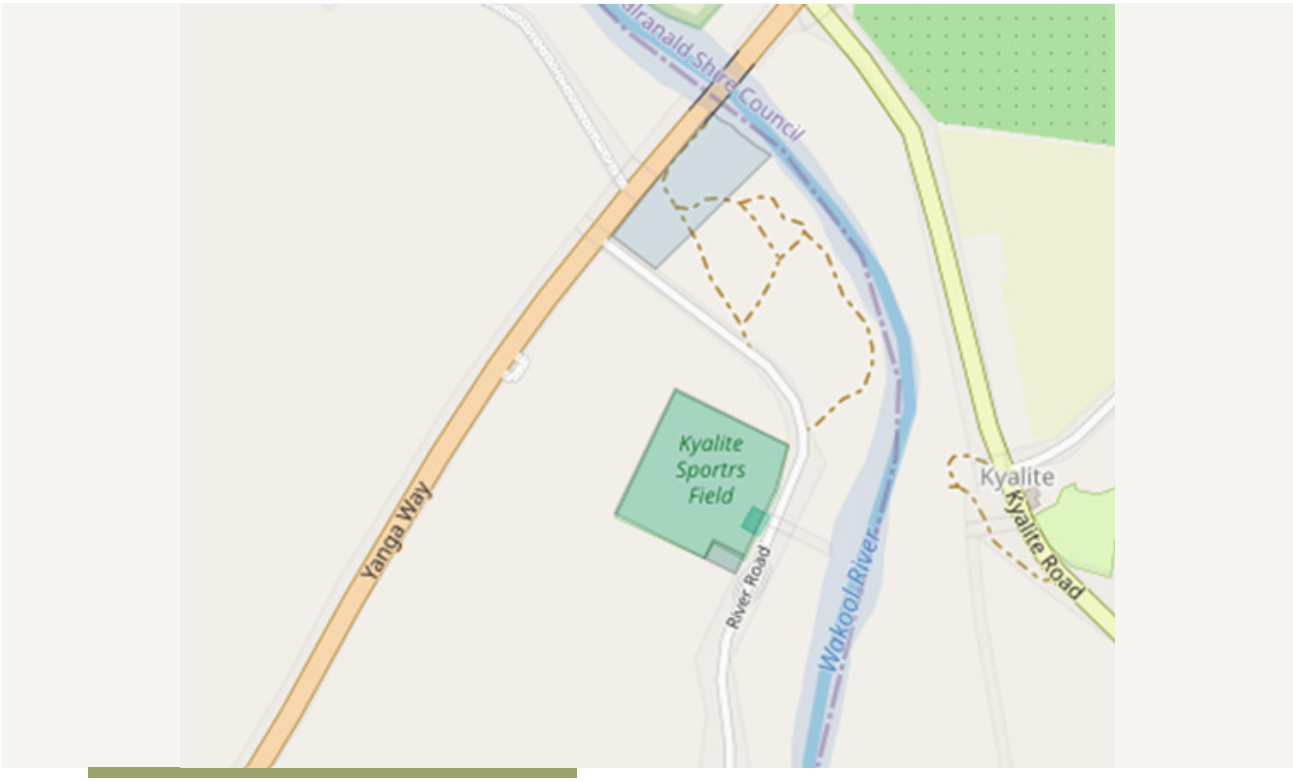
Sportsgrounds
1

Community Land Parcels (Councl-owned)
1

Halls & Community Facilities
1

Buildings
2
including operational

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
			Kyalite Recreation Reserve



Kyalite Open Space

WAKOOL

Parks
1

Public amenities
3

Road reserves
town entries, Cook Street

Sportsgrounds
1

Halls & Community Facilities
3

Buildings
22 including operational

Community Park	Neighbourhood Park	Passive / Ornamental Park
	Wakool CBD*	Darb & Tads Park*
	La Perouse Street park (playground)	DC Thomas Park*
		HJ Robinson Parks*

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local	Sportsground other
		Main Oval- Wakool	

Cemetery	Road Reserve	Drainage Basin
	Town Entries Wakool	
	Urban Streets Wakool	
	Medians Koraleigh	

