



Murrumbidgee Economic Profile

Draft Report

November 2017

prepared by .id

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Mayors Foreword:



I am pleased to refer you to the Economic Profile of Murrumbidgee Council. The Profile tracks economic and social data across new boundaries, looking at past trends and current statistics.

I urge you to take the time to read about our Council area. This Economic Profile tells a compelling story. It has given me reason to reflect on the past and think about how our community will shape the future. The evidence base prepared by demographic and economic specialist firm *.id the Population Experts* will inform Council decisions as we work together to build a functional and high performing economic region.

Mostly, this report indicates to me that we may be relatively small, but we are punching above weight in many areas of the local economy. Data on population and industry shows our agricultural based economy is diversifying, our service and construction sectors are ripe for further investment, and our community is young, hard-working, and ready for growth.

The outlook for 2017 and beyond is positive.

- Murrumbidgee is the second fastest growing LGA in the Riverina-Murray region
- Our population is young with a Median age of 38years
- Working age residents account for 62.1% of the population, which is higher than Regional NSW
- Jobs Growth over the past 5 years has been the fastest in the Murray-Riverina area
- At 4.1% (2016) the general Unemployment rate remains significantly lower than Regional NSW

There are challenges that we face, but we are informed and prepared to forge ahead.

It is increasingly a 'digital world'. Despite the roll-out of NBN across Murrumbidgee we are not making best use of technology. Household connection to internet remains low, which may partly explain why our digital footprint in the tourism sector is low. The responsiveness of the local workforce to emerging opportunities is impacted by the regional and rural dilemma of retaining or attracting back our youth, and increasing post-secondary qualifications within the workforce. Together we can make a difference on these issues.

On the upside we have tourism and heritage product that is attractive to the visitor market; our agricultural sector has a high share of farm managers which underpins the performance of this important economic driver; our young people have access to education within and outside our boundaries; and our local schools are providing innovative learning programs which are increasing year 12 completion rates. We have good access to Healthcare and Services across a range of sectors, with proximity to Albury, Griffith and Wagga Wagga ensuring our community can access local and regional based delivery.

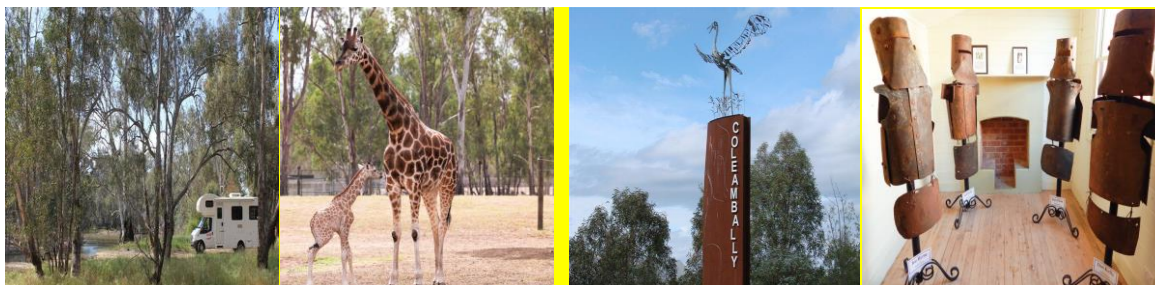
There are strong prospects for growth. The evidence is in the statistics, and our strength is in our people. It's a great start to a brighter and bigger future for Murrumbidgee Council.



Ruth McRae

Mayor Murrumbidgee Council

November 2017



Darlington Point

Coleambally

Jerilderie

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Executive summary

Murrumbidgee Council is an agricultural community that is in the Riverina-Murray region, the home of NSW's 'food-bowl'. Encompassing the townships of Darlington Point, Coleambally and Jerilderie, Murrumbidgee Council offers locals and visitors a peaceful country atmosphere, culture, heritage, and recreational opportunities and affordable housing. The economic story of Murrumbidgee Council is one of resilience. Looking at the path of economic growth over the past three decades tells a story about an economic boom through the late 1990s, following by the heartbreak of the millennium drought, arguably the worst in Australia's history. Murrumbidgee Council has weathered this economic challenge and is in the midst of a recovery, with many indicators pointing to a positive future growth path.



In 2016, Murrumbidgee Council contributed \$207 million to Gross Regional Product, and was home to 3,933 people, 1,858 jobs and 458 businesses.

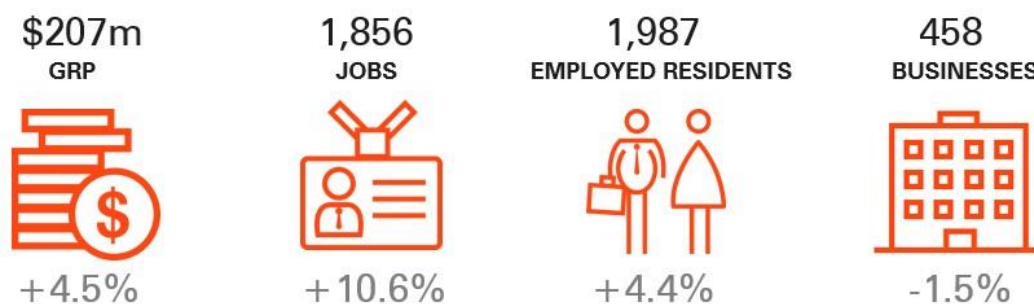
Murrumbidgee has developed major strengths around agriculture with opportunities for both irrigated and dry-land production. Murrumbidgee's agricultural strengths have played an important role in seeding its manufacturing industry. While, most processing occurs in the larger regional centres in the region (Griffith, Wagga Wagga and Albury), this role has driven a specialisation, albeit small, in food and beverage manufacturing and machinery and equipment manufacturing. The integration of infrastructure and technology will support the development of higher-value food products with flow-on opportunities for agriculture and food processing across Murrumbidgee and its region.



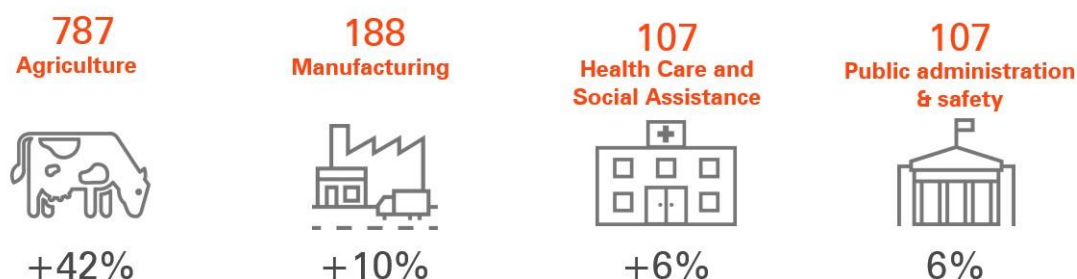
Heavy reliance on agriculture however, means that Murrumbidgee is exposed to adverse impacts such as drought, flooding and commodity price volatility. But this exposure to hard times have driven a resilient community that has the potential to leverage off its traditional strengths to diversify its economic base and take advantages of a changing economic landscape.

The chapters in this report provide a story of the Murrumbidgee economy. This economic narrative will form the foundation for future strategic work by Council including the development of economic development and tourism Action Plans and Investment activities.

Key indicators 2016 & fiveyear change

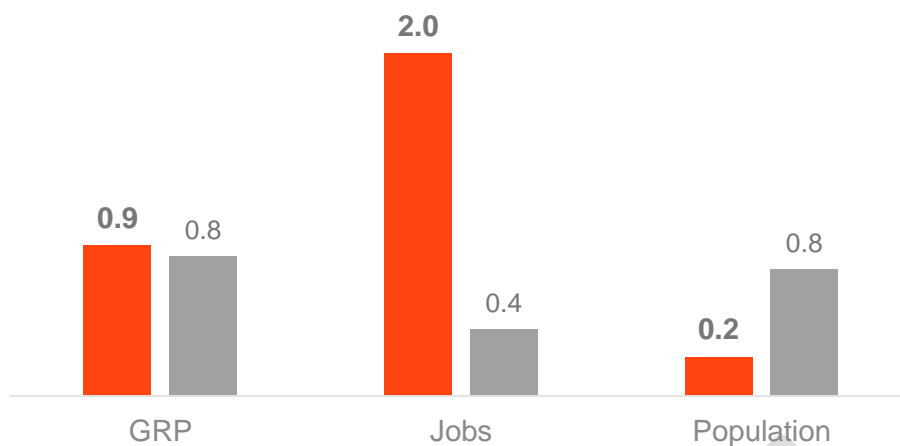


Largest employing industries 2016 & five-year change



Agricultural commodities (2011)





TOP GROWTH 2011-2016

VALUE ADDED



- Construction +\$9.8M
- Manufacturing +\$2.2M
- Electricity, Gas, Water and Waste Services +\$1.0M
- Other Services +\$1.0M
- Transport, Postal and Warehousing +\$1.0M

JOBS



- Manufacturing +66
- Agriculture, Forestry and Fishing +53
- Other Services +12
- Public Administration and Safety +11
- Retail Trade +6

Growth industries

Sources used: NIEIR ©2016, ABS



Large Scale PV Solar Farms- Provide prospects for Growth Coleambally and Darlington Point

Murrumbidgee Council 2016

Key ▲ No significant change since 2011 (less than $\pm 0.5\%$) ▲ Increased since 2011 ▼ Decreased since 2011

Median age 41 ▼ (-1) Regional NSW 43 ▲ New South Wales 38 ▲ Australia 38 ▲	Indigenous population 7.4% ▲ (0.3%) Regional NSW 5.5% ▲ New South Wales 2.9% ▲ Australia 2.8% ▲	Couples with children 26% ▼ (-2.0%) Regional NSW 25% ▼ New South Wales 32% ▲ Australia 30% ▲	Older couples without children 10% ▼ (-0.8%) Regional NSW 13% ▲ New South Wales 10% ▲ Australia 10% ▲
Lone person households 25% ▼ (-0.6%) Regional NSW 26% ▲ New South Wales 22% ▼ Australia 23% ▲	Medium and high density Housing 5% ▲ (-0.3%) Regional NSW 17% ▲ New South Wales 33% ▲ Australia 27% ▲	Median weekly household income \$1,180 ▲ (\$299) Regional NSW \$1,166 ▲ New South Wales \$1,481 ▲ Australia \$1,431 ▲	Median weekly loan repayment \$199 Regional NSW \$366 New South Wales \$456 Australia \$409
Median weekly rent \$153 Regional NSW \$278 New South Wales \$384 Australia \$339	Households renting 31% ▲ (2.1%) Regional NSW 26% ▲ New South Wales 30% ▲ Australia 29% ▲	Households with a mortgage 22% ▼ (-2.7%) Regional NSW 29% ▼ New South Wales 30% ▼ Australia 32% ▼	Overseas born 6% ▲ (-0.2%) Regional NSW 11% ▲ New South Wales 28% ▲ Australia 26% ▲
Language at home other than English 3% ▲ (0.6%) Regional NSW 6% ▲ New South Wales 25% ▲ Australia 21% ▲	University attendance 1% ▲ (-0.4%) Regional NSW 3% ▲ New South Wales 5% ▲ Australia 5% ▲		



Irrigation is Diversifying Production: 10% of Murrumbidgee farming land, estimated as 55,075ha, is irrigated.

PART 1 – ECONOMIC OVERVIEW

1. Economic overview

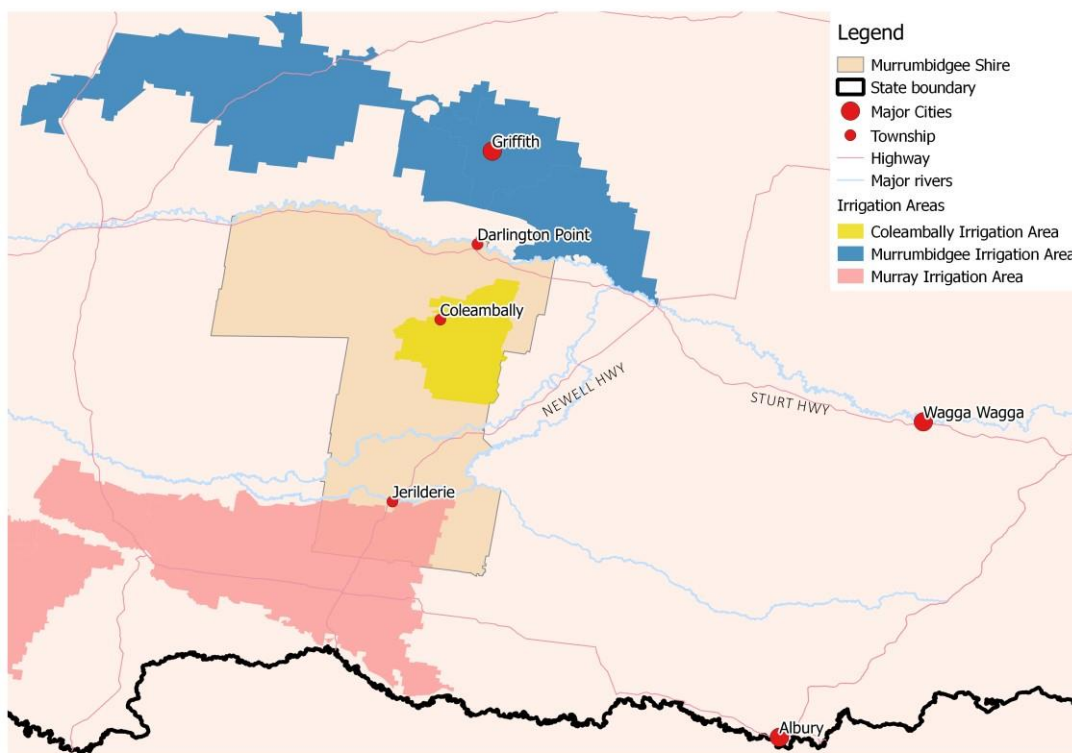
Murrumbidgee Council is an agricultural community in the Riverina-Murray Region of south-west New South Wales, the home of NSW's 'food-bowl'. The Council encompasses the agricultural communities of Darlington Point, Coleambally and Jerilderie.

European settlement dates from the 1840s, with land used mainly for pastoral purposes. Population was minimal until the 1850s when the township of Jerilderie was established and then, in the 1860s, the township of Darlington Point. Gradual growth took place during the late 1800s, aided by the opening of the railway line to Jerilderie in 1884. The Coleambally



Irrigation Scheme started in the 1950s, enabling the development of the rice, grain and fruit and vegetable industry.

Map 1 Murrumbidgee Council – Context Map

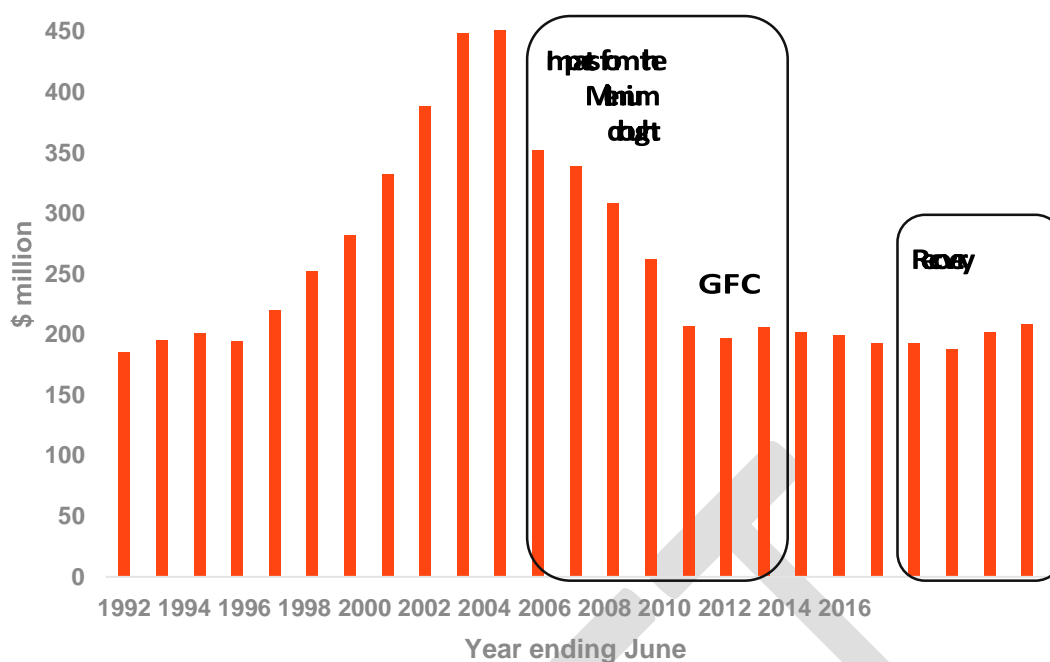


1.1 A story of resilience

The economic story of Murrumbidgee Council is one of resilience. Looking at the path of economic growth over the past three decades tells a story about an economic boom through the late 1990s, followed by the heartbreak of the millennium drought, arguably the worst in Australia's history. This boom-bust growth pattern highlights the challenges faced by an economy exposed to natural events such as drought and flooding.



Dominant Commodities in 2011: Wheat \$59m; Rice \$45.4m; Barley \$20.6m



Source: NIEIR ©2016. Compiled by .id the population experts

The population of Murrumbidgee Council increased slightly during the early 1990s, and was then relatively stable between 1996 and 2001. The population then declined gradually, in line with poor local economic conditions, falling to about 3,888 in 2011. Since then, conditions have improved with the population reaching 3,933 in 2016.

1.2 Rich agricultural history

Today, the Council area has developed strengths around agriculture with opportunities for both irrigated and dry-land production. In total, 55,075 hectares of farming land in the Murrumbidgee Council is irrigated (10% of farming land). Major water resources include the Murrumbidgee River and its tributaries. The Snowy Scheme provides a significant role in providing water to the Murrumbidgee Rivers and Murray irrigation areas. The Council includes the Murrumbidgee Irrigation Area, Coleambally Irrigation Area and Berriquin Irrigation District (see map 1).



Capitalising on its natural resources and irrigation assets, agriculture has become the primary driver of economic growth in Murrumbidgee Council. Agriculture is a highly productive industry in Murrumbidgee, generating \$65 million in value add in 2016. Agriculture is an important source of export earnings for the Murrumbidgee economy.

It exports 70% of its agricultural output. Most went to the Australian market, but \$22 million went to international markets. More information on the agriculture industry is provided in Chapter 3.

1.3 But exposed to downturns

Agriculture is the largest industry in Murrumbidgee, accounting for 36% of total industry value added. The industry is even more important from an employment



perspective, with Agriculture, Forestry and Fishing, making up over 40% of the employment in the area. Unfortunately, as we saw earlier, specialisation comes at a cost. Agriculture is highly exposed to adverse impacts such as drought, flooding, commodity prices and policy changes. This industry is also being driven by productivity improvements which are leading to growth in production using less labour.

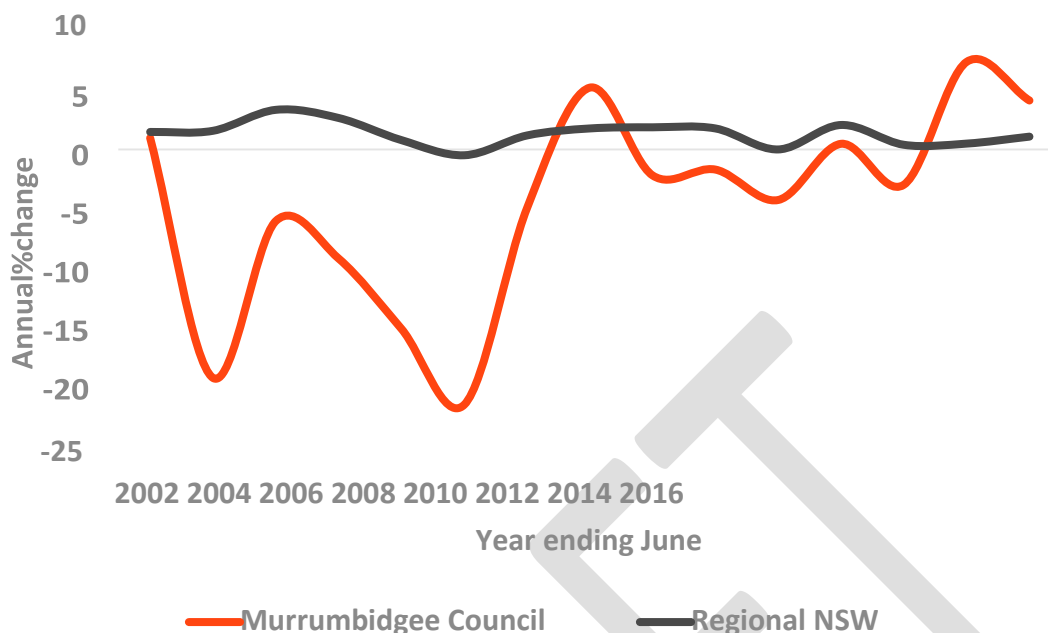
A heavy reliance on agriculture means that the flow-on impacts of downturns is large, affecting most people in the community. Evidence from the Productivity Commission also suggests that “regions that are predominantly based on agriculture, particularly broadacre cropping, tend to have lower rates of growth in employment”¹.

1.4 In the midst of an economic recovery

Murrumbidgee Council has weathered this economic challenge and is amid a recovery, with many indicators pointing to a positive future growth path. Murrumbidgee Council’s economy returned to growth 2015, after being substantially impacted by the millennium drought. The economy grew by 4.2% in 2015-16, well above the historical average and Regional NSW. This is a strong result after a long period where growth in the Murrumbidgee Council’s trailed Regional NSW.

¹ Productivity Commission – Transitioning Regional Economies – Initial report (April 2017)

Murrumbidgee's economy is trending upwards after being substantially impacted by the millennium drought

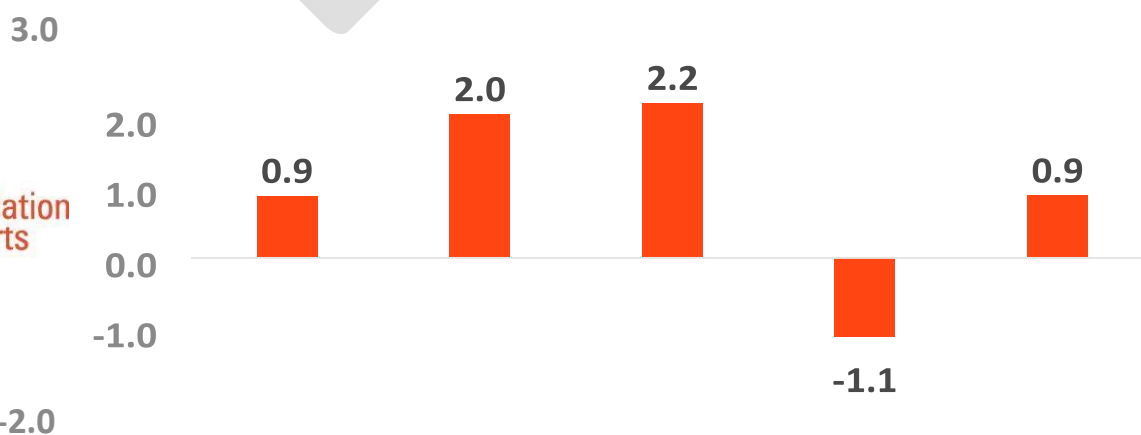


Source: NIEIR ©2016. Compiled by .id the population experts

The economic recovery underway has been underpinned by improved job conditions. Local job growth grew on average by 2.0% per year between 2011 and 2016, significantly higher than GRP growth. In fact, Murrumbidgee Council experienced the fastest employment growth in the Murray-Riverina region over the last five years. Hours worked also increased strongly, and suggests the local job market is improving. In contrast, worker productivity fell by 1.1% per year on average.