WAKOOL

Wakool Neighbourhood Open Spaces

TOOLEYBUC

Parks
2

Halls & Community Facilities
1

Buildings
13
including
operational

Community Land Parcels (Council-owned)
2

Cemeteries
1

Road reserves

Public amenities
5

Sportsgrounds
1 Reserve

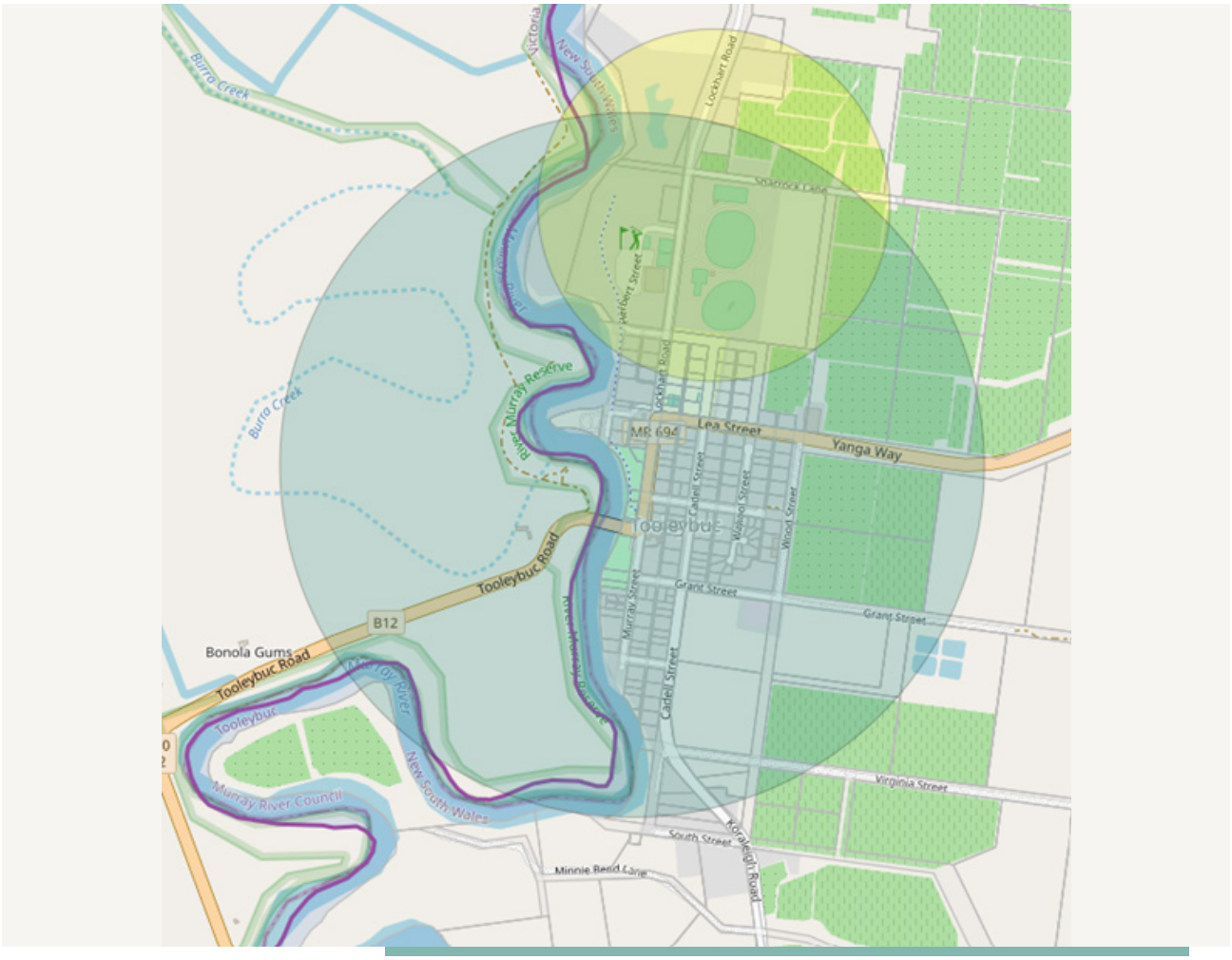
Community Park	Neighbourhood Park	Passive / Ornamental Park
Mensforth Park	Harry Lacey Park*	River Street Reserve (Boat Ramp)*
		Caccaviello Reserve

*denotes Road Reserve or Operational Land that is serviced according to hierarchy.

Sportsground Regional	Sportsground District	Sportsground Local
	Main Oval - Tooleybuc	Oval 2 (Tribucs)

Cemetery	Road Reserve	Drainage Basin
Tooleybuc Cemetery	Urban Streets Tooleybuc	
	Town entries Tooleybuc	
	Tooleybuc CBD	

TOOLEYBUC



Tooleybuc Community and Neighbourhood Open Spaces

Implementing the strategy

The Open Space Strategy 2024-34 provides the key information required to successfully manage and service Council's opens spaces and provides key information for future open space development within the adopted 10-year Financial Plan.