Chart 3 Selected components of economic & employment growth, 2011-2016, Murrumbidgee Council

Local job growth was the major driver of economic growth

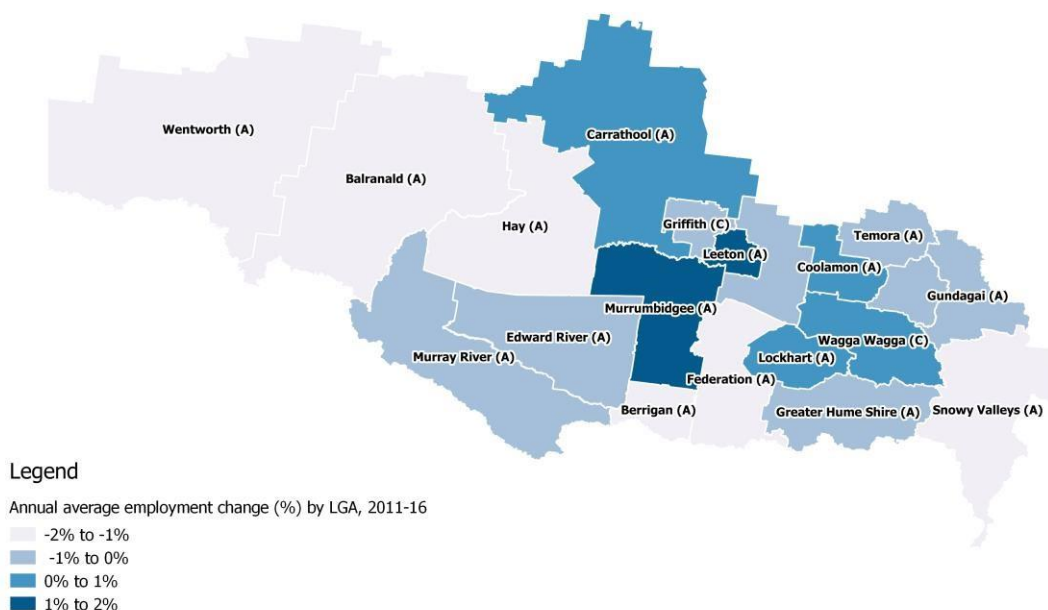


Population Job change Hours Productivity GRP change change change change

Source: NIEIR ©2016. Compiled by .id the population experts

Map 2 Employment change by LGA in Murray-Riverina Region, 2011-2016

Murrumbidgee was one of the better regional performers over the last 5 years.



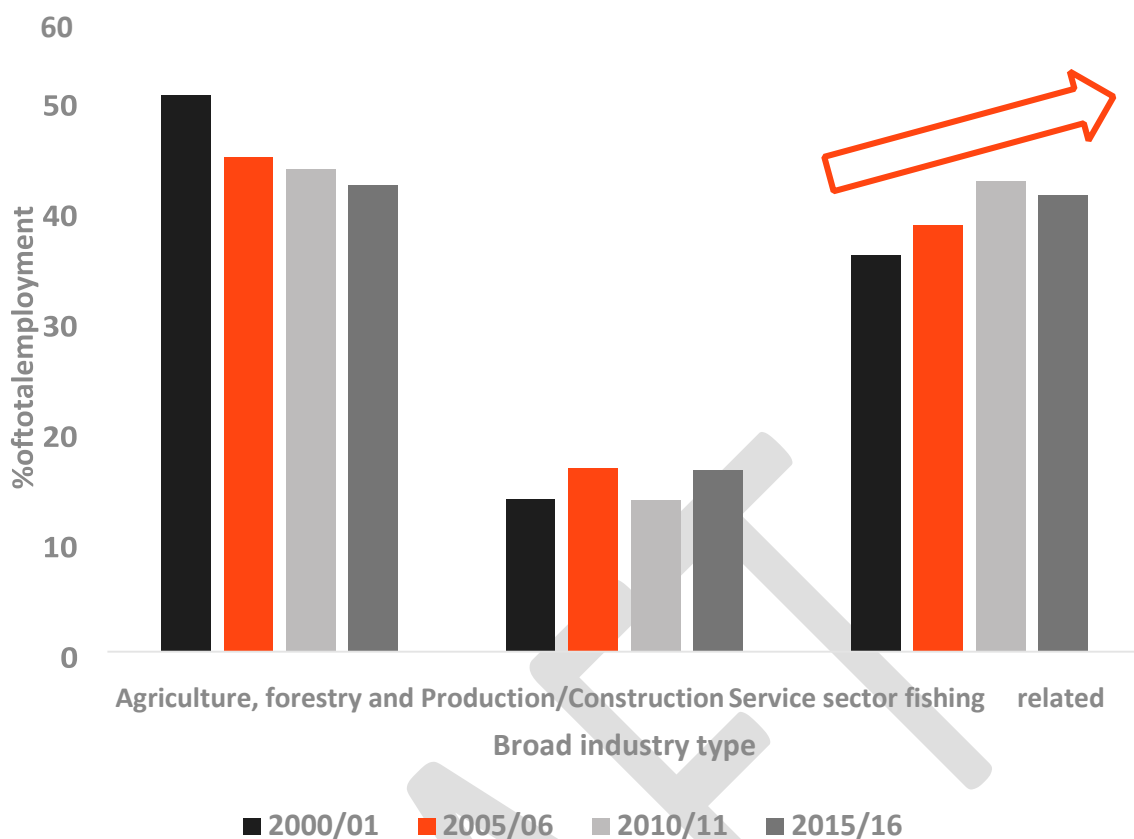
Source: NIEIR ©2016. Compiled by .id the population experts

1.5 Moving into a transition phase

The transition from agriculture to manufacturing and service-based growth is underway in Murrumbidgee Council. In 2001, agriculture accounted for one in two jobs in Murrumbidgee. By 2016, this has fallen to 42%. The transition to services has supported the gradual growth of Murrumbidgee's major townships.

Chart 4 Employment composition, Murrumbidgee Council

Gradual economic transition towards value added activities and service sector



Source: NIEIR ©2016. Compiled by .id the population experts



Cotton: Increased from insignificant levels to \$12m + in value by 2011

PART 2 – INDUSTRY AND EMPLOYMENT

2. Industry and employment

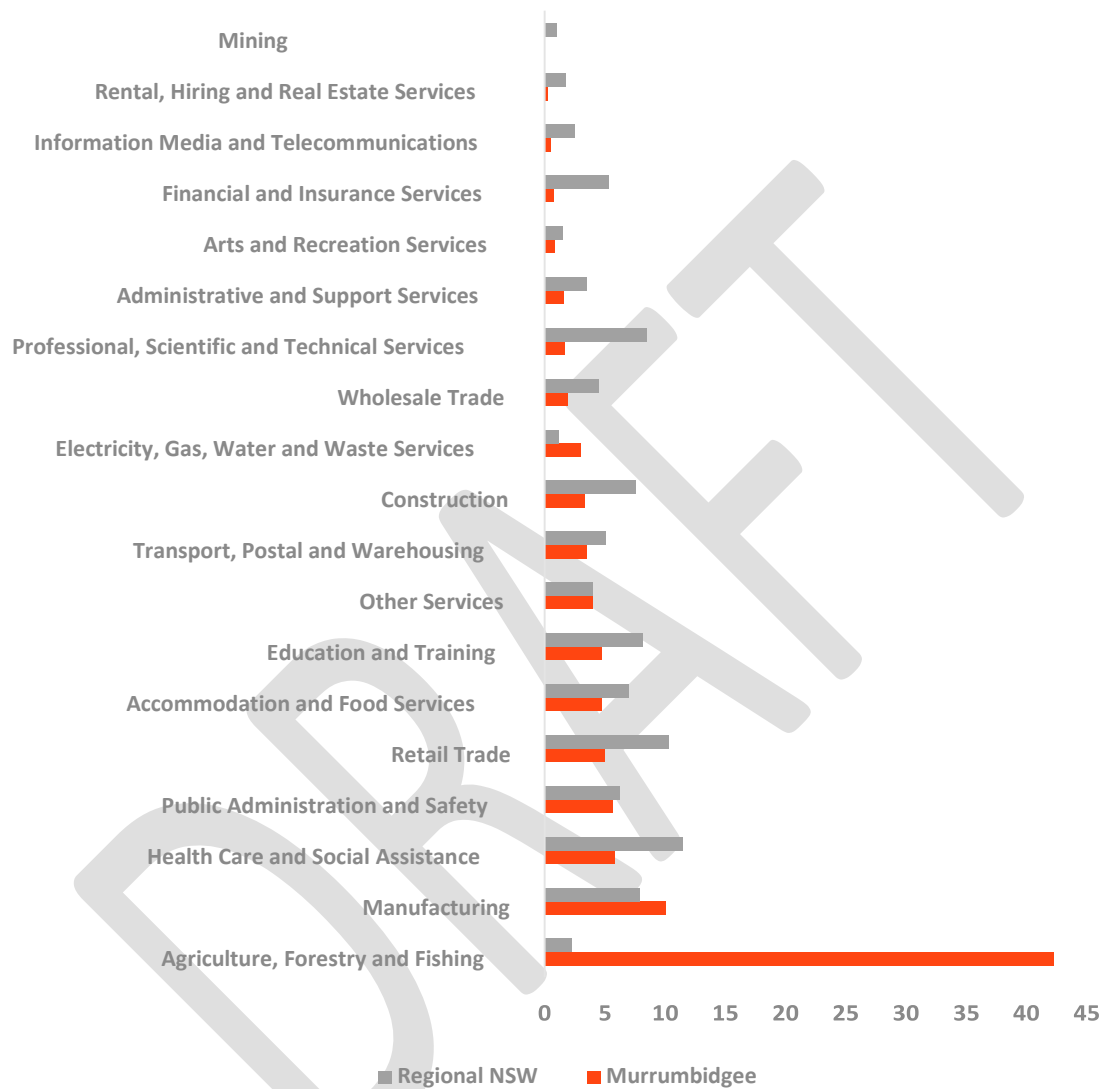
As highlighted in previous chapter, Murrumbidgee Council is an agricultural based economy. The three largest industries were: Agriculture, Forestry and Fishing (787 people or 42.3%); Manufacturing (188 people or 10.1%) and Health Care and Social Assistance (107 people or 5.8%). In combination, these three industries accounted for 1,082 people in total or 58.2% of the local workers (compared to 21.7% in Regional NSW).



Canola: Contributing an additional \$9.5m to Gross Value of Agricultural Production 2011-16

Chart 5 Employment by industry 2016

Agriculture is the dominant industry, but its overreliance creates challenges



Source: NIEIR ©2016. Compiled by .id the population experts

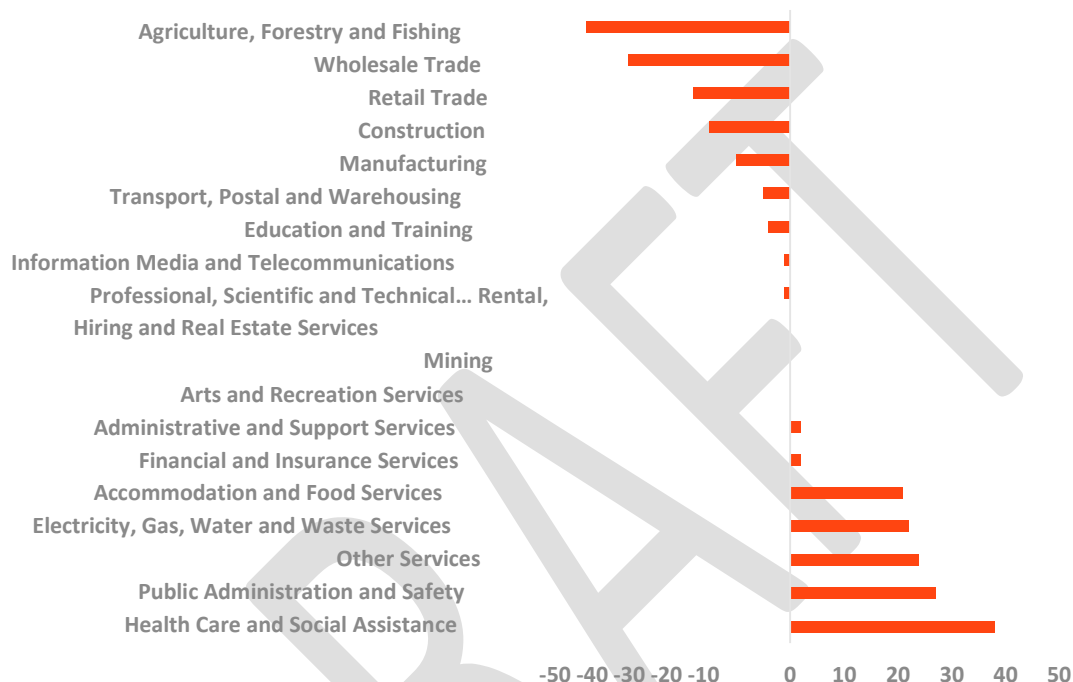


Olives: Murrumbidgee produced 34.5% of NSW olives in 2011-16

The number of local jobs in Murrumbidgee increased by 15 workers between 2006 and 2016. The largest changes were for those employed in Health Care and Social Assistance, Public Administration and Safety and Other Services.

Chart 6 Change in employment by industry, 2006 to 2016

Traditional strengths are in transition, while services have emerged in recent times



Source: NIEIR ©2016. Compiled by .id the population experts

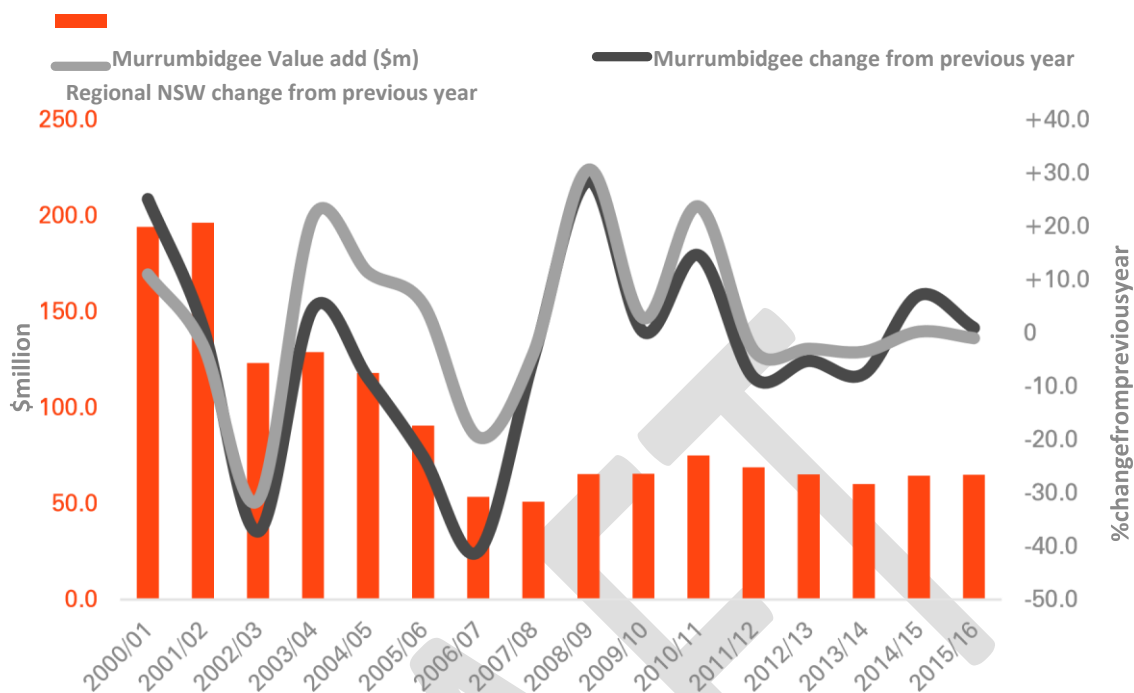
2.1 Diverse agricultural sector

Value added

Agriculture, Forestry and Fishing continues to be the major wealth creator, generating \$65 million of value added and employing 787 workers in 2015-16. While the region was hit hard during the millennium drought, the Agriculture, Forestry and Fishing industry has recovered, growing at a similar rate to Regional NSW over the last decade.

Chart 7 Agriculture, Forestry and Fishing Value Added, Murrumbidgee and Regional NSW

A gradual improvement in agricultural output has been observed over the last decade.



Source: NIEIR ©2016. Compiled by .id the population experts

Value of Agricultural Production by Commodity

In 2011, Murrumbidgee Council's Gross Value of Agricultural Production (GVAP) was \$211 million, up 25% on 2006 levels. Murrumbidgee Council provides opportunities for both irrigated and dryland farming. The main agricultural pursuits on dryland farms include sheep and cattle grazing and cropping (e.g. wheat, maize, corn, sorghum, canola, soya bean). Around 10% of agricultural land in the Council is irrigated, with the main commodities being vegetables, fruit, rice, cotton and grapes. In 2011

In 2011, Broadacre crops account for around 81% of Murrumbidgee Council's Gross Value of Agricultural Production (GVAP). The dominant broadacre commodities in 2011 were Wheat (\$59.9 million), Rice (\$45.4 million) and Barley (\$20.6 million).



Murrumbidgee Council makes a significant contribution to regional NSW agricultural production. While its total contribution to Regional NSW GVAP is almost 2.0%, Murrumbidgee is a major producer of NSW's Olives (34.5% of Regional NSW value), Maize (30.3%), Rice (26.4%), and Onions (17.6%).

Farmers in Murrumbidgee Council diversified their farming between 2006 and 2011. Cotton emerged as a significant crop in Murrumbidgee Council with its value increasing from insignificant levels² to over \$12.0 million in 2011. This growth in cotton and decline in rice has been observed in Murrumbidgee Council with many farmers taking advantage of buoyant prices and irrigation water supplies. Canola and Olives both emerged as an important commodity, increasing by \$9.5 million and \$4.5 million respectively between 2011 and 2016. This diversification of agricultural output in the region towards higher value commodities and food ingredients will provide new domestic and international export opportunities for Murrumbidgee.

AGRICULTURAL PRODUCTION 2011 – MURRUMBIDGEE SHIRE

Total value \$211 million in 2011, up \$42 million from 2006.

DOMINANT



81% of GVAP were broadacre crops. The major commodities are:

1. Wheat (\$59.9m)
2. Rice (\$45.5m)
3. Barley (\$20.6m)

STATE SIGNIFICANT



Major contribution to regional NSW production (value)

1. Olives (34.5%)
2. Maize (30.3%)
3. Rice (26.4%)
4. Onions (17.6%)

EMERGING



Farmers are diversifying (change in value 2006-11):

1. Cotton +\$12m
2. Canola +\$9.5m
3. Olives +\$4.5m

Box 1 – Riverina Murray Agricultural Production 2011 to 2016

2016 agricultural production data is not currently available for Murrumbidgee Council. This will be updated when it becomes available. Looking at agricultural production trends at the Riverina Murray shows that the broader region has performed strongly since 2011.

In the five years between 2011 and 2016, total Riverina- Murray GVAP increased by 18% from \$3.29 billion to \$3.89 billion. This strong result was driven by Livestock slaughtering (+\$450 million), Broadacre crops (+\$242 million); Fruit and Nuts (+\$95 million) and Grapes – wine/table (+\$50 million). Looking at the detailed commodity level, shows that Cotton continues to emerge as a significant crop in the region with its value increasing by \$129 million between 2011 and 2016 (+130%).

² Data not published in 2011

2.2 Manufacturing adds value to this traditional strength

In 2016, Manufacturing production was \$17.1 million, and employed almost 200 people. Manufacturing generated 17.1% of value added and supported 10.1% of jobs, compared to 7.8% and 8.3% for Regional NSW.

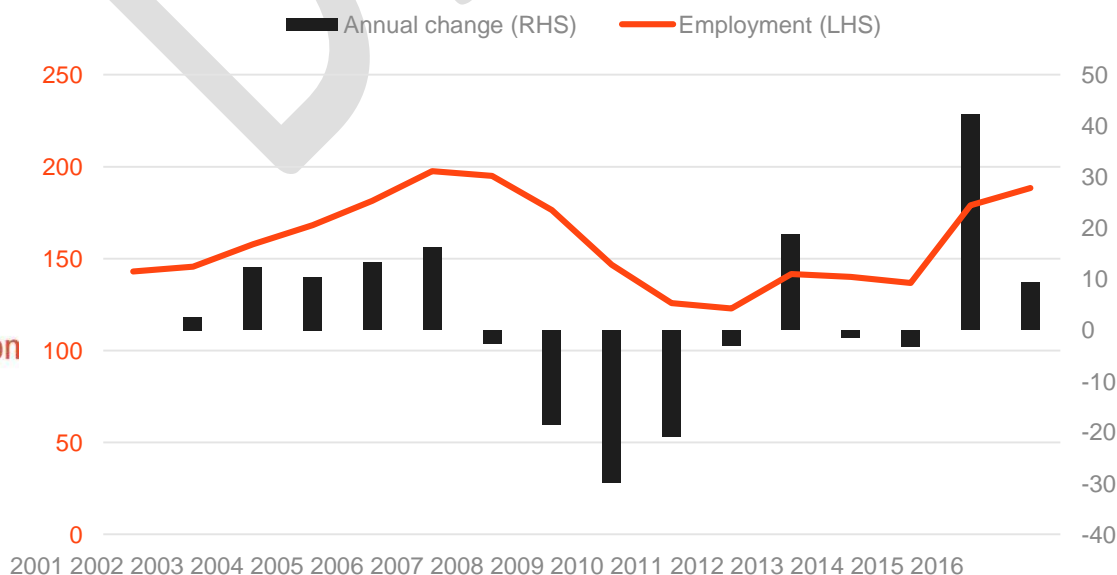
Despite the downturn in manufacturing during the GFC, the sector is the second largest industry in Murrumbidgee. Its specialisation has increased in recent times, with employment growing by 65 people over the past five years, the largest growth of all industries in Murrumbidgee Council.

Murrumbidgee's agricultural strengths have played an important role in establishing a strong manufacturing industry. While, most processing occurs in the larger regional centres in the region, this role has driven a specialisation, albeit small, in food and beverage manufacturing and machinery and equipment manufacturing.

The food and beverage product manufacturing industry has further diversified in recent times with firms taking advantage of improved agricultural conditions and higher value commodities (e.g. olives, wine).

Chart 8 Manufacturing employment, Murrumbidgee Council

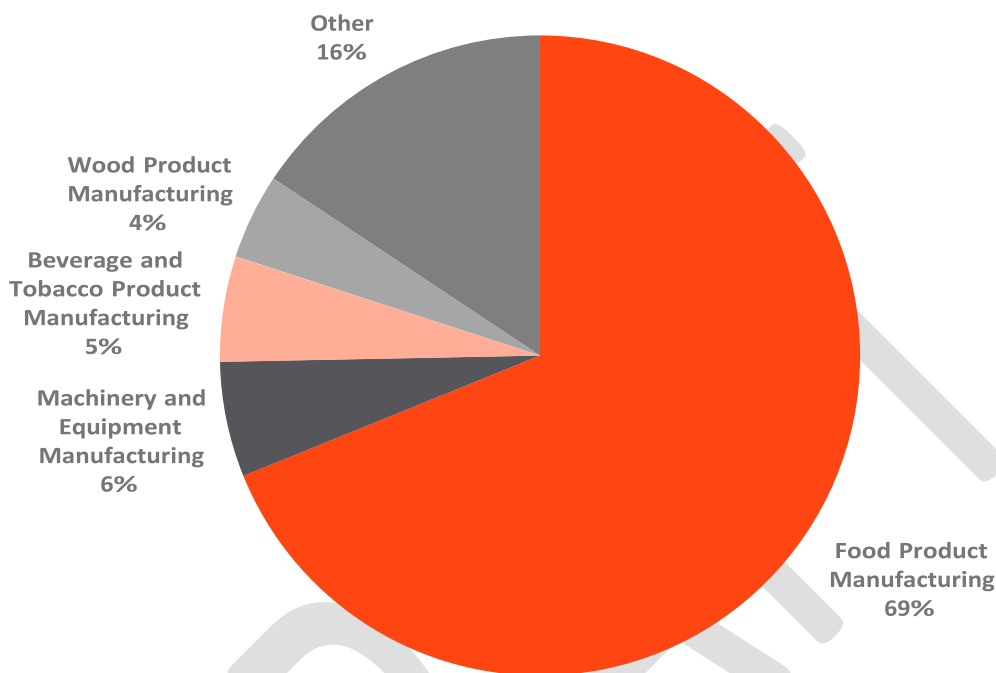
The region is still slowly recovering from the GFC and poor agricultural conditions throughout the 2000s.



Source: NIEIR ©2016. Compiled by .id the population experts

Chart 9 Share of total manufacturing value added, 2015/16

Food Product Manufacturing represents around almost 70% of manufacturing production, making it an important sector for the economy.



Source: NIEIR ©2016. Compiled by .id the population experts

2.3 A range of local support services

The box below lists sectors in which Murrumbidgee has an over-representation.

That is, its sectors share of value added is higher than the Regional NSW share. This is referred to as the location quotient. The sectors listed have a location quotient above 1.0.

This box highlights that several other industries in Murrumbidgee have established to support the agricultural community and its local community. For example, it is no surprise



that there is a high share of industries that support the output of the agricultural sector. For example, compared to Regional NSW, Murrumbidgee has a relatively high share of output in the Water Supply, Sewerage and Drainage Services, Fuel Retailing, Repair and Maintenance and Warehousing and Storage Services industries.

Other industries where Murrumbidgee has a relatively higher share of output are Public Administration, Accommodation, and Heritage Activities (note this sector is small with <\$1.0m value added). The latter two sectors are linked to the region's natural, cultural and heritage assets which are enjoyed by locals and visitors.

Box 2 Strategic industries, Murrumbidgee Council

Strategic industries are largely focussed around the agricultural sector. There is also a small concentration around local servicing and the tourism sector.

OVER-REPRESENTED INDUSTRY SECTORS IN MURRUMBIDGEE	
Agriculture, Forestry and Fishing <ul style="list-style-type: none"> • Agriculture \$62.9m • Agriculture, Forestry and Fishing Support Services \$2.0m 	Production, construction & utilities <ul style="list-style-type: none"> • Construction Services \$13.2m • Food Product Manufacturing \$11.8m • Water Supply, Sewerage and Drainage Services \$9.5m • Building Construction \$6.0m • Heavy and Civil Engineering Construction \$3.9m • Fuel Retailing \$2.4m • Grocery, Liquor and Tobacco Product Wholesaling \$1.3m • Beverage and Tobacco Product Manufacturing \$0.9m • Textile, leather, clothing and footwear manufacturing (\$0.6m) • Printing (\$0.4m)
Service sector <ul style="list-style-type: none"> • Public Administration \$5.4m • Repair and Maintenance \$3.1m • Accommodation \$2.5m • Warehousing and Storage Services \$2.5m • Heritage Activities \$0.7m • Commission-based wholesaling (\$0.7m) • Air and space transport (\$0.3m) 	

Source: NIEIR ©2016. Note: Based on industries (2-digit level) that have a location quotient above 1.0. Industries in bold have value added greater than \$1 million (>0.6% of total value added)



Work Relax and Play...		Take a Murrumbidgee Day	
			
Darlington Point	Coleambally		Jerilderie

The townships of Darlington Point, Coleambally and Jerilderie provide local services to their communities. The table below highlights the different economic roles played by each of the townships.

Table 1 Economic role and function of Murrumbidgee's main townships

With the development of the Council over many decades, the townships have developed different roles within the economy.

Townships	Main drivers	Role and function
Jerilderie	<ul style="list-style-type: none"> ➤ Newell Highway ➤ The Kidman Way ➤ Irrigation ➤ Historic precinct ➤ Ned Kelly and Sir John Monash heritage ➤ Hospital ➤ Wunnamurra Residential Estate ➤ Rice Research Australia P/L ➤ Olive and tomato production and manufacturing 	Neighbourhood centre and highway based uses are complemented by cultural activities, heritage infrastructure and visitor accommodation. Rice Research Australia P/L promotes national and international engagement in rice industry.
Coleambally	<ul style="list-style-type: none"> ➤ Irrigation- Coleambally Irrigation Co-operative Limited (CICL) ➤ Brolga Place retail precinct ➤ Education hub ➤ Sporting Hub for field sports, bowls, squash, clay target shooting/equine ➤ Activated industrial area 	Neighbourhood centre style services including K-12 education, retail, medical, commercial, industrial and accommodation. Cypress View Lodge Aged hostel provides local access to independent living & pathway to supported care/employment. CICL offices drive activation in retail precinct. Improved amenity at sports precinct will create a regional hub for competition and sport across codes and diverse sporting pursuits.
Darlington Point	<ul style="list-style-type: none"> ➤ Murrumbidgee river ➤ Irrigation ➤ Corn, Prune and fruit processing ➤ Sturt Highway & Waddi fuel stop/Kidman Way 	Basic community facilities, location on the Murrumbidgee River, indigenous heritage sites support a growing visitor market. Proximity to Griffith and expansion of industry out of Hanwood presents prospects for commute to work/residential growth. Access to Sturt Highway and location on The Kidman Way present prospects for

	provide transport and visitor routes  Warangesda Indigenous Heritage site & cultural education  Altina Wildlife Park	transport hub/visitor industry development. Solid prospects to leverage increased visitor and employment growth from expansion at Altina.
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Australia's only wholly Australian owned tomato cannery. A third-generation family business in Jerilderie, providing 100% Australian grown and manufactured tomato products using traditional Italian recipes.

2.4 The Council's network of Regional Cities is important

Reflective of its agricultural role and function, Murrumbidgee Council is connected to the broader service sector and knowledge economy through access to several regional service centres. This includes Griffith, Wagga Wagga and Albury. Proximity of Jerilderie to Melbourne (estimated as 4hrs), Victorian ports and airport provides a steady stream of transport and visitor industry opportunities.

Murrumbidgee's agricultural strength is complemented by these connections to strong manufacturing industry and processing capability. The regional centres also play a major service hub role, providing higher order services such as business and professional services (primarily finance), retail, tertiary education and hospitals. Charles Sturt University has campuses within these centres, and NSW TAFE has campuses in smaller centres including Deniliquin, Finley and Griffith. These post secondary and tertiary providers could act as vital

developers of skills for Murrumbidgee residents.



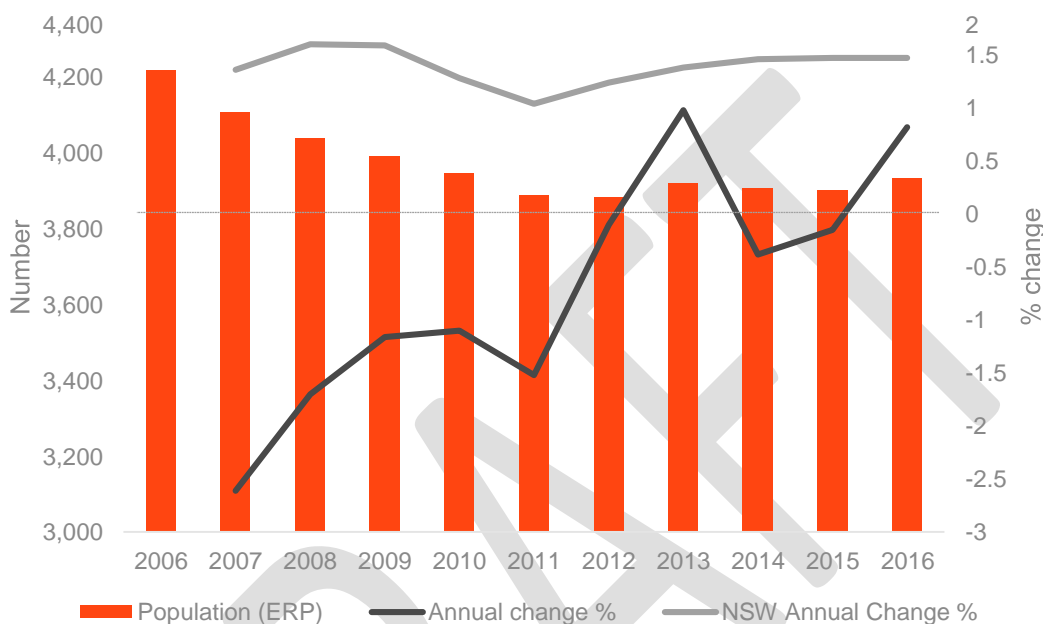
Exploiting these connections and partnerships is required to support the successful transition of the economy.

2.5 A growing and young population

The population of Murrumbidgee Council declined gradually, falling to 3,884 in 2012, a result of economic conditions brought about by the millennium drought.

The population then started to rise slightly to 3,933 in 2016.

Chart 10 Estimated Resident Population – Murrumbidgee Council

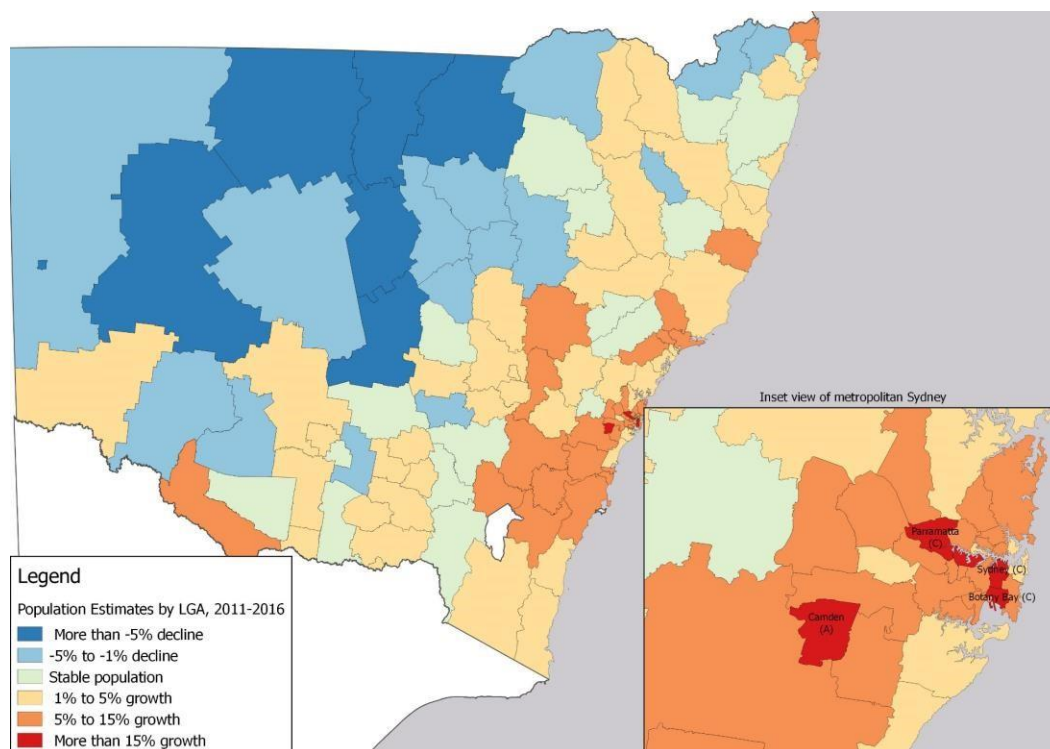


Source: Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).

Looking at population change across Regional NSW shows that Murrumbidgee Council performed relatively well over the past five years. Much of the increase was in the larger regional cities of Albury, Wagga Wagga and Griffith, while many smaller LGAs remained stable or declined.

Map 3 NSW LGA population change 2011 to 2016

Murrumbidgee Council was the second fastest growing LGA in the RiverinaMurray region between 2011 and 2016.



Source: Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).

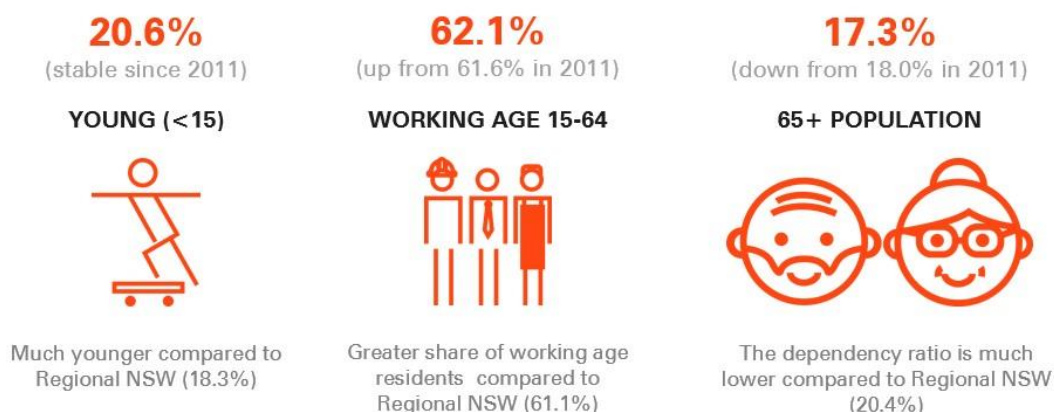
Not only is the population growing, but it is younger compared to regional NSW, and becoming even younger. The aged dependency ratio gives an indication of number of persons aged 65+ that need to be supported by the working age population. The dependency ratio in Murrumbidgee was 17.3% in 2016, much lower than the Regional NSW average of 20.4% in 2016. Unlike Regional NSW, the median age in Murrumbidgee Council fell between 2011 and 2016. This means that Murrumbidgee businesses can draw on a greater share of workers than in most regional areas, and it also provides opportunities for business to service a younger demographic.

freedom
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.id the
population
experts

30.3% of NSW Maize is grown in Murrumbidgee. Freedom Foods Darlington Point Mill takes advantage of local maize production.

Chart 11 Age profile, Murrumbidgee Council 2016



Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.

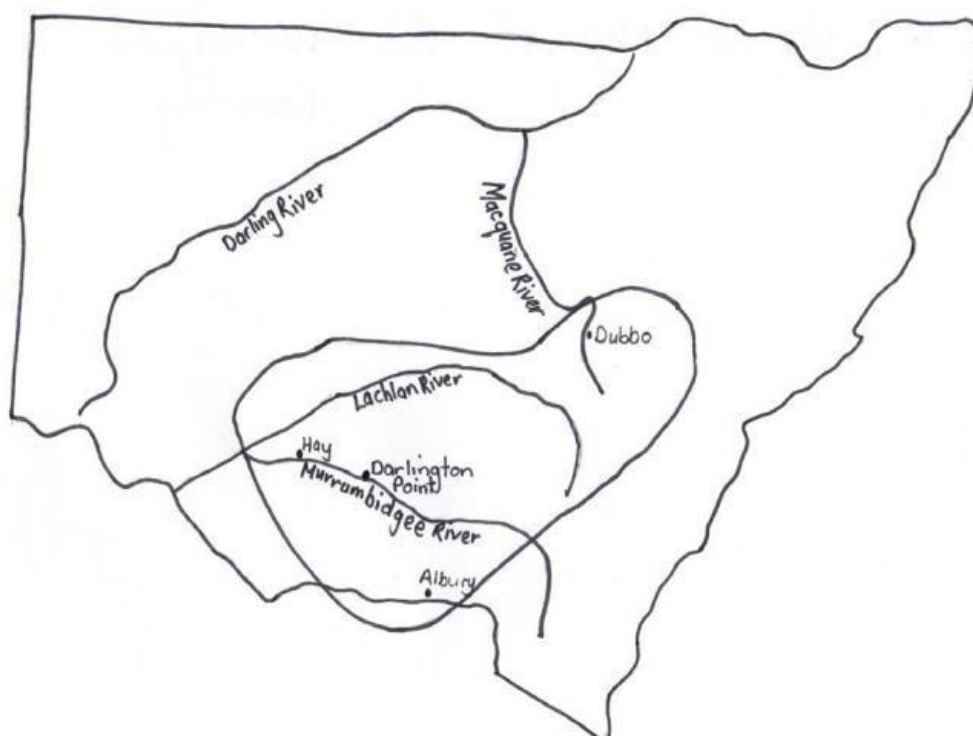
Murrumbidgee is home to a significant indigenous population. The Murrumbidgee River, in Wiradjuri country, was central to the local Aboriginal lifestyles, especially as a source of food³. In 2016, the Aboriginal and Torres Strait Islander population of Murrumbidgee was 284. This represents round 7.4% of the total Murrumbidgee population, well above the regional NSW average of 5.5%. From an economic perspective, a number of indigenous owned or led organisations have established themselves in Murrumbidgee, including Tirkandi Innaburra a residential cultural specific education provider for regional youth, and Waddi Housing and Advancement Corporation in Darlington Point. Waddi Housing at Darlington Point provides rented affordable housing and social programs for an indigenous population estimated as 164 persons (14.7% of the Murrumbidgee Ward resident population).



26.4% of NSW Rice is produced in Murrumbidgee. SunRice is a major stakeholder in the agricultural sector.

³ Hope 1995, cited in Eardley 1999

Map 4 Wiradjuri Country



Source: Wiradjuri Connections to Darlington Point, Darlington Point Public School

(<http://library.envirostories.com.au/wp-content/uploads/2017/01/2016044DarlingtonPointWEB.pdf>)

2.6 Well positioned for tourism growth

A peaceful country atmosphere, culture and heritage assets and recreational opportunities makes Murrumbidgee well suited for tourism growth. Being in the Riverina, Murrumbidgee is home to an abundance of opportunities related to food and wine tourism and nature based experiences and activities.

Riverina Region⁴ attracted almost 2.5 million visitors in 2016, up 22% on 2008 levels. The region is popular with day-trippers, with this type of trip accounting for almost 60% of visitation. Domestic overnight visitors have also become more important, with overnight visitors surpassing one million for the first time in over a decade.



Whilst tourism is not currently a strategic industry for Murrumbidgee in terms of economic contribution, it has the potential given the local assets. Murrumbidgee offers a wide range

⁴ Based on Riverina Tourism Region plus Tocumwal - Finley - Jerilderie

of opportunities for visitors, from nature and river-based, to food, wine and cultural experiences. Growth in the caravan and camping sector also offers opportunity. Some of the highlights include:

- Newell Highway for passing trade opportunities, Jerilderie

■ Positioned on the Kidman Way Jerilderie to Qld border

■ Well located Caravan Parks in and cotton industry

■ Diverse character and history Murrumbidgee towns – Darlington Point, Coleambally

■ Nature activities – e.g. Murrumbidgee River and Wilbriggie State Forest, Billabong Creek, fishing Jerilderie

■ Festivals – e.g Taste Coleambally event, Coleambally Festival/Jerilderie

Race day/Riverina Fishing touring route - Classic Darlington Point

■ Business / event tourism related to the rice, irrigation each township

Growing the niche retail, food of and wine offer

■ Growing recognition for Altina Wildlife Park and exotic herd animal breeding programs, Darlington Point

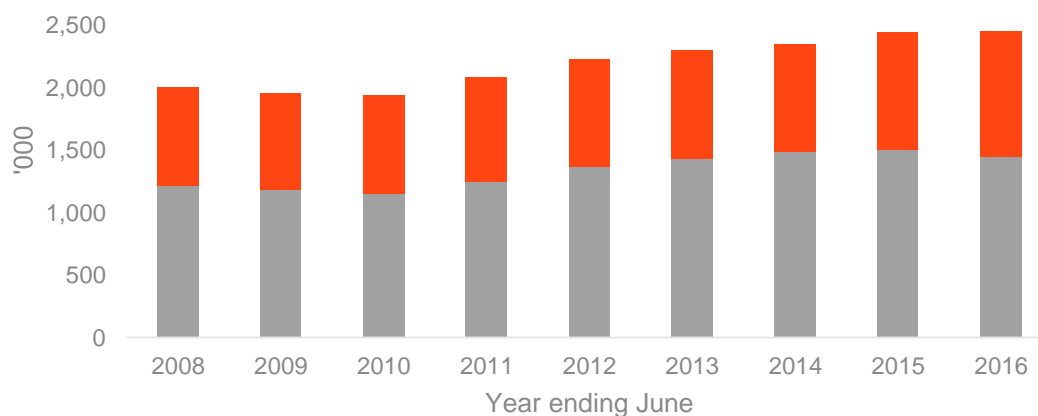
■ Historic Powell street precinct, birdlife/recreational showcasing the Ned Kelly Rail Trail/ Sir Jon Monash connection,

Looking at the Murrumbidgee and surrounds tourism profile shows that the Council area plays a daytrip visitation function in the Riverina Region. Over the last five years, around 56% of visitation to Murrumbidgee and surrounds was from day-trips. Murrumbidgee and surrounds received 15% of daytrip and 8% of domestic overnight in the Riverina Region.

Chart 12 Tourism visitor summary, Riverina Region, moving 3 year average

One million visitors visited the Riverina Region in 2015/16, up 27% on 2008 levels.

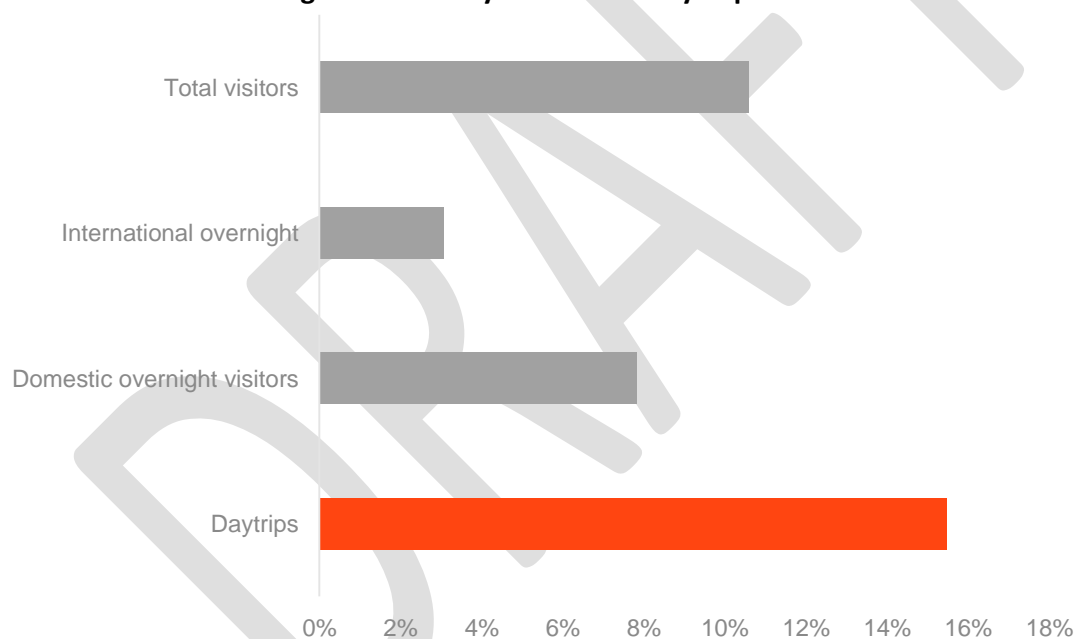
■ Daytrips ■ Domestic overnight visitors 3,000



Source: Tourism Research Australia, Unpublished data from the National Visitor Survey and International Visitor Survey 2016.

Chart 13 Murrumbidgee's share of Riverina Region visitors

Visitation to Murrumbidgee is currently focused on day-trips



Source: Tourism Research Australia, Unpublished data from the National Visitor Survey and International Visitor Survey 2016.

7000 traffic movements per day pass through Jerilderie-opening the way for highway located tourism retail, food and café, micro-brewery and concept store development.