Ongoing Community Strategic Plan consultation will contribute to future actions as identified across the region and will be actioned as part of the relevant Delivery Program.

Identified challenges

- High number of assets in certain areas to be maintained, which is no longer sustainable for Murray River Council due to council's current financial position and outlook for the next 10 years, leading to potential asset rationalisation across the region.
- Cost shifting from various levels of government leading to uncertainty in financial sustainability for council and the need to consider price increases and the flow-on effects to community and customers.
- Inconsistency in operational service delivery in open spaces across towns and villages.
- Maintaining service levels with current resources and community expectations.
- Inherited open spaces from new residential developments and impacts on current resourcing levels and operational budgets.
- Developer contributions, either financial or through land set aside for open space, is appropriate in size and location for the local community.
- Timing of development of new open spaces to restrict over supply.
- Council owed land recorded as Community Land not Operational Land; need to reclassify as required.
- Ensuring management of council land and asset is undertaken with financially sustainable goals and objectives in conjunction with council's other strategic plans.
- Declining volunteer participation due to aged population and no community succession plans in place for future generation involvement.
- Community and stakeholder expectations for services higher than identified financially sustainable targets.
- Communities' existing connections to open spaces that may be considered for rationalisation resulting in controversy and difficult public consultation.
- Climate change, more frequent extreme weather events and natural disasters impacting on service levels, access to open spaces and assets.
- Reduction in opportunities to attain suitable external funding through federal and state government grants due to higher competitive applications, reporting requirements and funds available.

Addressing the challenges

Determining existing assets, land reclassification and working toward financial sustainability:

Council identified there was a lack of data around the expectations of our community relating to open spaces. To gain better understanding a 'Needs and Demands Assessment' was undertaken for council-wide services in our open spaces. This assessment provided the baseline data analysis of current levels of service, number of assets and their condition, current and future community expectations and needs at a strategic level.

After consultation, the final report from CT Management (Needs and Demand Assessment for Sport and Recreation Facilities 2021), has allowed council to consider a measured, sustainable and strategic approach for the provision of open spaces across Murray River Council LGA.

Outcomes and recommendation of this assessment was workshopped with Councillors and key staff, to determine the Open Space Hierarchy and inclusions list, which was adopted in March 2023 (Council resolution: 290323).

The report also provided detailed information relating to the excess land and building assets which council own or manage. This has since transpired into the 'Working Towards a Sustainable MRC' project which looks to create a more financially, socially and environmentally sustainable council moving forward. We are currently reviewing and reclassifying land to its correct classification - Operational or Community Land - with the intention to sell surplus land and assets. The sale of the surplus land and assets will provide necessary revenue, allowing council to reinvest in the improvement of the current open space network.

Define open space hierarchies and service levels:

New open spaces will be developed according to the hierarchy requirements, catchment areas and need based on population projections to meet the requirements and expectations of our community and stakeholders. The Murray River Council Local Housing Strategy (Res 171023), and REMPLAN April 2024 data all support the future development of new open spaces, in identified locations. Further to this, they support the timing and level of development within the adopted hierarchy methodologies that determine catchment areas and inclusions.

The Parks and Biosecurity Business Unit has developed the Open Space Service Delivery Plan which documents the minimum service levels to be performed based on the hierarchy methodology adopted for open spaces. The plan will provide consistent, sustainable and equitable service delivery across the region with current resourcing levels, ensuring financial sustainability and cost-effective management of open spaces, whilst still meeting the needs and expectation of our communities.

Future actions

During the development of the Open Space Strategy, council has noted that not all challenges identified can be tackled immediately. Some of those challenges will require attention in the future through various projects, including but not limited to the development of the updated Developer Contributions Plan, 2025-28 Delivery Program and Land Conversion project (Sustainable MRC).

Other identified challenges and considerations are listed below:

Addressing the declining volunteer participation.

Council will need to develop a comprehensive succession plan to ensure a smooth transition of leadership and responsibilities from older to younger volunteers to assist with the management of community assets.

This plan should include training sessions and opportunities for hands-on experience that create diverse volunteering opportunities that cater to different interests, skills and time commitments. The plan could potentially attract a broader range of volunteers, including younger individuals who may have limited availability due to work or education. The development of a long-term strategy for sustaining volunteer participation beyond immediate needs may involve building a strong volunteer infrastructure, establishing clear roles and responsibilities, and fostering a culture of volunteerism within the community. By taking these actions, council and communities can address the challenges of declining volunteer participation and ensure the continuity of vital community services and programs.

Addressing the community's connections to open spaces that may be considered for rationalisation, resulting in controversy and difficult public consultation.

Dealing with controversy regarding the rationalisation of open spaces requires a thoughtful and inclusive approach. Communication surrounding any open space considered for rationalisation must be open and transparent from the outset, with ample opportunities for community members to ask questions, express concerns, and provide feedback.

Engagement will need to be meaningful public consultation that involves the community in decision-making through public meetings, workshops, surveys, and online forums to ensure that all stakeholders, including local residents, businesses, and interest groups, have a chance to voice their opinions and contribute to the discussion.

It's important that council listen attentively to the concerns and perspectives of community members, even if they are critical of the rationalisation proposal and empathise with their attachment to open spaces and acknowledge the value these spaces hold for them.

Consideration of alternative options and compromises that address community concerns will also assist to minimise negative impacts. This should be supported by providing clear and accessible information about the benefits and potential drawbacks of any rationalisation proposal to help community members understand the broader context, including any legal or regulatory requirements, as well as the potential long-term consequences of different decisions.

The future engagement of external experts such as urban planners and community development specialists, would further assist to inform decision-making and address technical aspects of the rationalisation process. Expert input can lend credibility to the proposal and help reassure the community that decisions are based on sound evidence and analysis. By adopting these strategies, communities can navigate controversy and difficult public consultation processes associated with the rationalisation of open spaces in a manner that is transparent, inclusive, and respectful of diverse perspectives.

Addressing climate change, more frequent extreme weather events and natural disasters impacting on service levels, access to open spaces and assets.

To mitigate the impact of weather events on service levels and open space accessibility, the council will need to develop plans and strategies to identify vulnerabilities and prioritize actions for risk mitigation. These plans must include strategies to safeguard critical infrastructure, like open spaces and community assets, from extreme weather and natural disasters.

Investing sustainably and designing projects to enhance the resilience of open spaces and natural areas through the creation of green corridors and spaces can offer protection against extreme weather and disasters. Additionally, these solutions yield benefits such as improved air and water quality, habitat restoration, and recreational opportunities.

Implementing adaptive management practices allows for flexible decision-making in response to changing environmental conditions. This involves regularly monitoring and assessing open spaces and assets, adjusting management strategies accordingly, and engaging in adaptation efforts like reducing greenhouse gas emissions, conserving water, and participating in community resilience initiatives.

Managing cost shifting from various levels of government leading to uncertainty in financial sustainability for council and the need to consider price increases and the flow on effects to community and customers.

Cost shifting from various levels of government will continually compromise the financial sustainability of council. Furthermore, ongoing considerations of price increases and their potential impacts on the community will need to be considered through comprehensive financial planning and budgeting to accurately assess council's financial position.

By identifying areas of cost shifting, council can develop long-term financial strategies that prioritise sustainability and resilience and consider potential future cost increases and revenue fluctuations that will impact on council's ability to deliver essential services and maintain infrastructure. By better understanding the effects of indirect cost shifting council will need to continuously seek opportunities to improve efficiency and streamline operations within the council to reduce costs without compromising service delivery.

Future investment in the provision of open spaces will need to consider alternate revenue streams to reduce reliance on government funding and mitigate the impact of cost shifting. This may include further exploration of alternative sources of revenue, such as user fees, charges for services, grants, and partnerships with private sector entities, while ensuring affordability and fairness for the community and customers.

Council will need to implement cost containment measures to control expenditure and minimise the need for price increases by continually optimising staffing levels, and prioritising investments based on cost-benefit analysis and community priorities.

By taking these actions, council can navigate the challenges of cost shifting, maintain financial sustainability, and ensure that any necessary price increases are implemented in a fair and responsible manner.

Managing the reduction in opportunities to attain suitable external funding through federal and state government grants due to higher competitive applications, reporting requirements and funds available.

Overcoming the challenges associated with a reduction in opportunities to attain suitable external funding requires a strategic and proactive approach. Council will need to reduce reliance on government grants by diversifying funding sources and by tapping into a variety of funding streams.