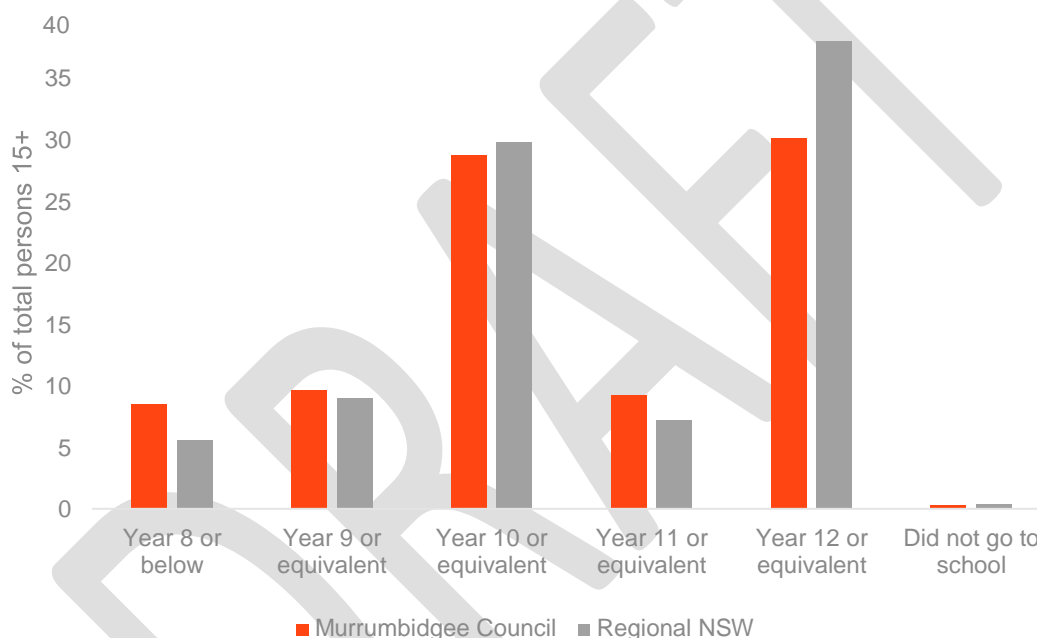


2.7 The skills gap limits the opportunities

Education data for Murrumbidgee Council shows a large and increasing skills gap in Murrumbidgee. In 2016, 30% of people aged 15 years had completed Year 12 schooling, well below the Regional NSW rate (38%). The differential between Murrumbidgee Council and Regional NSW was 7.9 percentage points in 2016, up from 5.4 in 2011. Current year 12 completion rates for the Coleambally Central School indicate improvement within the local student cohort.

Chart 14 Highest level of schooling completed, 2016

Murrumbidgee Council workforce is generally less educated than the regional NSW average



Source: Australian Bureau of Statistics, Census of Population and Housing 2016

Low qualifications impact on the type of professions that residents can seek employment in. It is no surprise then that Murrumbidgee had a lower share of Professionals and Technicians/Trade workers in 2011 compared to the Murray-Riverina Region or regional NSW.



Consistent with the focus on agriculture, there is a high share of farm managers compared with the Murray-Riverina Region and Regional NSW. This highlights that Murrumbidgee has a clear specialisation in terms of access to a skilled workforce of farmers and related professionals/trade workers (e.g. Natural and Physical Science

Professionals and Horticultural Trades Workers). This can help growth in the agricultural sector by driving productivity growth. Innovation, research and expertise in agricultural production is complemented by the presence and activities of Rice Research Australia P/L and Coleambally Irrigation Co-Operative Limited.

On the flip side, Murrumbidgee has a low share of Specialist Managers (e.g. advertising, sales managers, business admin managers, education/health managers), potential indicating a skills gap in the region.

Table 2 Workforce summary

Occupation mix suggests there are skill gaps in the Council

	Murrumbidgee	Regional NSW
Employment (2016)	1,858	1,114,997
Employment change (2011-16)	2.0%	0.4%
Unemployment rate (March Qtr 2017)	3.29%	5.53%
Share of tertiary educated workers, 2011	42.5	56.5
Occupation mix, 2011		
Farm managers	30%	4%
Other managers	7%	10%
Professionals	10%	18%
Technicians and Trades Workers	9%	14%
Community and Personal Service Workers	6%	11%
Clerical and Administrative Workers	9%	14%
Sales Workers	4%	10%
Machinery Operators and Drivers	9%	7%
Labourers	16%	11%

Source: NIEIR, Department of Employment, Small Area Labour Markets, March 2017, ABS Census of Population and Housing .

Murrumbidgee has a high share of Farm Managers comparative to Murray-Riverina & Regional NSW.



Box 3 Occupation Specialisations – Murrumbidgee Council, 2011

OVER-REPRESENTED OCCUPATIONS IN MURRUMBIDGEE**Managers & Professionals**

- Farmers and Farm Managers
- Accommodation and Hospitality Managers
- Natural and Physical Science Professionals

Technicians & Trade Workers

- Food Trades Workers
- Automotive Electricians and Mechanics
- Horticultural Trades Workers
- Fabrication Engineering Trades Workers

Community & Personal Service Workers

- Health and Welfare Support Workers

Machinery Operators & Drivers & Labourers

- Mobile Plant Operators
- Truck Drivers
- Road and Rail Drivers
- Food Process Workers

Source: ABS Census of Population and Housing, 2011

Murrumbidgee also performs poorly against other indicators of disadvantage, namely, a high share of low income households and very low levels of households with an internet connection. There was little change in the level of internet connections between 2011 and 2016, a period that saw the introduction of NBN to the region. This suggests that the region needs to support investment into digital capacity building to improve adoption of high speed internet access, provide access to online learning, and improve use of digital enterprise.

The relatively high level of volunteerism indicates pathways to social connection and engagement despite overall indications of disadvantage via the SEIFA Index (Socio-Economic Indexes for Areas (SEIFA) is an ABS ranking for Australian communities according to relative socio-economic advantage and disadvantage based on information from the five-yearly Census).



The median house price in December 2016 in Murrumbidgee was \$167,000 with a 20year compound annual growth rate of 13% (CoreLogic data): Wunnamurra Estate adjacent to Lake Jerilderie has serviced residential blocks from \$55,000.

Table 3 Analysis of disadvantage

Measure	Unit	Murrumbidgee	Regional NSW
Overall levels of disadvantage			
SEIFA*		955.8	968.6
Prosperity			
Low income households (under \$650 per week)	%	19.7	22.2
Median income	\$	1,180	1,166
Unemployment rate	%	3.3	5.5
Education			
Population completed Year 12	%	30.1	38.0
Population holding formal qualifications*	%	29.7	41.6
Disadvantaged groups			
Population aged over 65 years	%	17.3	22.2
Does not speak English well or not at all	%	0.4	0.9
Indigenous population	%	7.4	5.5
Disengaged youth*	%	10.5	11.6
Households without an internet connection	%	23.9	18.6
Community participation			
Population that volunteer	%	28.7	20.8

Source: ABS Census of Population and Housing, 2016. Note, data with a * is based on 2011 ABS Census of Population and Housing data.



PART 3 – DRIVERS AND OPPORTUNITIES

3.Looking forward

3.1 Understanding the forces driving growth

Before exploring some of the factors that may enable Murrumbidgee Council to grow its economy, it is worthwhile exploring some of the regional, national and global trends driving change in regional areas.

Some drivers are influenced by macroeconomic conditions that are out of the control of a local community to influence directly (e.g. Climate change or commodity prices impacting agricultural production and viability of small farming communities), but identifying them can help identify mitigation strategies. Other factors, if identified, can be managed to support sustainable economic growth (e.g. development of local apprenticeships/ traineeships to meet skill gaps and drive productivity).

The table below identifies some of the drivers influencing economic growth in Murrumbidgee.

Trend / driver	Impact on regional areas	Possible strategies for consideration
Technological innovation	<ul style="list-style-type: none"> Productivity enhancing machinery & processes have led to a decline in Agriculture & Manufacturing labour demand for the same output. Communication technology advances provide opportunities to work remotely / access larger markets. Access and cost of utilities/transport to drive industry is uncompetitive in rural based communities 	<ul style="list-style-type: none"> Supply chain improvements. Businesses need to integrate research and development into processes / land / products. Need training/ marketing strategies to take advantage of technology advances. Renewable energy and community based energy solutions

Table 4
Trends
and
Drivers

Climate change	<ul style="list-style-type: none"> Climate variability generating financial uncertainties for Agriculture. Climate change driven impacts (e.g. drought, floods, bushfires) reducing attractiveness of locations. 	<ul style="list-style-type: none"> Need to invest in mitigation strategies (diversify commodities, diversify industries, embed new research, etc). Export knowledge about irrigation or water management.
Consolidation of services into bigger centres	<ul style="list-style-type: none"> Larger agglomerations such as capital cities and regional cities are capturing a greater share of population, skills and jobs. Jobs usually cluster because of knowledge spill over effects. 	<ul style="list-style-type: none"> Improved connections & partnerships to Regional Cities or clusters. Enabling growth in niche services related to strengths. Support tourism growth to underpin adequate profit levels.
Health and ageing	<ul style="list-style-type: none"> The ageing population will increase demand for health and aged care services. Risks of skill shortages if older workers are not replaced. 	<ul style="list-style-type: none"> Health and ageing strategy to leverage opportunities from health and wellness investment (e.g. retirement villages, medical suites, and wellbeing services).
Demand for higher cognitive based skills	<ul style="list-style-type: none"> Along with the transition towards a predominately service based economy, is the increase in jobs that have a need for more cognitive skills and/or rely on non-routine work. 	<ul style="list-style-type: none"> Development of local apprenticeships/ traineeships. Reduce education barriers. Improved connections to Regional Cities.

Impacting Regional Economic Growth

3.2 Leveraging local strengths and managing the transition

One of the most efficient approaches to attracting investment is through leveraging local strengths. The issue to overcome for Murrumbidgee Council is that its key sectors, agriculture and manufacturing, are undergoing transitional challenges.



- Agriculture: highly exposed to adverse impacts such as drought, flooding, commodity prices and policy changes. This industry is also being driven by productivity improvements which are leading to growth in production using less labour.

- ✦ **Manufacturing:** continued lack of competitiveness when compared to low cost production environments in Asia and other developing regions; the demise of automotive manufacturing in Australia having flow through impacts on other manufacturers in the supply chain. Access to competitive priced utility and transport infrastructure impede growth and diminish competitiveness

These sectors are undergoing transformation and still have the potential to grow via innovation and through improvements to their supply chains and infrastructure.

The effective integration of infrastructure (e.g. irrigation, water-use efficiency initiatives, energy including large scale pv solar), new technologies and partnerships will allow businesses in the region to supply higher-value food products with flow-on opportunities for agriculture and food processing across Murrumbidgee and its region. This also supports a diversification of agricultural commodities and food products, making it more resilient to changes to commodity prices. With the concentration of knowledge and skills in the capital and regional cities, improved links and partnerships is part of the solution.

The expansion of agriculture, further development of the food and agribusiness sector and integration of irrigation infrastructure can lead to important multiplier and export opportunities in Murrumbidgee and its region. Some of the flow on opportunities include:

- ✦ Finance and insurance products and advice to support food and agribusiness sector.
- ✦ Professional service advice and research including irrigation knowledge, water management and rice production
- ✦ Storage, processing facilities, insurance products and equipment and mechanism.

There are several examples of major projects in Murrumbidgee Council that may help address the need for transformation of processes or land/water use in these industries. One of these is the Rice Research Australia Pty Ltd, located in Jerilderie. Rice Research Australia is a wholly owned subsidiary of SunRice, who undertake rice varietal and agronomic

Box 4 Case study: Rice R&D Program and Rice Research Australia P/L**RRAPL**

Opportunities for the rice industry within the region are strengthened through research conducted by Rice Research Australia P/L at Jerilderie. RRAPL leases land and buildings through the McCaughey Memorial Institute on 'Old Coree', an historic 1830's agricultural holding. Increased international recognition and visiting delegations deliver visitor benefit to Jerilderie, and increase the body of knowledge available to the industry. Prospects for increased leverage include development of on-site conferencing and event infrastructure within re-purposed heritage buildings, and broader international trade opportunities.

The Rice R&D Program

This program was established by the Rural Industries R&D Corporation (RIRDC) in 1990. It focusses on areas from pre-planting to milling. This program has supported 232 research projects, valued at \$30 million between 1990 and 2012⁵.

Their current research priorities, listed below, respond to limited water allocations and climate change issues.

- Rice breeding – new varieties and quality improvement
- Prescription farming and sustainability
- Crop inputs, crop protection and grain receival
- Extension, communication and partnership development
- Human capital formation and succession planning
- Blue sky research

This research will be critical in driving productivity and resilience in agriculture and its flow on opportunities within the rice growing areas of Murrumbidgee, and across the industry.



⁵ Sourced from RIRDC, focus on RICE Research and Development

3.3 Diversifying by riding on Australia's 'future growth' sectors

It is challenging to predict which sectors will generate future growth due to rapidly changing global conditions. However, specific potential 'future growth' sectors have been identified in recent years by consultancies and governments alike⁶⁶. Areas where Murrumbidgee has a competitive position, or has the potential to due to regional drivers, are:

- Food & beverage processing
- Agribusiness
- Energy
- Tourism

The first two opportunities have been discussed in the previous section. A brief overview of the opportunities for tourism and energy is presented below.

3.3.1 Tourism

Whilst tourism is not currently a strategic industry for Murrumbidgee in terms of comparative economic contribution, it has the potential given the local assets. Strategic planning for this sector is required to unlock the potential value of these local assets.

The major development opportunities in Murrumbidgee include:

- Agriculture, food and wine tourism sector: This includes opportunities for experiences (e.g. farm stays, cellar doors, tours, etc) as well as growing and promoting food and wine produce and development of agricultural based business and education events. The Jerilderie Showgrounds already plays host to regional events such as the Merino Sales and Field Days and Working Dog Trials and Auction. Agricultural businesses such as SunRice also attract domestic and international groups, who come to learn about their industry leading research and practices.

- Nature based activities: The Murrumbidgee River and Wilbriggie State Forest and Billabong Creek provide opportunities to increase nature based

⁶⁶ See Appendix # for a summary. These sectors are based on research undertaken by Deloitte, IBIS

visitation. Opportunities to develop tourism related infrastructure and activities could help grow visitation (e.g. boat ramps, tracks, amenities, equipment hire, tours).

Altina Wildlife Park: This tourism destination provides Murrumbidgee Council with a great opportunity to improve the visitor experience and leverage its growing recognition to further develop and promote the regions natural, food/wine and cultural attractions.

Arts and Culture: The three townships provide a range of arts and cultural opportunities. There are several major indigenous arts and culture assets existing or proposed which will strengthen the Council's competitiveness in arts and cultural related tourism activities. This includes: Indigenous Mural Coming Together in Jerilderie (4x8m), Indigenous Arts and Cultural Centre (proposed) at Darlington Point and Tirkandi Inaburra Cultural and Development Centre on The Kidman Way.

Caravan and camping: There may also be opportunities to support the development and promotion of the caravan and camping sector to support nature based activities and visitation to the region.

Touring routes: Its location along the Newell highway and The Kidman Way provide opportunities to further develop specialised touring routes. The Ned Kelly Touring Route is one example and there appears to be opportunities around food/wine trails and nature based tourism trails. Development of these touring routes could further support growth in the caravan and camping sector.

Rest Relax and Stay...



Take a Murrumbidgee Day



Darlington Point xx kms



Coleambally xx kms



Jerilderie xx kms

Box 5 – Altina Wildlife Park

Altina Wildlife Park is a Nationally Accredited Exotic and Native Animal Breeding Facility. The Park is set on a 207hectare bush property at Darlington Point and its primary focus is on supporting endangered animals through its breeding program.



But the facility is also one of the most unique zoos in Australia and provides Murrumbidgee Council with an important tourism attraction. The park offers a range of experiences including Zoo-fari Cart Tours, behind the scene tours, and education programs. The success of the zoo has been demonstrated by its growth in visitor number every year.

This tourism destination provides Murrumbidgee Council with a great opportunity to improve the visitor experience and further develop and promote its natural, food/wine and cultural attractions.

Challenges

The region does face its challenges in growing the tourism sector. One of these is the limited number of accommodation options to suit a range of travellers. Like in many smaller agricultural communities, the accommodation offer is largely focused on caravan parks with some smaller motel and bed and breakfast offerings. Jerilderie has motels and bed and breakfast accommodation. Opportunities to pool resources and coordinate strategies may help improve the critical mass of visitation required to support growth in tourism accommodation. In 2017 motel accommodation has been approved for Darlington Point with an expansion at the Brolga Hotel in Coleambally.



Other challenges are the level of digital literacy/online presence of businesses and limited range of café and restaurant options required to support higher levels of overnight stays. The maintenance cost of heritage infrastructure is also reported by the Council to be high particularly in Jerilderie, making it difficult to showcase assets. Adaptive

re-use of suitable heritage buildings may provide a viable opportunity and at the same time address a gap in regional level art space.

Concept Café development, micro-brewery or boutique distillery offer opportunities for leveraging off the Newell Highway and Kidman Way location.

3.3.2 Energy

There are several major planned or recently developed projects which will help further diversify the Council's economy, and at the same time provide opportunities to strengthen traditional strengths.

For example, the proposed solar farms in Coleambally and Darlington Point will support growth around the energy sector. While they are typically small employers, this type of development has the potential to have important spin-offs for other sectors such as agriculture or manufacturing (e.g. reduced energy costs, re-use of waste material, etc).

The construction phase of solar farms can also generate a significant number of jobs, both directly and through flow on impacts. Flow-on impacts from the construction phase are likely to affect several different sectors creating a range of opportunities for the local economy. The sectors most impacted by employment multipliers are likely to be:

- Professional, Scientific and Technical Services
- Retail Trade
- Manufacturing
- Health Care and Social Assistance
- Administrative and Support Services
- Transport, Postal and Warehousing
- Accommodation and Food Services

These major construction projects can also attract population (construction workers and their families) to the region. It is reasonable to expect that a share of construction

Strategies should be put in place to maximise the local capture of these multiplier opportunities to help seed the transformation of the Murrumbidgee and surrounding economies and help diversify it towards service sectors (as outlined above). Strategies to capture multiplier effects could include

- Education & training: e.g. training programs, school programs, technical centres
- Deepen industry / skills to add value to construction activities – e.g. professional services, engineering, manufacturing, and develop export strengths.
- Engage stakeholders – e.g. University/ Government, to fast track opportunities, including infrastructure and technology investment
- Housing requirements – diverse range of occupations & housing needs and capture a share of residents who re-located for the construction project.

The development of renewal power may also increase interest for Community Energy, where a community comes together to deliver and benefit from sustainably energy. This may provide financial benefits for both residents and businesses alike.

3.4 Growing exports and investment in key markets

It is no question that China is Australia's most important trading partner. China has been Australia's largest export market since 2009 and in 2015/16, Australia sold China goods and services worth A\$86 billion, or 27.5% of total exports.⁶

Importantly, industrialisation and urbanisation in Asia are generating rising income levels and growing the size of the middle class. The Asia Pacific middle class is expected to account for 66% of the global middle class by 2030, up from 28% in 2009. This prosperity is set to drive expenditure on Australia's higher value products and services

These powerful changes will present significant opportunities for businesses in the region to build on their existing international links. Asian growth will benefit:

- Agriculture – as consumers buy Australia's fresh produce. The Murrumbidgee region has the potential to capture a share of this growing market. The integration of new technology will help the region develop new products and access new export markets, particularly in Asia.

⁶ Australian Government Department of Foreign Affairs and Trade, 2017, Composition of Trade, Australia, 2015-16

- ▢ **Tourism:** as travellers broaden their awareness of non-capital destinations. This will provide new opportunities for tourism and the visitor economy.

There may also be professional services export opportunities that leverage off the region's strengths of irrigation infrastructure and broadacre farming. As Climate Change challenges increase, there are likely to be opportunities to develop professional advisory services to help businesses in other regions or countries manage water use. For example, Coleambally Irrigation and SunRice both play host to touring groups from around the world, who come to learn about their operations, efficiencies and research.

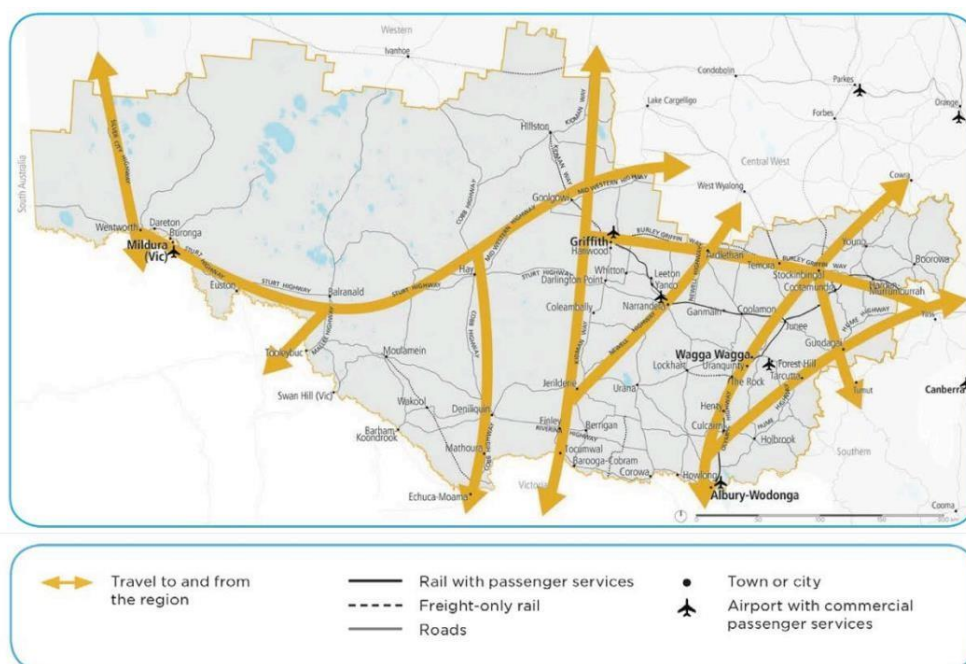
3.5 Improving connections and supply chains

The future economic performance of Murrumbidgee is also tied to the performance of its surrounding Regional Cities. Murrumbidgee needs to be readily-accessible to its network of Regional Cities for it to successfully transition to a more sustainable growth path. This is because these regional cities provide Murrumbidgee with:

- ▢ **Supply chain:** Murrumbidgee's agricultural strength is complemented by these centres strong manufacturing industry, processing capability and freight and logistics activities.
- ▢ **Major services for businesses and residents:** They also play a major service hub role providing higher order services such as business services (primarily finance), retail, tertiary education and hospitals.
- ▢ **Developer of skills:** Charles Sturt University has campuses within these centres, and is a vital developer of skills for Murrumbidgee residents.
- ▢ **Knowledge and research role:** The knowledge role of these Regional Cities, supported by their concentration of tertiary education and research facilities, as well as partnerships between education providers, government and industry can help the transfer of technology to the benefit of Murrumbidgee's agricultural and manufacturing industry.

The map below illustrates the important transport and freight/logistics role played by the network of regional cities around Murrumbidgee Council. Effective connections to the major transport interchanges at Albury, Wagga Wagga and Griffith are critical to supporting agricultural growth in Murrumbidgee Council.

Map 5 Major corridors to and from the Riverina Murray region



Source: Transport for NSW (2013) Murray-Murrumbidgee Regional Transport Plan

3.6 Addressing the skills gap

The economy is becoming more and more dependent on ideas and problem solving, with the largest increase in jobs across Australia being those that require higher level qualifications.

The DEEWR Regional Education, Skills and Jobs Plan, identified skills shortages in several industries across the Riverina and Murray region. These are:

- | | |
|---------------|---------------|
| ▣ Agriculture | ▣ Engineering |
| ▣ Health | ▣ Tourism |
| ▣ Trades | ▣ Hospitality |
| ▣ Aged care | ▣ Accounting |
| ▣ Education | ▣ Management |

Reducing barriers to post-school education and training (e.g. access to surrounding regional centres), and targeted strategies at keeping kids in school are an obvious opportunity to improve the educational outcomes for these communities.

Quality rural education is also important for skills development and community cohesion. Quality education is crucial to meet the needs of rural youth and maintain and attract families to live in the Council. The transformation of the economy to higher skills will mean that many adults may require reskilling to help meet industry requirements.

Related to this is the opportunity to take advantage of improved technology (e.g. delivery of NBN), particularly given the very low levels of internet access identified in chapter 2.7. This suggests that the region needs to support investment into digital capacity building to improve adoption of high speed internet access. By doing so, this can improve reliability of communication infrastructure, and increases the potential for online services delivery (particularly education and health). This can limit the need to relocate.

Murrumbidgee also performs poorly against other indicators of disadvantage, namely, a high share of low income households and very low levels of households with an internet connection. There was little change in the level of internet connections between 2011 and 2016, a period that saw the introduction of NBN to the region. This suggests that the region needs to support investment into digital capacity building to improve adoption of high speed internet access.



Goman Foods Darlington Point: A major exporter of Riverina Grown Dried Plums

Early intervention for indigenous youth

Tirkandi Inaburra aims to empower Aboriginal youth through programs targeted at developing skills, enhancing cultural and personal identity, building resilience and self-esteem. The centre, which opened in 2006, is located on



Centre manager, Michael Cutmore says that the program is rich with many positive stories including high levels of attendance and graduation rates. Tirkandi Inaburra also plays an important role in the maintenance and communication of Indigenous culture which provides important economic, employment, community tourism and arts and cultural opportunities.

4. Mapping the opportunities

The chapters of this report show how the Council has developed major strengths around agriculture with opportunities for both irrigated and dry-land production. And this specialisation has supported the growth of manufacturing and local services. But this over-reliance means that Murrumbidgee is exposed to adverse impacts such as drought, flooding and commodity price volatility.

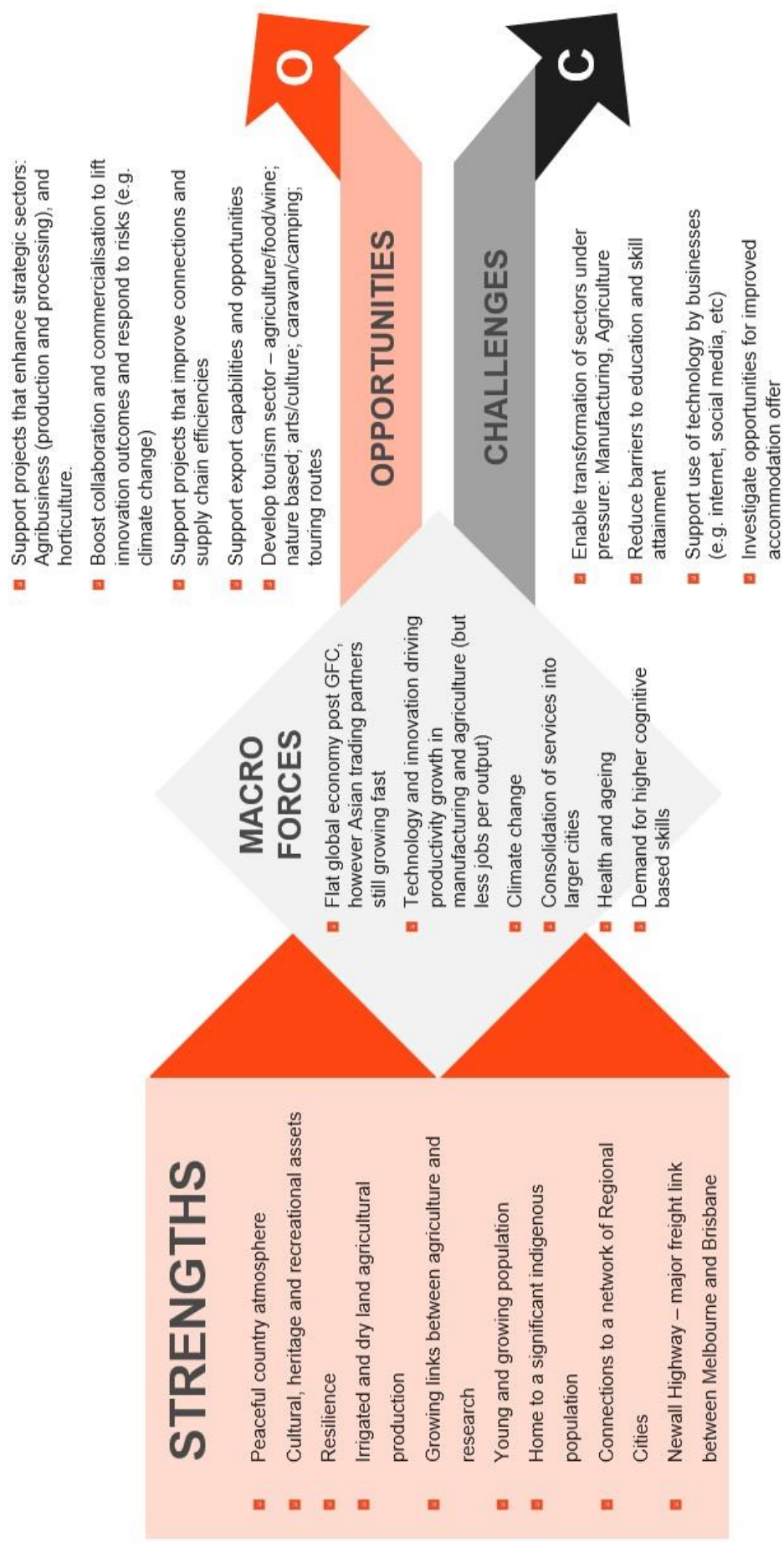
Murrumbidgee Council has weathered these economic challenges in the past. Today, Murrumbidgee is in the midst of a recovery, with many indicators pointing to a positive future growth path. The integration of infrastructure and technology will support the development of higher-value food products with flow-on opportunities for agriculture and food processing across Murrumbidgee and its region.

Looking forward, this report identifies a range of drivers that are likely to influence growth and some of the opportunities that could be supported. Chapter 4 provided some strategic guidance for the development of a future economic development Action Plan. It identified the need to:

- Understand the forces driving growth
- Leverage local strengths and manage the transition of traditional strengths
- Diversify the economy by riding on Australia's future growth sectors – e.g. tourism and energy are a strategic fit for Murrumbidgee
- Grow exports and investment in key markets
- Improve connections and supply chains
- Address the skills gap

The next BOX summarises the findings of this report and identifies the opportunities and challenges facing the Murrumbidgee economy:

Table 5 Economic Opportunity Map



APPENDIX

Agricultural production

Chart 15 Value of agricultural production, \$ - Murrumbidgee Council, 2010/11

Commodity	2006	2011	% of total	Change	% contribution to Regional NSW 2011
Broadacre crops - Total	129,341,715	171,318,106	81.0		3.2
				+41,976,391	
Wheat for grain	33,124,362	59,907,468	28.3	26,783,106	2.4
Barley for grain	9,209,747	20,607,416	9.7	11,397,669	
	4.4				30.3
Maize for grain	7,575,881	14,574,006	6.9	6,998,125	26.4
Rice for grain	68,293,783	45,443,580	21.5	-22,850,203	
Cotton	--	12,010,805	5.7	--	1.1
Canola	3,666,102	13,151,404	6.2	9,485,302	3.2
Nurseries & cut flowers	--	232,743	0.1	--	0.2
Crops for hay	3,700,539	3,083,375	1.5	-617,164	1.1
Vegetables	7,559,607	7,296,096	3.5	-263,511	2.6
Potatoes	1,991,605	994,768	0.5	-996,837	1.7
Onions	2,127,257	2,022,354	1.0	-104,903	17.6
Pumpkins	35,449	1,377,759	0.7	1,342,310	5.7
Tomatoes	2,992,808	1,779,912	0.8	-1,212,897	5.0
Citrus Fruit	2,042,359	--	--	--	--
Grapes (wine and table)	1,091,141	2,156,680	1.0	+1,065,539	1.3
Other Fruit	1,446,129	5,189,547	2.5	+3,743,418	2.0
Olives	220,072	4,685,867	2.2	4,465,795	34.5
Plums and prunes	751,612	503,680	0.2	-247,933	8.3
	--	--	--		Nuts 2,788,526
Wool	7,954,132	7,953,339	3.8	-793	0.9
Milk	1,256,262	735,600	0.3	-520,662	0.2
Eggs	652	3,486	0.0	+2,834	0.0
Livestock slaughtering	12,291,309	13,491,581	6.4	+1,200,272	0.5
Sheep and lambs	6,373,397	6,525,066	3.1	151,669	1.1
Cattle & calves	4,502,876	6,745,087	3.2	2,242,211	0.4
Agriculture - Total value	169,472,367	211,473,108	100.0	+42,000,741	1.9

Source: Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia, 2010-11 . Cat. No.

7503.0. Note: Where the table shows a "--" that figure has not been published, and is unavailable.

Potential Growth Sectors

Table 6 Identified Potential Growth Sectors

	Deloitte	PwC	IBIS World	Outlook Economics	McKinsey	CSIRO	Victorian Government	Australian Government	Murrumbidgee competitive position (existing or potential)
Oil, gas and energy	☐	☐	☐	☐	☐	☐		☐	☐
Food & beverage processing	☐		☐		☐	☐	☐	☐	☐
Pharmaceutical, biotech and medical	☐	☐			☐	☐	☐	☐	
Agribusiness	☐	☐			☐	☐	☐	☐	☐
International education	☐		☐	☐	☐		☐		
Tourism	☐	☐		☐	☐				☐
Mining equipment and/or services		☐		☐	☐	☐		☐	
Professional & financial services	☐	☐	☐	☐			☐		
Distribution services	☐	☐							
Advanced manufacturing	☐					☐	☐	☐	

Source: Deloitte, 2014, Positioning for prosperity: catching the next wave; PwC, 2013, Industry Sectors: Analysis and forecasting; IBIS World, 2013, Australia's Top 5

New Exports; Outlook Economics, 2014, AUS-M; McKinsey Australia, 2014, Compete to Prosper: How Australia can gain a global edge; CSIRO, 2016, Australia 2030 –

Navigating our uncertain future; Victorian Government, 2016, Future Industries. Building a stronger Victoria; Australian Government, 2014, Industry Innovation and Competitiveness

For more information...

For further statistical information, please refer to the Murrumbidgee Council's online information tools:

 **economy.id** - <http://economy.id.com.au/murrumbidgee>  **profile.id** - <http://profile.id.com.au/murrumbidgee>

.id's landing page gives access to all these resources in one place.

<http://www.id.com.au/murrumbidgee>



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Darlington Point Township Structure Plan

July 2017

Prepared for

Murrumbidgee Council



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01 Introduction

1.1 Purpose

The Darlington Point Township Structure Plan has been prepared by Murrumbidgee Council to provide direction for the future use and development of land in Darlington Point for the next 20 years. The preparation of the Township Structure Plan is an opportunity to improve conditions in the community, ensure the sustainability of the town and enhance the quality of life for both current and future generations.

The Plan will provide a vision for Darlington Point and a framework to guide land use planning, as well as the provision of infrastructure and community facilities. The Plan contains detailed investigations of the projected development capacity of the area and confirms land use suitability and infrastructure requirements for future development.

The Plan will also set the directions for future land use to accommodate projected population growth. It maps where housing, commercial, industrial and community uses of land will be located and what infrastructure (e.g. roads, water and sewerage) and services (e.g. health and education) are needed to support the growth.

1.2 Objectives

The key objectives of the Township Structure Plan are to:

- Establish a framework for the future development of land within Darlington Point for the next 20 years;
- Guide changes to Council's local planning policies (Local Environmental Plan);
- Provide the community with a degree of certainty regarding the location of future land uses, thereby reducing development speculation;
- Protect the natural environment and ensure that threatened flora and fauna are not adversely impacted upon by development;
- Recognise the heritage values of Darlington Point;
- Separate incompatible land uses; and
- Identify key actions and investigations to be further undertaken to enhance the local town centre, so as to achieve a high level of amenity for residents and tourists alike.

1.3 Study Area

The study area for the project includes the existing township of Darlington Point and the immediate surrounding lands located to the south and west of the township, including major intersections with the Sturt Highway.

The primary focus of the Township Structure Plan is the existing urban area of Darlington Point and the major entries to the town. The Plan also considers the surrounding environmental and agricultural lands, which contribute to the landscape setting of the township.



Figure 1 - Study Area

02 Background & Regional Context

2.1 Context

Darlington Point is a rural town situated on the Murrumbidgee River in the northern part of the Murrumbidgee Council area.

The town is located approximately 30 kilometres south of Griffith, 30 kilometres north of Coleambally and approximately 50 kilometres west of Leeton. Towns of Narrandera, Jerilderie and Hay are also located within a 60 to 100 kilometre radius of the town. The larger regional centre of Wagga Wagga is situated 150 kilometres east.

Darlington Point is strategically located at the intersection of the Kidman Way and Sturt Highway, which represents a major transport corridor for the Riverina area. A variety of rural and agricultural activities are established surrounding the town and towards other nearby towns.

A map showing the location of Darlington Point within the wider context of the Murrumbidgee region is shown in Figure 2.

2.2 Settlement

European settlers arrived in the Darlington Point area in 1844, establishing a new settlement to take advantage of the natural terrain and topography for a river crossing over the Murrumbidgee River.

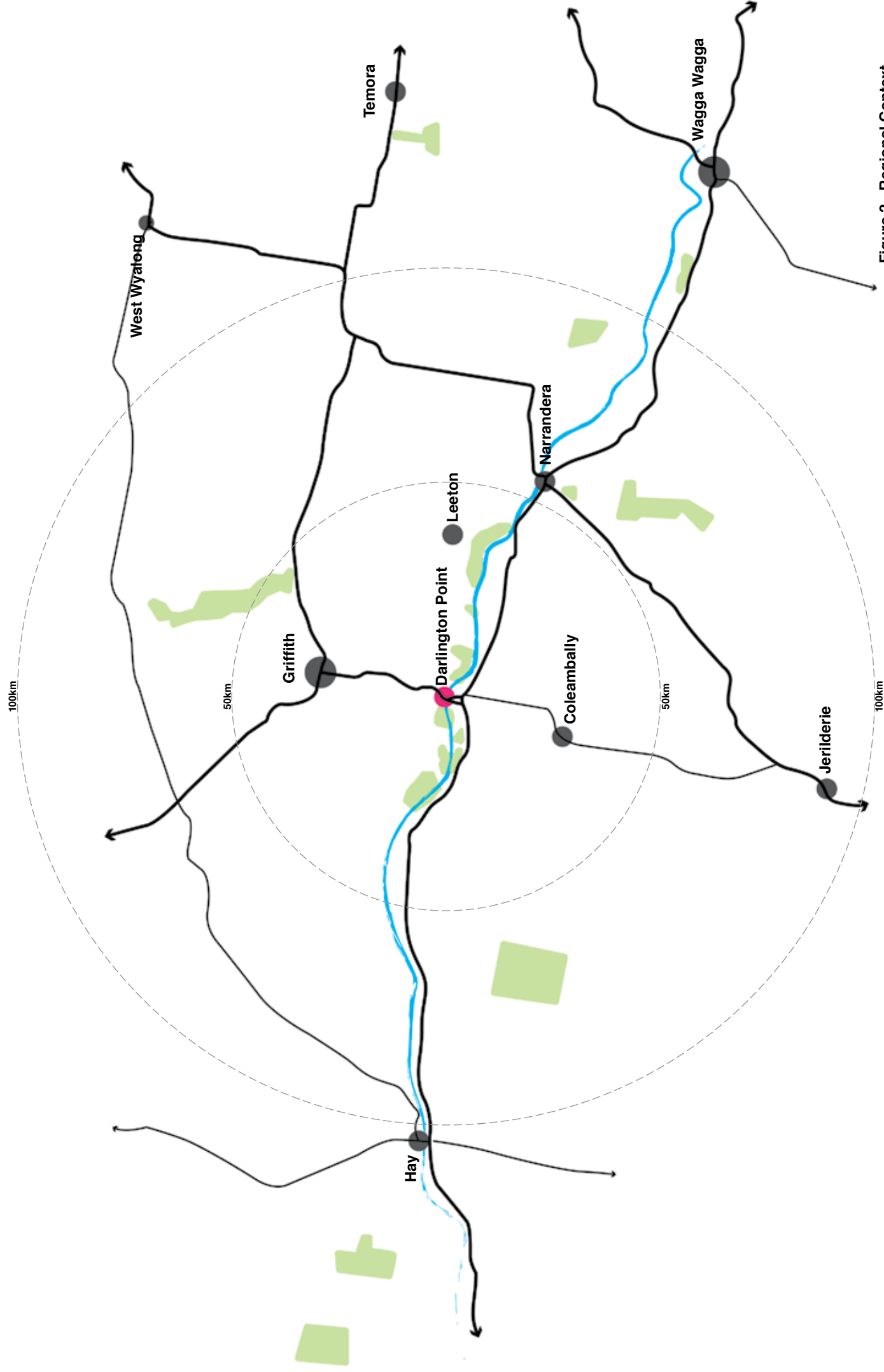
The current site of the town was reserved in the 1850s by the surveyor Townshend. Growth of the town occurred on both sides of the river and was later linked by a punt, which established the town as a crossing place within the Murrumbidgee region.

As a result, Darlington Point's early growth was as a crossing point and steamer port, with the first paddle steamer to navigate the Murrumbidgee River and reach Darlington Point on 17 September 1859. The river trade continued to develop quickly and the town began to grow.

Railway services reached the town in 1881, with both road and rail infrastructure increasing into the early 1900s as this became the more prominent mode of transporting goods. Paddle steamers continued along on the river to Darlington Point as late as the 1930s, carrying mainly wool and timber, but decreased shortly thereafter.

Darlington Point derives its name from a property which later became the site of the Darlington Inn, at the junction of Wagga Wagga and Hay Roads. On 18 May 1901, the settlement at Darlington Point was proclaimed a Village.

Darlington Point now exists as a small rural town with agricultural and associated industry being the predominant land uses surrounding. It benefits from close proximity to the regional centre of Griffith and other rural towns of Leeton and Coleambally.



02 Background & Regional Context

2.3 Policy Framework

It is important to recognise and build upon previous state wide and local strategic plans and policies that have already been undertaken for NSW as a whole and more specifically Darlington Point at the local level. Consideration is given within the preparation of the Structure Plan to the recommendations and actions of these relevant plans and policies.

2.3.1 State Policy

Riverina Murray Regional Plan

The NSW Government prepared the Riverina Murray Regional Plan to establish a framework to grow the region's cities and local centres, support the protection of high-value environmental assets and make developing a strong, diverse and competitive economy central to building prosperity and resilience in the region.

The Plan will guide the NSW Government's land use planning priorities and decisions over the next 20 years. It provides an overarching framework to guide subsequent and more detailed land use plans, such as the Darlington Point Township Structure Plan, as well as development proposals and infrastructure funding decisions.

Underpinning the Regional Plan are four (4) key goals:

- ***Goal 1 – A Growing and Diverse Economy;***
- ***Goal 2 – A Healthy Environment with Pristine Waterways;***
- ***Goal 3 – Efficient Transport and Infrastructure Networks; and***
- ***Goal 4 – Strong, Connected and Healthy Communities.***

Accordingly, the preparation of the Township Structure Plan has regard to the Goals and Directions as contained within this Regional Plan.



Figure 3 - Riverina Murray Regional Plan 2036
(Source: NSW Department of Planning and Environment 2017)

02 Background & Regional Context

2.3.2 Local Policy

Murrumbidgee Local Environmental Plan 2013

The Murrumbidgee Local Environmental Plan 2013 (LEP) was gazetted on 23 August 2013 and is the principle legal document for guiding development and planning decisions by Council. Through zoning and development controls, the LEP allows council to manage the way in which land is used to shape the future of communities and also ensure that development does not cause any harm.

Any changes to land zoning or development controls as recommended by the Township Structure Plan will require a subsequent amendment to the LEP.

Murrumbidgee 2030 – The Community Strategic Plan for Murrumbidgee Shire

Murrumbidgee 2030 is Council's local community strategic planning document. The Community Strategic Plan was prepared in 2011 and includes a number of Themes and under these, a number of Actions, which were identified by the local residents at the time, so as to achieve the community's principles and vision for the future.

This plan is reviewed every four (4) years and will be revised by the new Council in 2018.

A number of actions from Murrumbidgee 2030 are relevant to the future of Darlington Point, and have been considered in preparing the Township Structure Plan. Those actions that are relevant to the Township Structure Plan are reproduced in Table 1.

Table 1 - Relevant Key Themes of Murrumbidgee 2030

Theme No. 1 – Community (Our People)	Theme No. 3 – Our Natural Environment
<ul style="list-style-type: none"> Maintain and develop existing road safety initiatives within the shire; Improve and increase the availability of community transport so that we have access to nearby services outside our shire; Develop and aged care facility in Darlington Point; Encourage private enterprise development of a retirement facility; Establish a community health facility where allied and specialist health service providers can operate as visitors; Provide opportunities for our community to showcase their heritage and diversity. 	<ul style="list-style-type: none"> Expand our network of bush walking trails to encourage active experiences of our river side location and protect the surrounding bush;
Theme No. 2 – Economy	Theme No. 4 – Our Infrastructure
<ul style="list-style-type: none"> Encourage and promote tourism ventures and activities; particularly the provision of more tourist/visitor accommodation; Council should consider developing retail space in Darlington Point to allow for more businesses; eg a bakery; Work with other levels of government and private industry to develop a 'transport hub' at the intersection of the Sturt Highway and the Kidman Way; Establish an industrial area for Darlington Point; Encourage private development of retirement villages and aged care facilities; Encourage the development of affordable housing so it is available for employees of new developments; Signage on the highways promoting our towns. 	<ul style="list-style-type: none"> Complete reconstruction of the Darlington Point Levee; Improve the Darlington Point Water Supply – consider water treatment, something to improve water pressure and replacement of pipes; Redevelop the Darlington Point golf course; Develop riverside locations for the enjoyment of all and to promote tourism; Increase the number of walking tracks in both towns and their surrounds; Enhance the main street in Darlington Point with planter boxes of colourful flowers; Provide signage to show visitors where they can park their caravans and RV's in both towns; Provide outdoor gym equipment at ovals in both Darlington Point and Coleambally; Move the Darlington Point Sewage Treatment Works to the outskirts of town; Consider using treated water from the Darlington Point sewage treatment works for beautification of the town (for example watering the golf course); Shire 'entry statement' on the four main entries to our shire i.e. Sturt Highway and Kidman Way.

2.4 Population Profile

The urban area of Darlington Point had a population of 1,016 people on the night of the 2011 Census. Over time, this population has remained relatively steady and has slightly increased by 2.3% (or 23 persons) since 2001.

The median age of the population in 2011 was 37, which increased from 34 in the 2006 Census. This illustrates a nation-wide trend towards an ageing population, particularly within rural areas. This trend is expected to continue into the future with the number of persons aged 65 years and over forecast to increase.

The structure of Darlington Point's population is typical of most country towns with a noticeable contraction in the number of persons aged 25 to 55. This is largely due to the exodus of young families in search of employment, lifestyle, tertiary education or a combination of these factors. Darlington Point also has a significantly higher number of younger persons aged 0-19 as compared to the rest of NSW and Australia, with this age group making up 30.1% of the total population of the town.

In 2011, 19.4% of the resident population living within the urban area of Darlington Point identified themselves as being either Aboriginal or Torres Strait. This figure is significantly higher than the NSW average, which in 2011 was only 2.5%.