The future development of a comprehensive grant strategy that aligns with the council's priorities, goals and funding needs for open spaces will assist to identify grants with a high likelihood of success and strategic alignment with council objectives. Through the project management framework, Council can also ensure projects and initiatives focus on innovation, sustainability, and measurable outcomes that align with funding priorities and criteria. The project management framework helps develop clear and realistic project plans, budgets, and timelines that demonstrate council's capacity to deliver results and maximise the impact of funding investments.

The council can also continue to advocate for policy changes and reforms that address barriers to accessing government grants, such as overly competitive application processes or burdensome reporting requirements.

Funding

Implementation of the strategy will require a commitment of funding and resources as well as the establishment of partnerships and attainment of grant funding. Funding opportunities include:

- Council revenue – operational and capital budgets. Priorities and actions will need to align with Council's annual budgets, Council's Long Term Financial Plan and Asset Management Plan;
- Through the new Murray River Council Developer Contribution Plan Council - which provdes direction on land dedication for residential subdivisions - we currently aquire land for community open space by applying a percentage-based model. This is in accordance with Section 7.12 of the Environmental Planning and Assessment Act 1979. Moving forward, considerations for the provision of monetary contributions in lieu of dedicated open spaces as part of residential subdivisions will be considered, where high levels of existing open space within the provision methodology means that the open space is not required.
- The Environmental Sustainability Strategy once developed will support the ongoing implementation of the Open Space Strategy, supporting such items as climate change, natural disasters and extreme weather events;
- Government grants and subsidies which can be related to sport and recreation, health promotion, arts and culture, biodiversity, tree management, streetscape initiatives, climate change or infrastructure development;
- Community grants; and
- Landowner and partnership agreements. For example, facility sharing with NSW Department of Education, private land agreements for biodiversity conservation or voluntary planning agreements and bonds.

Accordingly, as work programs and budgets are developed along with the Operational Plan, Delivery Program and future Community Strategic Plans, some prioritised actions may be delayed, or others brought forward. Some actions may be reconsidered as circumstances change, new information is uncovered, asset management plans, asset lifecycles, weather events and review of the Open Space Strategy is undertaken.

It will also be necessary to allocate additional maintenance funding and resources to respond to new sportsgrounds, recreations reserves and parks, cemeteries, road reserves, drainage basins, bushland reserves, and Crown Land when required. Further to these, and after future rationalisation of open spaces has been completed, it may be necessary to invest in the improvement of existing parks and assets to ensure they are fit for purpose within the classified hierarchy and inclusions list.

Reporting on the outcomes

The 2022-2026 Murray River Council Delivery Program and associated Monthly Operating Report will monitor and manage all actions and outcomes from the Open Space Strategy. The Delivery Program tasks identify community requests for open spaces across the region. The inclusion list was developed by Council following community consultation and feedback such as the Community Strategic Plan 2021, Revenue Task Force recommendations, CT Management Needs and Demands Assessment Final Report and recommendations including benchmarking of neighbouring and similar demographic council's, customer service requests and complaints as well as various other projects and general community consultation.

Future actions identified in this strategy will be included as projects to be undertaken as part of the 2025-28 delivery program.

Operations Plan

The Parks and Biosecurity Business Unit have developed a Service Delivery Plan which encompasses the current services required for the successful management of each sportsground, recreation reserve, park, cemetery, road reserve, drainage basin, bushland reserve, or Crown Land that Council currently manages. Consideration has also been taken to account for identified future developments and rationalisation of Open Spaces.

The Service Delivery Plan provides an outline of the tasks to be undertaken and their frequency depending on their classification within the hierarchy.

Review

It is anticipated that the Strategy will require review in line with the development of the 2026-2030 Delivery Program and a complete revision within 5 years.

References

- CT Management (Needs and Demand Assessment for Sport and Recreation Facilities 2021)
- Sustainable MRC
- Land Conversion and reclassification project.
- Development Control Plan
- Development Contributions Plan
- Open Space Asset Management Plan
- Parks and Open Spaces Service delivery plan
- Sportsgrounds and Courts Service Levels.
- Crown Lands Plans of Management
- Local Housing Strategy
- Local Environment Plans
- Community Strategic Plan
- Delivery Plan
- Revenue Task Force Report
- Everyone Can Play Guidelines NSW
- NSW Planning and Environment Open Space Guidelines
- Murray River Local Strategic Planning Statement 2020-2040

murray river
council
PO Box 906 Moama, 2731
murrayriver.nsw.gov.au
1300 087 004