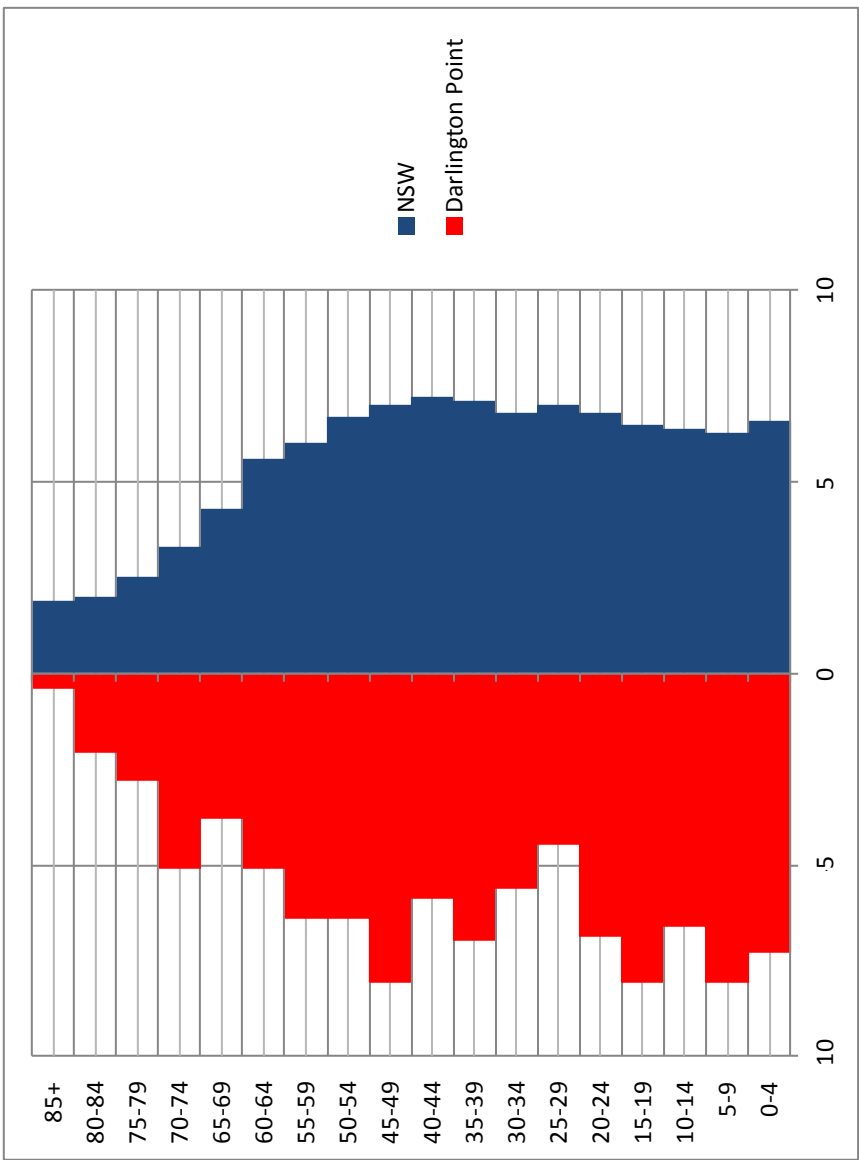


Figure 4 - Population profile Darlington Point and NSW

02 Background & Regional Context

2.5 Housing

There were 355 residences recorded in Darlington Point at the 2011 Census. The most popular form of housing was a 'separate house' with the majority of the population (93.6%) falling within this category. Of these, 73% were classified as 'family households', with single person households (24.9%) and 'groups' (2%), comprising a much smaller percentage of the total population.

Building approvals for Darlington Point have remained low but steady over time with only 1-2 new dwellings constructed per annum. Rates of building approvals align with the generally steady population growth outlined earlier. Anecdotally, demand for housing is anticipated to increase in response to the establishment of a number of large industries and agricultural businesses proposed within close proximity to the town.

To accommodate some of the expected growth, Council has recently commenced development of a 56 lot residential subdivision on the western side of town at Young Street.

The Waddi Housing and Advancement Corporation Limited is an important housing provider in the community, presently owning 26 dwellings in the town. At present, this group is investigating opportunities to replace and renew existing housing stock, with a particular focus on providing new dwellings for aged care housing purposes.



Existing Residential Land Supply

To establish existing residential land supply, the residential land of Darlington Point has been categorised in the following types:

- **Standard Residential**, being land RU5 Village zone with lot sizes between 600m² - 1,500m². These areas are predominantly located within the central area of the town; and
- **Low Density Residential**, being land zoned RU5 Village zone with lots ranging in size from 1,500m² - 3,000m².
- **Large Lot Residential**, being land zoned R5 Large Lot Residential residential land with lots of 2 hectares or larger. These areas are located on the periphery of the town along the Sturt Highway adjoining the service centre, as well as to the west of the town along Britts Road.

These typologies have been identified through analysis of the existing urban area of Darlington Point, and are considered to reflect the residential character of the town. It is noted that the RU5 Village area has a default minimum lot size of 600m², however this is not considered to represent the existing established residential character of the town.

Data for Darlington Point indicates an average annual 'take up' rate of land of 2 lots per year. Table 2 summarises the current land supply based on the existing low growth scenario of 2 lots per annum. This indicates that the town has 182 years supply of all residential land, assuming continuation of the existing annual take-up rate of 2 lots and an average minimum lot size of 1,200m².

It is not considered unreasonable to expect that the growth rate of the town will increase. This is due in part to the proximity of the town to a number of larger regional centres, the relatively lower price of land and housing within Darlington Point, the anticipated expansion and establishment of a number of large new and existing agricultural and renewable energy industries (solar farms) within close proximity to the town, as well as the residential lifestyle and amenity attractions.

Table 3 therefore provides a summary of the current level of land supply with a higher growth scenario of up to 7 lots per annum. This demonstrates that by way of an increased annual take-up rate, Darlington Point would still have approximately 52 years supply of both residential and large lot residential land. Whilst this is still a large supply, much of it is contained within single 'infill' locations, which minimise the opportunities for a variety of urban growth in the town.

Table 2 - Existing land supply under historic growth scenario (2 lots per annum)

Lot Type	Total Area	No. of Additional Lots	Years Supply
Standard Residential (600m ²)	40.85ha	340.4**	170.2
Large Lot Residential (2ha+)	67.29ha	23.6	11.8
Total	108.14ha	364	182

* Notwithstanding the 600m² minimum lot size outlined within Council's Local Environmental Plan, this figure has been calculated using an assumed minimum lot size of approximately 1,200m², which is the average lot size of land within the town.

Table 3 - Existing land supply under higher growth scenario (7 lots per annum)

Lot Type	Total Area	No. of Additional Lots	Years Supply
Standard Residential (600m ²)	40.85ha	340.4**	48.6
Large Lot Residential (2ha+)	67.29ha	23.6	3.4
Total	108.14ha	364	52

*Notwithstanding the 600m² minimum lot size outlined within Council's Local Environmental Plan, this figure has been calculated using an assumed minimum lot size of approximately 1,200m²

02 Background & Regional Context

2.6 Industry and Employment

The largest single employer within the town is Murrumbidgee Council, which currently has a total workforce of 47 persons. Other forms of employment are focussed on agricultural, manufacturing, service industries and hospitality. A number of existing and proposed large agricultural activities are located in surrounding areas, within commuting distance of the town.

The 2011 Census data shows a variation of industry types, with meat and meat processing manufacturing (7.1%), local government administration (6.9%) and poultry farming (6.4%) being the major industry categories for Darlington Point. Residential care services and school education also account for main industry segments of the town.

Having regard for the industry types, labourers are noted as the greatest proportion of occupation (29% of total employment) with machinery operators and drivers representing the next largest proportion of employment. This reflects the dominant manufacturing and rural nature of Darlington Point, as well as the location of Council's works depot. Clerical and administration employment, professionals and sales workers represent a smaller proportion of the labour force of Darlington Point.

The 2011 Census also indicates that the main method of travel to work was as a car driver (68.9%), car passenger (10.4%) and walking only 6.2% of the time. Only 1% of the total population travelled to work via either bicycle or public transport, which shows that the town is heavily reliant upon car travel.

Table 4 - Occupation

Industry of Employment	Darlington Point	%	NSW	%	Australia	%
Employed people aged 15 years and over						
Labourers	118	29.0	273,129	8.7	947,608	9.2
Machinery Operators and Drivers	52	12.8	199,438	6.4	659,551	6.6
Managers	50	12.3	418,333	13.3	1,293,970	12.9
Technicians and Trades Workers	48	11.8	414,668	13.2	1,425,146	14.2
Community and Personal Service Workers	48	11.8	297,667	9.5	971,897	9.7
Clerical and Administrative Workers	32	7.9	473,141	15.1	1,483,558	14.7
Professionals	25	6.1	713,548	22.7	2,145,442	21.3
Sales Workers	18	4.4	290,496	9.3	942,140	9.4
Other		3.9		1.8		1.8

(Source: Australian Bureau of Statistics, 2011)

Table 5 - Industry of Employment

Industry of Employment	Darlington Point	%	NSW	%	Australia	%
Employed people aged 15 years and over						
Meat and Meat Product Manufacturing	29	7.1	13,369	0.4	44,207	0.4
Local Government Administration	28	6.9	40,770	1.3	136,792	1.4
Poultry Farming	26	6.4	1,835	0.1	5,695	0.1
Residential Care Services	18	4.4	62,035	2.0	184,770	1.8
School Education	16	3.9	138,795	4.4	467,373	4.6
Other		71.3		91.8		91.7

(Source: Australian Bureau of Statistics, 2011)

2.7 Recreation, Open Space and Community

Darlington Point is serviced by a number of existing public open space and recreational areas, including the Darlington Point Sportsground, Fig Tree Park, Lions Park, Council Skate Park and an outdoor swimming pool. Private recreation facilities are provided at the Darlington Point Club, including tennis, lawn bowls and a nine hole golf course.

Due to the location of the town on the banks of the Murrumbidgee River, the town benefits from water-based recreation activities, such as boating and fishing. It also has a number of beaches located along the banks of the River, with bush walking tracks and trails also established, including the 'Goanna Walking Track'.

Other prominent recreational and tourism opportunities also exist outside of the town, including the Altina Wildlife Park.

Community facilities within the town include a public school with over 100 students, a doctor's clinic and museum. It is noted that the town does not have access to a full time doctor, long day care facility, aged care facility or ambulance service.

2.8 Environment and Heritage

The Murrumbidgee River is the key landscape and natural feature of Darlington Point. A number of National Parks and State Forests are located nearby and along the River, containing floodplains, river red gum forests and important habitat to local native flora and fauna species.

Darlington Point contains a number of significant places and items of Aboriginal Cultural Heritage, including the state-listed Warrangesda Aboriginal Mission. This mission is unique to NSW, as it is the only mission or reserve site that retains a group of original 19th century building ruins and archaeological relics.

The long-term protection of these environmental and heritage assets is important to the environmental, social and cultural values of the town.



Figure 5 - Murrumbidgee River



Figure 6 - Warrangesda Aboriginal Mission

02 Background & Regional Context

2.9 Rural Land and Agriculture

Darlington Point and the wider Murrumbidgee area has traditionally been considered as one of the most productive and diverse agricultural regions in Australia, being known as Australia's 'food bowl'. The early settlement and growth of Darlington Point was centred on agriculture, with larger agricultural stations including Tubbo Station and Kooba Station noted in the surrounding areas.

Whilst the land surrounding Darlington Point is primarily used for agricultural activities, the town itself is urban in nature and not used for productive agricultural activities. The immediate fringes of the town, while zoned rural, are generally not used for intensive agriculture.

Darlington Point remains reliant upon traditional forms of agriculture such as grazing and cropping, but in more recent times has seen the emergence of a number of new agricultural industries including cotton, nuts and poultry farming, which appear likely to continue to grow into the future and which may create spin-off effects and demands for services within the town.

There has been a significant increase in the demand for solar-generating developments ('solar farms') within areas that have been traditionally used for agricultural purposes. This is due in part to the areas' reliable supply of sunlight, as well as its proximity to key electricity infrastructure, which again will create demands for local housing, accommodation and services.

2.10 Transport and Traffic

Darlington Point is situated 3km north of the Kidman Way and Sturt Highway and provides a crossing point over the Murrumbidgee River.

The region is one of the most significant locations for freight and logistics in Australia, with these facilities servicing the eastern seaboard of Australia. National freight corridors traverse the region and extend to Sydney, Melbourne, Brisbane and Adelaide, providing direct access to national and global markets.

Kidman Way passes through the town and replaced the former Hay Road as the main entry point into and out of the town. Heavy vehicles using the Kidman Way are required to travel through the central areas of Darlington Point.

Increased volumes of this type of traffic may exacerbate future amenity and pedestrian safety concerns that will need to be addressed. Some consideration will need to be given to the potential location of a future by-pass route, although this would be seen as a longer-term objective in the context of this Plan.



Figure 7 - Goman Dried Foods



Figure 8 - Kidman Way

2.11 Infrastructure and Services

Darlington Point is well serviced in terms of infrastructure with residents having access to reticulated water, sewerage, electricity and drainage. There is currently no reticulated supply of gas available, with the town being reliant upon bottled gas supplies.

A review of the capacity and condition of this infrastructure has also been undertaken, which shows that this infrastructure is in generally good condition to service the needs of residents, but will require regular and routine maintenance and replacement as it continues to age.

Existing sewerage treatment facilities are established to the west of the town. At present, the facility is located approximately only 600m from the main commercial centre of Darlington Point and also immediately adjoins land already zoned for residential purposes. The facility was originally designed to service a population of 990, however has been recently augmented to cater for wastewater from a further 300 persons. Options also exist to further expand the facility with capacity for an additional 600 persons. Given the expected level of growth envisaged for this town, there will be a need to expand or augment this facility in the future so as to accommodate the additional expected population.

The location of the sewerage treatment works adjacent to the residential area of the town is an important future issue, with requirements for buffer zones likely to place impediments upon growth. Retaining the facility within the current location will require a buffer zone to be established around the facility. A buffer zone would essentially sterilise a large portion of current and future residential zoned land and therefore requires further investigations regarding the most appropriate option for Council.

Flood levees are constructed at several locations surrounding the town, protecting the urban areas from flood risks. Areas of the existing urban area, particularly North Darlington Point, are not protected by flood levees. It is noted that Council is currently undertaking a number of flood mitigation works, including the construction/extension of additional flood levee banks around the town, so as to provide improved flood protection of Darlington Point. A flood study is also being commissioned by Council which will make further recommendations for flood mitigation and land use decisions in flood prone areas.



Figure 9 - Wastewater Treatment Facility



Figure 10 - Existing Flood Levee Bank

03 Consultation & Issues

3.1 Overview

Consultation with the community and relevant stakeholders represents an important component of the Township Structure Plan, enabling the collection and consideration of aspirations, values and concerns for the town.

Workshops with the Darlington Point community, Murrumbidgee Shire Council staff and representatives and business owners have played an important role in the preparation of the Township Structure Plan. The aim of the consultation was to inform the community about the project, gather information to guide the development of the structure plan and to gain feedback on the future form, function, use and appearance of Darlington Point.

The purpose of the consultation was to:

- Communicate and inform the community and stakeholders of the process for the Township Structure Plan
- Identify any key issues and input from the community and opportunities to resolve them
- Assist in establishing a 'vision' for the town
- Understand the stakeholder and community views which will inform the preparation of the Township Structure Plan

3.2 Process of Consultation

Consultation involved meetings with the Local Representative Committee of Council, and the project Steering Committee. Following commencement of the project, further sessions were held with individual stakeholders, business representatives and Council staff.

An initial project inception workshop was held at the commencement of the project in February 2017, with community members invited to participate. A community flyer was prepared and sent to all landowners in the study area with an invitation to attend this workshop.

Community workshops were undertaken during the public notification of the draft Township Structure Plan in May 2017. Community members and groups were invited to attend the workshops and provide feedback on the draft Township Structure Plan. Comments received during these workshops were then used in finalising the Township Structure Plan.

3.3 Identification of Issues and Opportunities

Based on the outcomes of the consultation and discussion sessions, a number of issues have been revealed which are important for the ongoing development and growth of Darlington Point and will inform the Township Structure Plan.

The following tables summarise the key issues and opportunities identified during the consultation and discussion sessions.

It is noted that while there are a number of constraints currently affecting Darlington Point, the consultation process has also identified a number of strengths and opportunities that should be investigated and further enhanced for the long term development of the town.

3.3.1 Issues

Sports & Recreation Facilities	
<ul style="list-style-type: none"> Relocate the existing football ground to a new consolidated sports precinct on the fringe of the town, to create a sports-precinct (golf, tennis, football and lawn bowls); open up central urban land that is already serviced and is located within close proximity to the existing commercial centre of Darlington Point; move to a more environmentally sensitive land located outside of the flood levee bank; and provide an improved entrance into town and better utilise the existing golf course. Retain sportground and upgrade facilities given that ground is well established in its current location and serves the local and wider community; it will be financially more efficient to retain upgrade (change rooms, spectator areas, car parking etc); and the ground is centrally located and accessible to the existing commercial area and residents living in North Darlington Point. Construction of a new boat ramp to provide improved opportunities for tourism, which can be used in conjunction with the annual fishing competition; ensure boat ramp facilities will comply with relevant standards and requirements; provide more parking spaces and a picnic area; and offer better linkages to the town. Retain and upgrade the existing boat ramp, as it is located within proximity to one of the main tourist attractions of the town, being the caravan park and the cost to upgrade and improve would be cheaper than constructing a new boat ramp. 	
Flooding	
<ul style="list-style-type: none"> Location of the Murrumbidgee River creates issues with regards to flooding. In response to a number of historical floods, several levee banks have had to be constructed around the town to ensure its ongoing protection. Flooding is a limiting factor to the ongoing growth and expansion of the town in the absence of constructing more levees. In particular, it was noted that there is no levee protecting North Darlington Point. 	
Demographics	
<ul style="list-style-type: none"> Town will be subject to an ageing population and there is a need to provide infrastructure and services appropriate for older age groups in the medium to long term planning period. The town currently does not have aged care housing, a full time doctor or ambulance service. Darlington Point has a much higher percentage of the population aged less than 15 years old, however the services available to this age group are currently limited as there is no child care or long day care centre. 	

Identity and Appearance	
<ul style="list-style-type: none"> A lack of identity or town entrance, particularly from the Sturt Highway, with the town being located over 2km away from the main intersection. Desire to make Darlington Point more inviting from the primary entries. Limited signage and no entrance treatment or feature to announce arrival into Darlington Point. No intersection lighting to direct or navigate persons to the town at night time, which makes it difficult to find. The entrance into town is generally not considered appealing. Ageing visual and physical appearance of the town and the desire to see building improvements to assist with the overall appearance of the town. Limited on-street activity, particularly within the main commercial area due to the large number of heavy vehicles that currently pass through the town. Limited provisions or opportunities for footpath dining and pedestrian crossings. 	
Transport and Traffic	
<ul style="list-style-type: none"> Significant concerns regarding the large number of heavy vehicles that pass through the town along the Kidman Way. Ongoing concerns that heavy vehicle use will continue to grow with expanding industries around the town and broader areas. Public safety concerns for users of the main commercial area of Darlington Point, with heavy vehicles negotiating sharp turns through the town at speed. Impacts on amenity of the town, public areas and residences through having heavy vehicle traffic movements. 	
Access to the Murrumbidgee River	
<ul style="list-style-type: none"> The town has historically developed around this Murrumbidgee River but has poor interface with it, and limited connections available between the town and the River. Opportunities to utilise the levee bank as a walking track. Need for greater public access to the River foreshore, and encourage residents and tourists to use this area. Need to undertake regular maintenance of land surrounding the River to ensure Barriers to River access have been further exacerbated by the establishment of a number of private dwellings and other land uses along this waterway, which has limited public access. 	

03 Consultation & Issues

3.3.1 Issues

Industrial land	
<ul style="list-style-type: none">No land zoned for industrial purposes within Darlington Point, which is limiting opportunities for the establishment of new businesses within town and the creation and retention of jobs locally. There are a number of residential properties which are currently used for ad hoc vehicle parking and semi-industrial uses.Considered to be a demand for truck/vehicle parking due to the location on a National Highway route.Limited opportunities to locate industrial uses in existing zoned land of the town without creating potential land use conflicts.	
Infrastructure	
<ul style="list-style-type: none">High cost in providing infrastructure to relevant council standards versus the lower land prices and returns, relative to other larger regional centres.Ageing Council infrastructure and the need for future investment in repair and augmentation.	

3.3.2 Opportunities

Proximity to Regional Centres and Transport Routes	
<ul style="list-style-type: none">Darlington Point is strategically located with regards to its proximity to the Sturt Highway and Kidman Way, thereby making it a desirable destination for people to live and visit.The town is easily accessible and close to the nearby regional centre of Griffith, and rural towns of Leeton, Narrandera and Coleambally.	
Rural Lifestyle and Amenity Opportunities	
<ul style="list-style-type: none">The town benefits from a number of large environmental reserves and National Parks along the Murrumbidgee River. Features such as the natural waterways, open space areas and National Parks all contribute to the liveability and amenity of the town area and which distinguish it from larger regional centres.The ongoing protection of these areas will be critical to the growth and development of Darlington Point and therefore need to be carefully considered as part of the planning process.	
Affordable Housing and Land Prices	
<ul style="list-style-type: none">The town has relatively lower house and land prices compared to other centres, particularly Griffith, which is considered advantageous to encourage relocation to the town.A number of large agricultural and infrastructure projects are proposed within proximity to the town. Council will need to ensure that it has enough appropriately zoned land to cater for this likely future demand.	
Opportunities for Commercial/Industrial Growth	
<ul style="list-style-type: none">There is opportunity for Darlington Point to investigate opportunities to encourage new economic growth and employment. The identification and/or zoning of land for new commercial and industrial purposes is important to ensure the long-term growth of the town.	
Defined Town Centre	
<ul style="list-style-type: none">Darlington Point has a defined corridor through the town which presents an opportunity to establish a traditional 'main street' character, particularly in the centre of the town. It also provides opportunities to establish parking areas, improved signage, traffic calming and landscaping.	

04 Township Structure Plan

Overview

In order to achieve the objectives of the Township Structure Plan, a number of key considerations and issues have been identified that need to be addressed as part of this plan.

Such considerations include:

- Housing;
- Industry and Employment;
- Open Space, Recreation and Community Facilities;
- Environment and Heritage;
- Transport and Traffic;
- Infrastructure and Services;
- Town Centre and Urban Design Treatments.

This section identifies and discusses the key issues facing Darlington Point, which have been determined through investigation of the study area, discussion with Council staff and consultation with the community and landowners.

In response to the key issues, a series of actions have been identified to address and respond to these issues, including where appropriate, the identification of further works or investigations that should be undertaken.

04 Township Structure Plan

4.1 Housing

Overview

The provision of housing and land available for residential development is critical to the ongoing growth of the town generally. It is important that residential growth and housing is appropriately planned for in the future.

Key Issues

- Ensure that there is enough zoned residential land available to meet future needs.
- Demand for residential land and housing is anticipated to increase as a result of additional rural industries in close proximity to the town, as well as encouraging relocation of residents from surrounding regional centres for lifestyle reasons;
- A need to provide for a variety of residential land. In particular, people relocating to Darlington Point are seeking lifestyle and amenity that this town offers, however there is a lack of larger lifestyle properties available for these persons;
- There is presently no clear direction of where growth is planned to occur, which has resulted in ad hoc development.
- Flooding risks and a lack of flood protection have created some further uncertainty regarding residential growth;
- There is currently limited short-term stay accommodation available within the town. This is particularly important for seasonal or itinerant workers, or tourists and visitors;
- There is a lack of aged care accommodation within the town, which is resulting in older persons relocating to larger regional centres;
- The building stock is becoming dated and in need of improvement. Similarly, there have been a number of instances of residents occupying sheds rather than approved dwellings.

Actions

Action 4.1.1 Encourage opportunities in the short-medium term for general residential infill development surrounding the football oval and inside the town levee banks to encourage consolidated residential development in proximity of the central area of the town. This should also include further investigation into a potential relocation of the Council Depot site and redevelopment of the former essential energy depot site.

Action 4.1.2 Investigate opportunities to rezone land to the west of King Street to RU5 Village. This land should only be considered for rezoning once Council's sewerage works have been relocated and the land is protected by a flood levee bank. Alternatively, in the absence of the Council sewerage works being relocated, investigate the development of this area for low density residential purposes with the inclusion of an appropriate buffer.

Action 4.1.3 Support medium term general residential and large lot residential infill development to the south west of the town surrounding the Young Street area. This land is already zoned RU5 Village and is capable of being serviced.

Action 4.1.4 Subject to consideration of a flood levee or other flood mitigation works, investigate rezoning land in the south east portion of North Darlington Point for R5 Large Lot Residential with a 2,000m² minimum lot size, consistent with the current development pattern of this area.

Action 4.1.5 Investigate opportunities to rezone land south of Britts Road for large lot residential development. This should only be considered after Environmental and Cultural Heritage assessments have been undertaken.

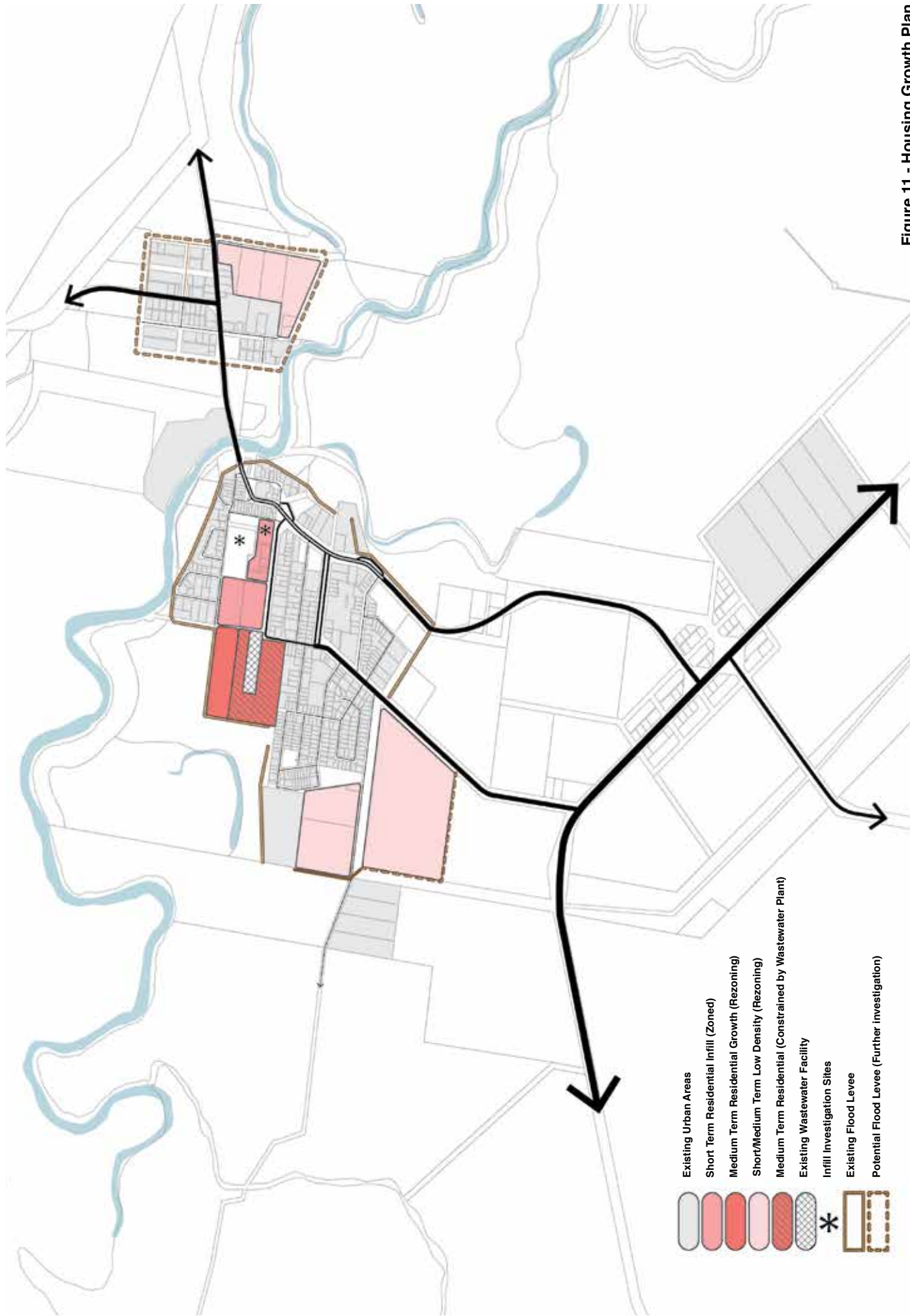
Action 4.1.6 Encourage a range and mix of residential development, including small lot, aged care and affordable housing within central locations.

Action 4.1.7 Encourage the redevelopment and replacement of older building stock and encourage short term growth through infill development.

Action 4.1.8 Prevent people from living in and occupying sheds, particularly within established residential areas. Where a shed is approved prior to a residence being constructed on-site, it is recommended that Council include a condition on the development consent prohibiting the use of the shed for habitable purposes.

Action 4.1.9 Investigate opportunities for infill development of the existing football/sports ground, should it be decided that the sports facilities are to be relocated.

Action 4.1.10 Investigate opportunities to encourage existing commercial and light industrial businesses located within the residential areas to relocate to designated commercial or industrial areas on the fringe of town.



04 Township Structure Plan

4.1.1 Proposed Residential Land Supply

As outlined at Section 2.5, Darlington Point has a relatively large supply of residential and large lot residential zoned land available. It should be noted that these figures have been calculated on a theoretical basis by dividing the total area of a lot with a 1,200m² minimum lot size, which has been determined as a density more reflective of the existing Darlington Point residential character. The assumptions do not take into consideration the physical characteristics, dimensions or environmental sensitivities of the land, nor the ownership status of the land or the development aspirations of individual landowners.

There is a need to provide for additional residential land to cater for the long term needs of the community, provide for greater variety and choice within the market and anticipate future growth trends. In response, the Township Structure Plan has identified a number of additional areas that are considered appropriate for future residential development. These areas are located on the edge of the existing urban area or are the result of infill development following

potential relocation or transition of existing Council infrastructure and facilities, such as sewerage treatment site and works depot. The development of some of this land is also predicated on the extension of the flood levee bank to ensure its ongoing protection.

The Township Structure Plan also identifies additional area within North Darlington Point that is considered appropriate for large lot residential development with a minimum lot size of 2,000m². This recommendation is reflective of the existing density and subdivision pattern that is already established within the area, and adds further variety to the future residential land supply.

The opportunity to establish a defined industrial and/or highway business precinct adjoining the Sturt Highway and Kidman Way, would remove a 9.13 hectare area of existing RU5 Village zoned. This change results in a reduction in the potential large lot residential yield, which has been factored into the land supply calculations.

Table 6 provides a summary of the proposed land supply for Darlington Point, having regard to the additional identified areas discussed earlier. The land supply is based on a higher growth rate scenario of 7 lots per annum, which assumes additional demand for land as a result of new industries in close proximity and encouraging new residents to the town within commuting distance of Griffith. Based on the growth scenario, the Township Structure Plan establishes an additional 25 years supply of residential-zoned land. Table 7 provides a summary of both the existing and proposed level of land supply for Darlington Point based on a predicted take-up rate of land of 7 lots per annum. In summary, there will be approximately 76 years supply of residential-zoned land.

Table 6 - Proposed Land Supply ^(a)

Lot Type/ Description	Total Area	Additional Lots	Years Supply
Standard Residential (600m ²)	15.25ha	108 ^(b)	15.4
Standard Residential (2,000m ²)	19.14ha	63.8	9.1
Large Lot Residential (2ha+)	- 9.13ha	0	0
Total	34.39ha	171.8	24.5

(a) based on a predicted take-up rate of 7 lots per annum

(b) Notwithstanding the 600m² minimum lot size outlined within Council's Local Environmental Plan, this figure has been calculated using an assumed lot size of approximately 1,200m²

Table 7 - Existing and Proposed Land Supply ^(a)

Lot Type/ Description	Total Area	Additional Lots	Years Supply
Standard Residential (600m ²)	56.1ha	448.4 ^(b)	64.1
Standard Residential (2,000m ²)	19.14ha	63.8	9.1
Large Lot Residential (2ha+)	58.16ha	19.08	2.7
Total	133.4ha	531.28	75.9

4.1.2 Population Projection

The future population of the town has been estimated based on the existing and proposed land supply for Darlington Point. Assuming that only a single dwelling will be constructed on each lot that is created and using an average household size of 2.5 persons as per the 2011 Census, it is expected that there will be an additional 1,328 people within Darlington Point over the next 75 years as outlined within Table 8.

Under this projection, the current population of Darlington Point will almost double within 50 years and will bring the total number of residents living within Darlington Point to 2,340 people.

Table 8 - Population Projection

Lot Type/ Description	No. of Additional Lots ^(a)	@ 2.5 persons per household
Standard Residential (600m ²)	448.4	1,121
Standard Residential (2,000m ²)	63.8	159.5
Large Lot Residential (2ha+)	19.08	47.7
Total	531.28	1,328.2

(a) Figure shown assumes the construction of a single dwelling on each lot created.

04 Township Structure Plan

4.2 Industry and Employment

Overview

The supply of, and availability of land for commercial and industrial purposes is important to the ongoing growth and development of the town and in turn will provide local employment, encourage industries to town and support existing services and facilities.

Key Issues

- There is no land zoned for industrial purposes in Darlington Point, which is creating problems regarding the long-term expansion of the town and resulting in potential new businesses establishing within other towns or regional centres;
- Several existing larger industries and commercial businesses are currently operating immediately adjacent to existing residential dwellings, which has the potential to create land use conflicts;
- There are opportunities to expand the commercial core of the town or extend development along Carrington Street to create a more defined 'main street';
- There is currently limited short-term accommodation available within the town. This is particularly important for seasonal or itinerant workers, as well as tourists and visitors coming to town;
- The former saw mill site is currently vacant and presents an opportunity for redevelopment.

Actions

Action 4.2.1 Rezone land to the south of the town adjoining the Sturt Highway for commercial and/or industrial purposes, due to its proximity to key transport routes and its spatial separation distance from residential uses. Recommended zones for investigation are B6 – Enterprise Corridor, B7 – Business Park, IN1 General Industrial or IN2 Light Industrial.

Action 4.2.2 Any development of land for industrial purposes adjacent to the Sturt Highway shall be coordinated and managed to prevent direct access onto this highway. Opportunities to use alternate lower order roads or service lanes should be prioritised over direct access onto this highway.

Action 4.2.3 Specific development controls should be incorporated into Council's local planning documents to ensure an appropriate interface is achieved between industrial development and the Sturt Highway. Such controls could include vehicular access, building design and setbacks, landscaping and restrictions on signage addressing the highway.

Action 4.2.4 Investigate opportunities to relocate the Council works depot to industrial zoned areas to allow for the redevelopment of centrally located land within the main town. This in turn will remove potential land use conflicts that exist between residential dwellings and industrial uses and will allow for an expansion of the town. Such an option should only be considered once a cost benefit analysis has been completed

Action 4.2.5 Encourage the development of land currently bordered by Demamiel Street, Carrington Street, Hay Road and a public laneway for commercial purposes.

Action 4.2.6 Encourage the establishment of a motel or short term stay accommodation development within the centre of town, preferably along Carrington Street or Stock Street.

Action 4.2.7 Investigate the former saw mill site in North Darlington Point as an 'Opportunity Site' for redevelopment and possible future use. Such development should only occur however where it has flood free access.

Action 4.2.8 Investigate opportunities to create an intermodal hub, transport depot or truck parking and change over area near the Sturt Highway and Kidman Way intersection.

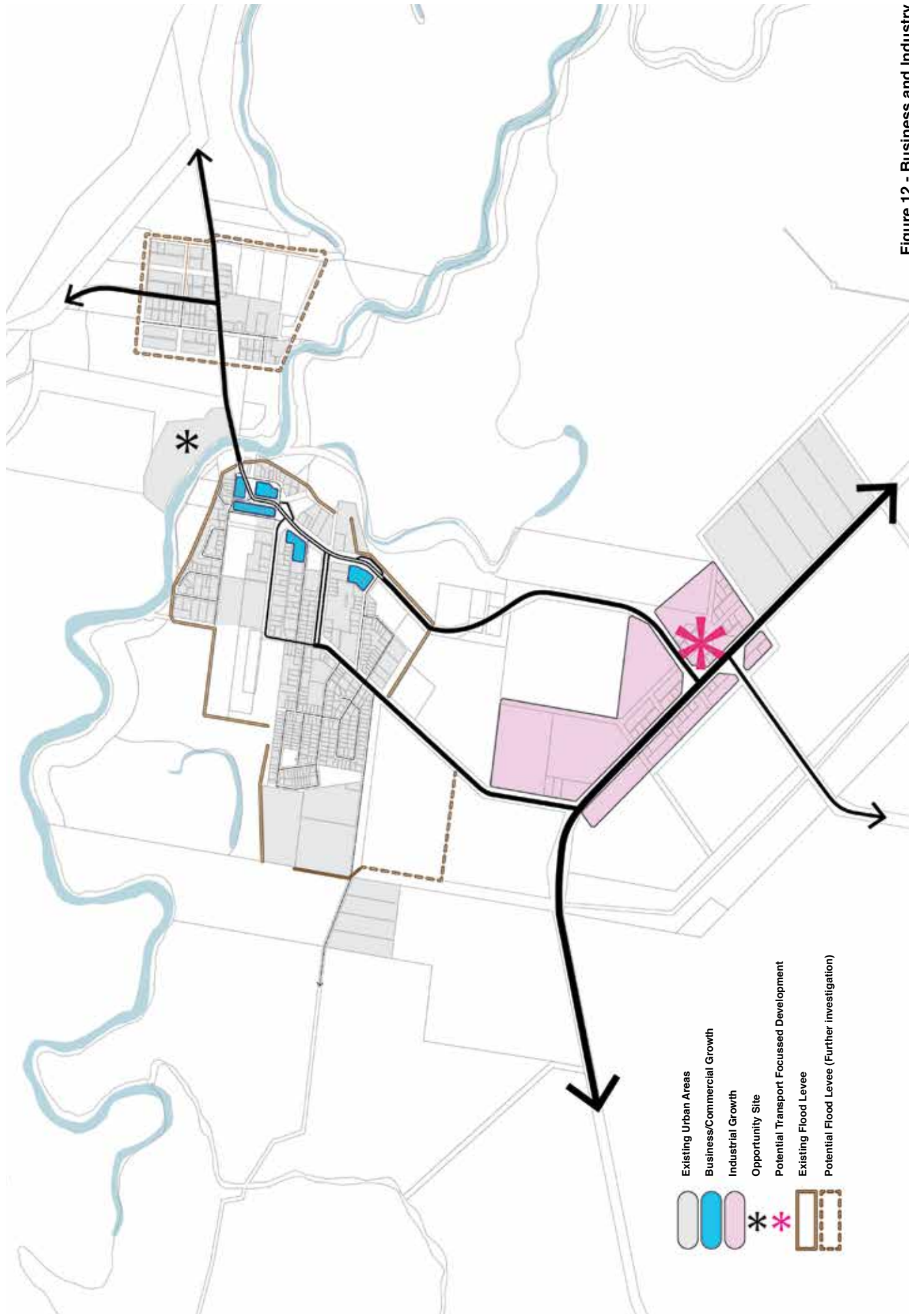


Figure 12 - Business and Industry

04 Township Structure Plan

4.3 Open Space, Recreation and Community

Overview:

Darlington Point enjoys a wide variety of open space and recreation facilities, which are further enhanced by the environmental setting of the area including the Murrumbidgee River and a number of associated beaches. Furthermore, the town also enjoys access to a number of community facilities and services.

It is important that any development of the town ensures that these areas and facilities are maintained and improved so they are readily available for use by residents and visitors alike.

Key Issues:

- Identified opportunity to relocate the football ground and sports ground to the Darlington Point Club. This would consolidate all existing sports facilities within the one precinct and free up centrally located land for residential purposes;
- The facilities at the football ground need to be improved such as change rooms, particularly for women and spectator viewing areas. There are also opportunities to construct a new multi-purpose club room that could be used for sporting activities but also community events and functions;
- The Darlington Point Golf Course is under-utilised, not maintained and is in need of improvement;
- Opportunity to create a new boat ramp on the western side of the Murrumbidgee River to provide better connections with the town. This would also support a growing demand for water recreation activities such as boating and fishing, including the annual Darlington Point fishing competition;
- There is a need to better link the town to the river. At present, the town backs onto this waterway and the construction of the flood levee bank has further isolated this natural feature. This is a similar situation for the swimming pool which is also isolated;
- Opportunity to better link and extend a number of existing footpaths and recreational trails and areas throughout the urban area and along the Murrumbidgee River;
- No full time doctor or ambulance service, with the closest services being 30 minutes away. Limited allied health facilities available for older residents;
- No long-day care available in the town despite the large number of younger persons who live in Darlington Point.
- Need to better promote water based recreation activities such as boating, fishing and swimming.

Actions:

Action 4.3.1 Retain the football and sports ground within its current location and improve the facilities available at this facility including:

- upgrading the change rooms to provide facilities for women;
- improved spectator and viewing areas (such as formalised seating or informal earth mounds),
- formalisation of car parking areas;
- construction of children's playground equipment;
- upgrade the second ground and create a second oval; and
- extend and expand the club rooms to encourage their multi-purpose use for community events and functions.

Action 4.3.2 Investigate options to relocate the football and sports ground to the Darlington Point Club to create a 'sports precinct'. Such an option should only be considered once a cost benefit analysis has been undertaken.

Action 4.3.3 Investigate the creation of a new boat ramp and associated car parking area on the western bank of the Murrumbidgee River following the completion of more detailed designs and approvals from relevant public authorities.

Action 4.3.4 Rezone Tiddalik Wetlands and Bird Sanctuary at the western end of Campbell Street and Britts Road to public recreation. Development adjoining this wetland should be orientated and designed to address this recreational and environmental feature.

Action 4.3.5 Investigate opportunities to extend and connect a number of existing footpaths and trails, particularly from the residential areas of town to the River. These could adjoin the swimming pool, the new boat ramp and Fig Tree Park.

Action 4.3.6 Investigate opportunities to extend the 'Goanna Walking Track' in consultation with Aboriginal elders and adjoining landowners. Opportunities to align the path with the existing/future levee bank should be encouraged and supported by:

- Environmental restoration/regeneration works;
- Construction of benches, tables and seating; and
- Installation of public art, information, interpretative and directional signage.

Action 4.3.7 Investigate the establishment of a full time rural allied health clinic. This could be undertaken in association with a number of the larger regional centres and in partnership with the Murrumbidgee Primary Health Network.

Action 4.3.8 Investigate and encourage the establishment of a long day care/child care and aged care facility.

Action 4.3.9 Investigate opportunities to better promote and improve the appearance of the Darlington Point Museum.

04 Township Structure Plan

4.4 Environment and Heritage

Overview:

The natural environment and environmental attributes of Darlington Point are what makes the town unique when compared against other larger regional centres in the area. Likewise, the town is home to a number of local and state significant heritage items, in particular areas of identified Aboriginal Cultural Heritage significance.

Whilst the environmental attributes and values of this area provide a number of benefits for the town, it does also present a number of issues and constraints, such as flooding that need to be appropriately considered into the future.

Key Issues:

- Parts of the town are not protected from flooding by a levee bank and are subject to inundation. There is a potential risk that parts of the township could be inundated during times of flooding.
- Areas of environmental significance are under threat from inappropriate, uncoordinated or ad hoc development;
- Areas and places of important heritage significance should be better recognised, protected and promoted.

Actions

Action 4.4.1 Further investigate and continue to construct a flood levee bank around the town, so as to ensure its ongoing protection during periods of peak flooding.

Action 4.4.2 Upon finalising all the relevant flood studies for Darlington Point, Council amend its Local Environmental Plan to incorporate a 'Flood Planning Map' to more accurately define the areas subject to flooding.

Action 4.4.3 Limit development along the Murrumbidgee River to recreational activities and environment protection works to ensure the ongoing protection of this important waterway.

Action 4.4.4 Investigate the preparation of an Aboriginal Cultural Heritage Study for Darlington Point in consultation with local Aboriginal Groups in recognition of the historical role that Aboriginal people and groups have played in the development of the town. This report should include a further assessment of the State-listed Warangesda Aboriginal Mission and the identification of Scarred Trees.

Action 4.4.5 Investigate the preparation of heritage study for Darlington Point and the wider Murrumbidgee area to identify any additional items or areas that would be appropriate for inclusion within Schedule 5 – Heritage of Council's Local Environmental Plan.

Action 4.4.6 Investigate opportunities for the creation of a heritage or historic walk around the town identifying key areas and places of significance to Darlington Point. This could be established via the installation of interpretive signage/story boards, interactive apps or the preparation of pamphlets and maps.

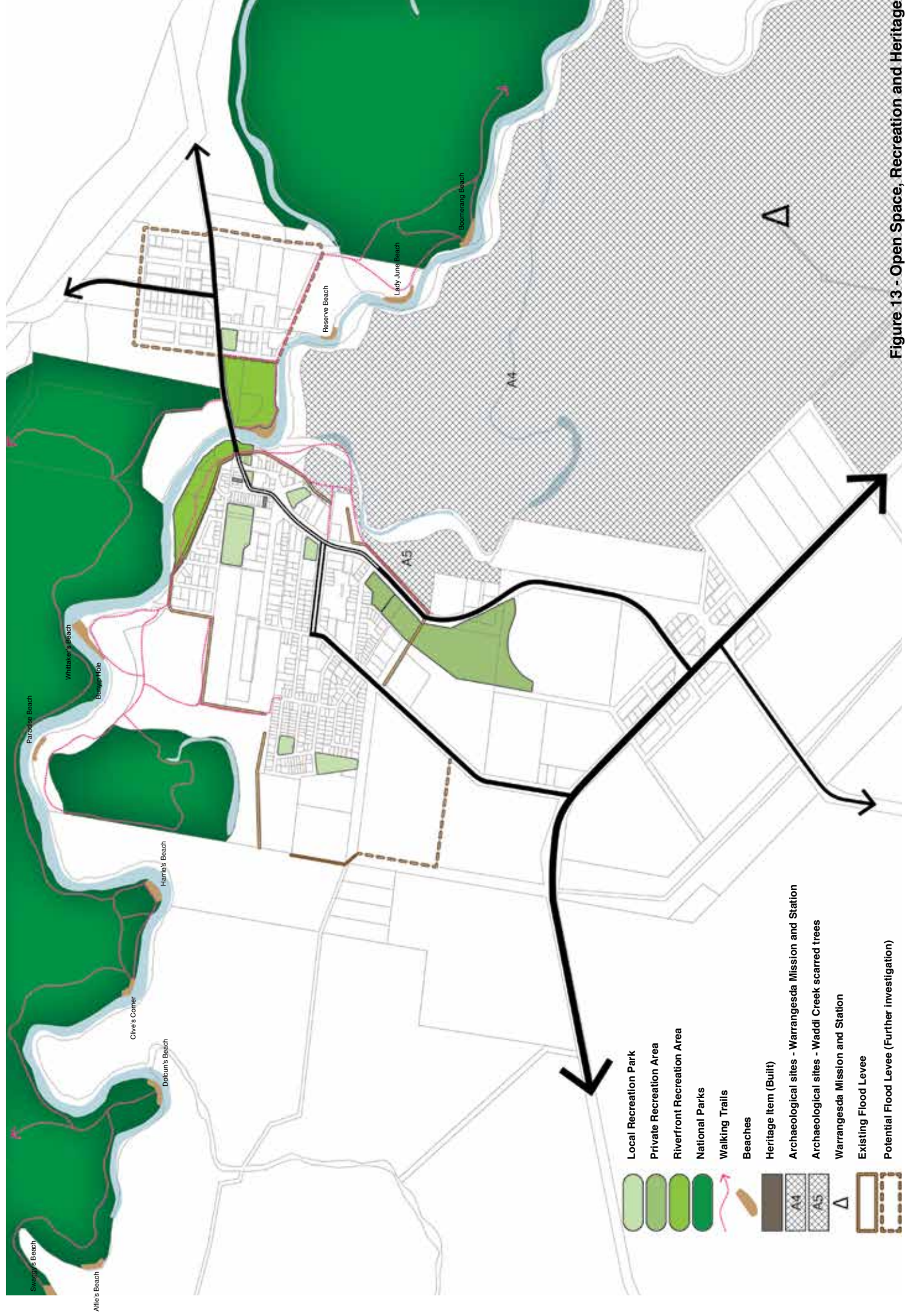


Figure 13 - Open Space, Recreation and Heritage

04 Township Structure Plan

4.5 Transport and Traffic

Overview:

Darlington Point is strategically located with regards to key transport and freight routes within the Murrumbidgee and wider western NSW region. Whilst this does provide a number of opportunities for the town, it does also provide a number of challenges that need to be appropriately planned for the long term development of the town.

Key Issues:

- Darlington Point experiences high volumes of heavy vehicles and trucks that pass through the town at high speeds creating vehicle and pedestrian safety problems;
- There is no truck parking area available for drivers passing through Darlington Point outside of a small area opposite the Darlington Point Club;
- There is no clear town entrance to Darlington Point to encourage people to visit. At night time, key intersections into town are not lit, which make it difficult to identify;
- The main roads into town provide very little visual interest or a sense of arrival due to the distance of the town from main arterial roads;
- There are a number of traffic safety and sight distance concerns associated with trucks making a sharp turn from Carrington Street onto Bridge Street outside of the Punt Hotel. This has resulted in trucks crossing over the central median strip so as to navigate this corner;
- A number of streets could be extended and linked to improve overall permeability and traffic flow.
- Car parking within the centre of town needs to be improved and consolidated, particularly for recreation vehicles.

Actions:

Action 4.5.1 Further investigate a potential heavy vehicle bypass route outside of the main town centre to alleviate pressures from truck movements through the centre of town. Such a route could extend south along Uri Street over the Murrumbidgee River and connect with Kidman Way to the south of the town. Such investigations would need to consider the environmental, heritage and flooding constraints that apply to the land and should be further discussed with the NSW Roads & Maritime Service (RMS).

Action 4.5.2 Improve the southern 'Gateways' into town at the intersection of the Sturt Highway. Such improvements could include installation of signage, public art, lighting or the like. This will help better identify the town, particularly for passing vehicles at night time.

Action 4.5.3 Investigate constructing a new 'gateway' intersection at Narrand Road and Uri Street to emphasise the northern entry into town and improve traffic flow.

Action 4.5.4 Install formal tree/landscape plantings (median or roadside) along the main northern and southern entries into town to provide defined Gateways to the town and improve the visual appearance of the town.

Action 4.5.5 Investigate the construction of a continuous boulevard along Bridge Street and Carrington Street south of the Bridge and north of Demamiel Street to improve the visual appearance of the town centre.

Action 4.5.6 Investigate options to reconfigure the town centre to slow heavy vehicle traffic, provide more formalised parking and improve intersection safety and access concerns currently present.

Action 4.5.7 Investigate options to extend and link a number of existing roads such as Young Street to Britts Road and Ross Street through to King Street so as to improve permeability and overall traffic flow.

Action 4.5.8 Investigate opportunities to create a designated tourist and visitor parking area within the centre of town.

Action 4.5.9 Investigate opportunities to provide turning lanes along Carrington Street and Bridge Street to allow vehicles to safely enter lower order side streets.

Action 4.5.10 Further investigate opportunities to create a loop road at the northern extent of the town centre, comprising Bridge Street, Macleay Street and Carrington Street.

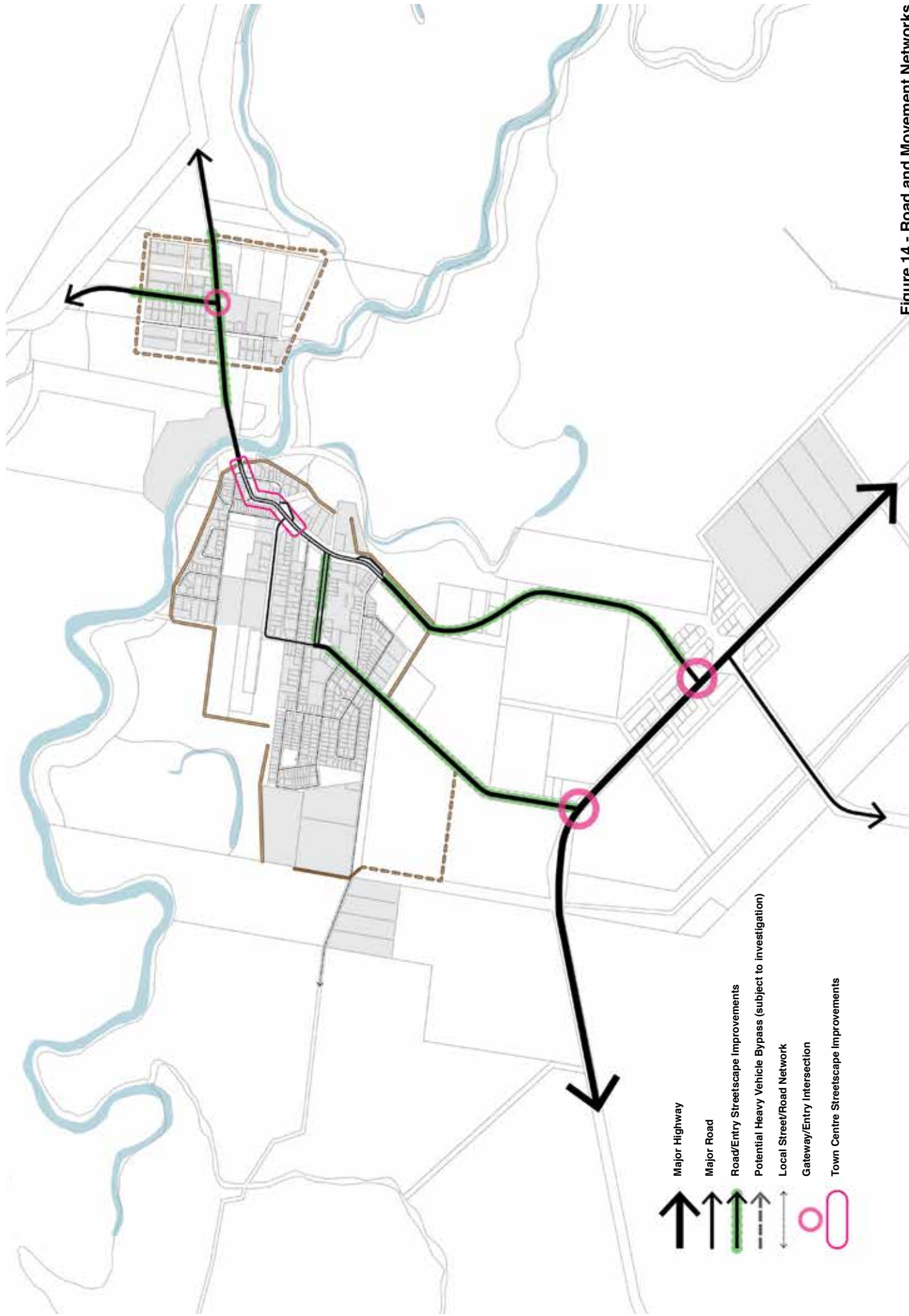


Figure 14 - Road and Movement Networks

04 Township Structure Plan

4.6 Infrastructure and Services

Overview

The provision of infrastructure and services is critical to the long-term development of the town. The costs and time involved in providing key infrastructure can be substantial and therefore need to be considered up-front.

Key Issues

- Not all areas of Darlington Point are protected by a flood levee bank and are therefore subject to inundation during times of peak flooding. The lack of a levee bank in some parts of Darlington Point is therefore a constraint to growth.
- Given the expected level of growth envisaged, there will be a need to expand or augment sewerage treatment facilities in the future so as to accommodate the additional expected population.
- The sewerage treatment works has limited capacity to accommodate additional growth and currently is only sized to service approximately 1,200 people.
- The location of the sewerage treatment works within close proximity of the town centre may cause land use conflicts and odour issues as the town continues to grow, and may also sterilise the development of a large part of the town.
- Consideration needs to be given to the ageing and replacement of infrastructure and opportunities to fund these works across a small rate base.
- Concern with the high cost of providing infrastructure (water, sewer, roads, drainage etc) versus the return received for the sale of land due to low land prices.

Actions

- Action 4.6.1** Further investigate and continue to construct a flood levee bank around Darlington Point, so as to ensure ongoing protection during periods of peak flooding.
- Action 4.6.2** Investigate opportunities, subject to a cost benefit analysis, to relocate the sewerage treatment facility from the central urban area to a new location, with suitable buffers from current or future residential development, in order to remove potential land use conflicts/restrictions that may restrict growth opportunities of the town.
- Action 4.6.3** Upgrade the capacity of Council's sewerage treatment works to accommodate the future population.
- Action 4.6.4** Council utilise a Section 94A Developer Contributions Plan to help identify and fund key infrastructure works (including replacement works).
- Action 4.6.5** Subject to completion of a flood study for the town, prepare suitable development controls within Council's Development Control Plan to guide decisions relating to the development of flood prone land.
- Action 4.6.6** Investigate opportunities to relocate the Council works depot to future industrial zoned areas. Such options should only be considered following a cost benefit analysis.

4.7 Town Centre and Urban Design Treatments

Overview:

The main commercial area of Darlington Point serves as the heart of the town and the continued growth of this centre will ensure the ongoing success of Darlington Point.

Key Issues:

- Darlington Point requires a clearer theme and character across the town, with the main commercial areas of the town presenting opportunities for enhancement;
- The town centre of Darlington Point prioritises traffic over people creating concerns regarding pedestrian safety;
- A high volume of heavy vehicle traffic traverses the central area of the town, presenting potential issues relating to the function and safety of the local road network;
- There is a limited number or lack of connections between the main commercial centre and surrounding uses, such as the sportsground and the Murrumbidgee River.

Actions:

Action 4.7.1 Undertake streetscape improvement and beautification works to improve the overall appearance of the main commercial centre of Darlington Point. Subject to further investigation, this could include:

- Replacement of artificial grass with median landscape plantings;
- Installation of street trees (via the creation of a boulevard) and/or nature strip trees to provide shade and protection for pedestrians;
- Public art installations;
- Improved signage;
- Consistent pavement materials; and
- Improved pedestrian crossing points.

Action 4.7.2 Investigate grant funding opportunities and public private partnerships between individual business owners and council to encourage local businesses to improve the appearance of their buildings. This could be via a one off grant or via a dollar for dollar scenario.

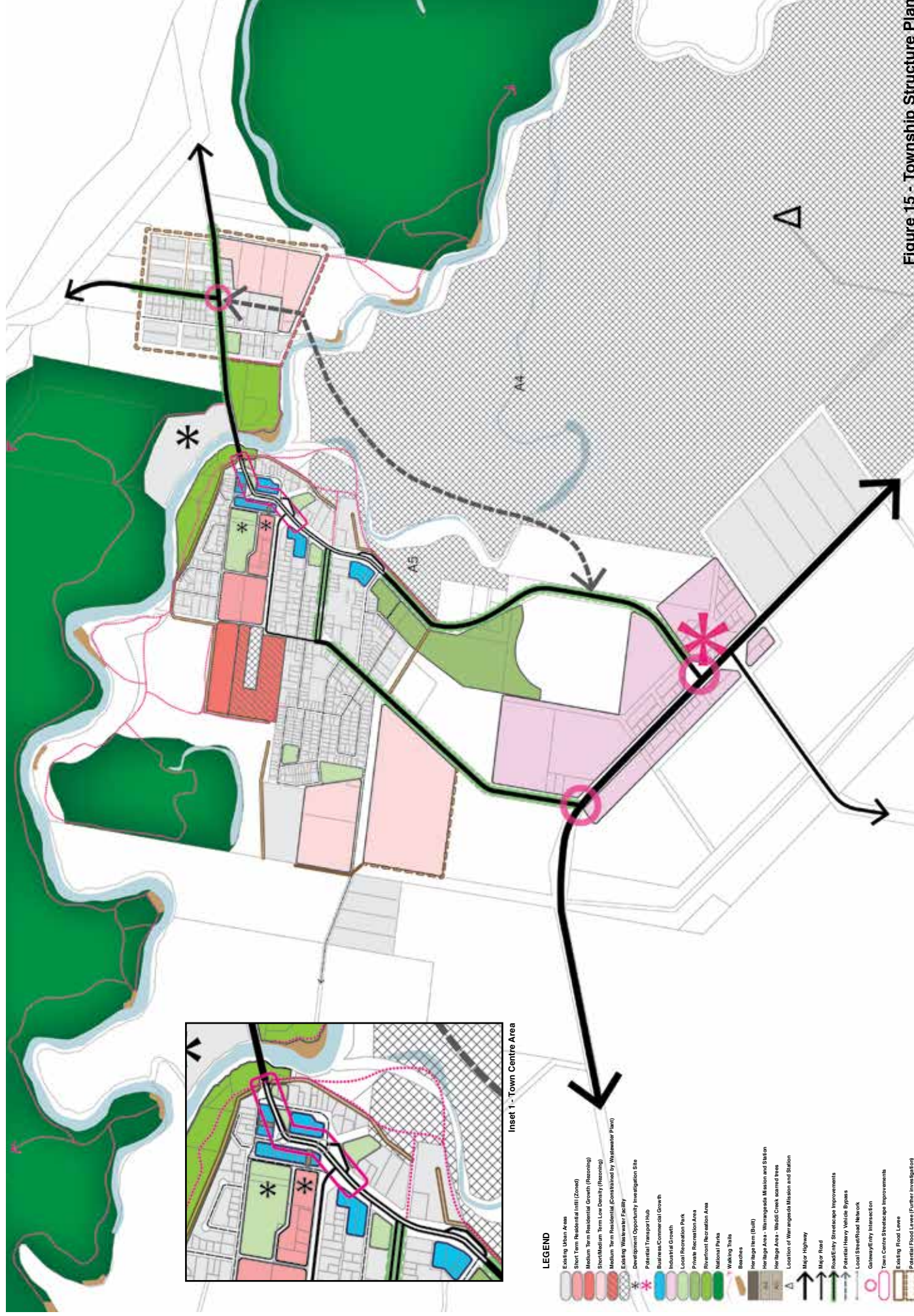
Action 4.7.3 Investigate opportunities to improve pedestrian linkages between the town centre and the sportsground and the Murrumbidgee River by incorporating mid-block pedestrian footpaths.

Action 4.7.4 Investigate opportunities to provide more publicly available car parking spaces, in particular adjacent to Figtree Park for use by user groups.

Action 4.7.5 Investigate intersection improvement upgrades to the intersection of Bridge Road and Carrington Street to improve the vehicular safety of this intersection and improve the visual appearance of this area.

Action 4.7.6 Investigate opportunities to improve signage within the town centre including entrance, directional, information and business identification signage.

Action 4.7.7 Further investigate opportunities to improve car parking and access within the main town centre for use by residents and tourists/visitors, and including designated areas for Recreational Vehicles.



05 Implementation

5.1 Future Actions and Strategic Investigations

In order to achieve the land use and development outcomes recommended by this Plan, a number of additional strategic investigations and works will need to be undertaken as outlined below.

The timeframe for these actions are as follows:

- Short (0-2 years);
- Medium (2-5 years); and
- Long (5-20 years)

Action No.	Description of Future Action/Strategic Investigations	Timeframe
4.1.2, 4.1.4, 4.2.1, 4.3.4, 4.4.2	<p>Prepare an amendment to the Murrumbidgee Local Environmental Plan 2013 that seeks to:</p> <ul style="list-style-type: none">• Rezone land west of King Street from RU1 Primary Production to RU5 Village and amend the minimum lot size from 100ha to 600m2 applicable to this land*;• Rezone land south of Narrand Street and West of Kooba Street from RU1 Primary Production to RU5 Village and amend the minimum lot size from 100ha to 2,000m2 applicable to this land*;• Rezone Tiddalik Wetlands and Bird Sanctuary between Campbell Street and Britts Road from RU5 Village to RE1 Public Recreation and remove the minimum lot size applicable to this land;• Rezone land at the southern end of town adjoining the Sturt Highway from RU1 Primary Production and RU5 Village to B6 Enterprise Corridor, B7 Business Park or IN1 General Industrial (subject to further investigation) and remove the minimum lot size;• Amend the LEP by incorporating a 'Flood Planning Map' for Darlington Point.	Medium-long

**Note: the above amendments to Council's Local Environmental Plan should only occur once this land is protected by a flood levee bank.*

05 Implementation

Action No.	Description of Future Action/Strategic Investigations	Timeframe
4.1.5	Investigate rezoning of land south of Britts Road for large lot residential development. This should only be considered after Environmental and Cultural Heritage assessments have been undertaken.	Medium-Long
4.1.9	Investigate opportunities for infill development on the football/sports ground should this facility be relocated.	Medium
4.1.10	Further investigate opportunities to encourage existing commercial and light industrial businesses located within the residential areas to relocate to designated commercial or industrial areas on the fringe of town.	Medium-Long
4.2.3	Amend the Darlington Point & Coleambally Development Control Plan to incorporate additional building controls with regards to industrial development adjoining the Sturt Highway, which specifically addresses: <ul style="list-style-type: none"> • Vehicular access; • Building design and setbacks; • Landscaping; and • Signage. 	Medium
4.2.4, 4.6.2	Investigate, including a thorough cost benefit analysis, opportunities to relocate the Council depot site and sewerage treatment works to industrial zoned areas to allow for the redevelopment of centrally located land within the main town.	Long
4.2.7	Investigate potential options/uses for the former saw mill site. In particular, these investigations need to address the issue of flooding.	Medium
4.2.8	Investigate opportunities to create an intermodal hub, transport depot or truck parking and change over area near the Sturt Highway and Kidman Way intersection.	Medium
4.3.2	Investigate options to relocate the football and sports ground to the Darlington Point Club to create a 'sports precinct'. Such an option should only be considered once a cost benefit analysis has been undertaken.	Medium
4.3.3	Council further investigate and commission more detailed designs for the construction of a new boat ramp on the western side of the Murrumbidgee River.	Short

Action No.	Description of Future Action/Strategic Investigations	Timeframe
4.3.5	Investigate opportunities to extend and connect a number of existing footpaths and trails, particularly from the residential areas of town to the River. These could adjoin the swimming pool, the new boat ramp and Fig Tree Park.	Short
4.3.7	Investigate options to extend the 'Goanna Walking Track' along the river in consultation with local Aboriginal groups and landowners. This should include: <ul style="list-style-type: none"> • Extension of walking and shared path; • Environmental restoration/regeneration works; • Construction of benches, tables and seating; • Installation of public art, information and directional signage; • Improvement of river access points. 	Medium
4.3.8	Investigate and encourage the establishment of a child care and aged care facility.	Short
4.4.1, 4.6.1	Continue constructing the flood levee bank around Darlington Point following the preparation of relevant flood studies.	Short
4.4.4	Further investigate the preparation of an Aboriginal Cultural Heritage Study for Darlington Point and its surrounds in consultation with local Aboriginal Groups. This report should include a further assessment of the State-listed Warangesda Aboriginal Mission and the identification of Scarred Trees.	Long
4.4.5, 4.4.6	Further investigate the preparation of a Heritage Strategy to further investigate and identify any additional buildings or places that could be appropriate for inclusion within Schedule 5 – Environmental Heritage of the Council's Local Environmental Plan. Any Heritage Strategy should also investigate opportunities for a 'heritage walk' within the town.	Long
4.5.1	Investigate a potential heavy vehicle bypass route of the township in association with the NSW Roads & Maritime Service.	Long

Action No.	Description of Future Action/Strategic Investigations	Timeframe
4.5.2	Upgrade the southern 'Gateways' into town at the intersection of Hay Road and Kidman Way with the Sturt Highway. Such improvements could include installation of: <ul style="list-style-type: none"> • Signage, • Landscaping; • Public Art, • Lighting. 	Medium
4.5.3	Investigate a new gateway intersection at the intersection of Narrand Road and Uri Street	Long
4.5.4	Install formal tree/landscape plantings (median or roadside) along the main northern and southern entries into town to provide defined Gateways to the town and improve the visual appearance.	Medium
4.5.5	Create a continuous boulevard along Bridge Street and Carrington Street south of the Bridge and north of Demamiel Street to improve the visual appearance of the town centre.	Medium
4.5.6	Investigate options to reconfigure the town centre to slow heavy vehicle traffic, provide more formalised parking and improve intersection safety and access concerns currently present.	Medium
4.5.7	Investigate options to extend and link a number of existing roads such as Young Street to Britts Road and Ross Street through to King Street so as to improve permeability and overall traffic flow.	Short-Medium
4.5.8	Investigate opportunities to create a designated tourist and visitor parking area within the centre of town.	Medium
4.5.9	Investigate opportunities to provide turning lanes along Carrington Street and Bridge Street to allow vehicles to safely enter lower order side streets.	Medium-Long
4.5.10	Investigate opportunities to create a loop road at the northern extent of the town centre, comprising Bridge Street, Macleay Street and Carrington Street.	Medium
4.6.4	Utilise the Section 94A Developer Contributions Plan to help identify and fund key infrastructure works.	Short

Action No.	Description of Future Action/Strategic Investigations	Timeframe
4.7.1	Undertake streetscape improvement and beautification works to improve the overall appearance of the main commercial centre of Darlington Point. This could include: <ul style="list-style-type: none"> • Replace artificial grass with median landscape plantings; • Installation of street trees; • Public art installations; • Repainting of buildings; • Consistent pavement material; • Designated pedestrian crossings. 	Short
4.7.2	Investigate granting funding opportunities and public private partnerships between individual business owners and council to encourage local businesses to improve the appearance of their buildings. This could be via a one off grant or via a dollar for dollar scenario.	Short
4.7.5	Investigate intersection improvement upgrades to the intersection of Bridge Road and Carrington Street to improve the vehicular safety of this intersection and improve the visual appearance of this area.	Medium
4.7.6	Investigate opportunities to improve signage within the town centre including entrance, directional, information and business identification signage.	Medium
4.7.7	Further investigate opportunities to improve car parking and access within the main town centre for use by residents and tourists/visitors, including designated areas for Recreational Vehicles.	

06 Conclusion

The Darlington Point Township Structure Plan will provide direction and guidance for the future use and development of land in Darlington Point for the next 20 years and beyond.

The preparation of this Township Structure Plan is an opportunity to improve conditions in the community, ensure the sustainability of the town and enhance the quality of life for both current and future generations.

The Township Structure Plan will provide a vision for future land use and development within Darlington Point and will provide a framework to guide land use planning decisions, as well as the provision of infrastructure and community facilities. The Plan also identifies further investigations and works that need to be undertaken including indicative timeframes, in order to achieve the visions and land use planning recommendations contained within this Plan.

Murrumbidgee Council Program of Work High Level Implementation Plan

Murrumbidgee Program of Works	2017			2018												2019											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project Planning																											
WO Training																											
GL Structure Review																											
Authority V7 Upgrade																											
BIS - Finance, Procurement, Rates Views Implementation																											
eServices - ePayment Implementation																											
HPE CM9 & Authority Integration Implementation																											
Online Requisitions Implementation																											
Work Patterns, Online Timesheet Implementation																											
Asset Management Implementation																											
BIS - Asset Views Implementation																											
CRM Implementation																											

Key Milestones:

1. GL Structure Review – 18-19/12/2017
2. Migration for GL/WO to be completed before 15/12/2017
3. Migration for Payroll, NAR & Rates Data to be completed before 23/02/2018
4. Authority V7 Upgrade to commerce from 26/02/2018
5. Authority V7 Upgrade Go Live– 28/05/2018
6. BIS Implementation (Finance, Procurement, Rates Views, OLR, Work Patterns/Online Timesheets) to start immediately after Authority V7 Upgrade – this implementation does not have dependency with HPE CM9 implementation
7. eServices – ePayment to start immediately after Authority V7 Upgrade – this implementation does not have dependency with HPE CM9 implementation
8. HPE CM9 implementation to start immediately after Authority V7 Upgrade. This implementation can only commence after Authority V7 Upgrade
9. Other modules implementation – Assets, CRM to start after HPE CM9 implementation to avoid manual work to move the documents into HPE CM9

Notes:

Authority V7 Upgrade

Authority V7 Upgrade is a major Authority release which involves:

- A web browser portal style menu and user interface to access the breadth of business functionality, this is a major change and users need to be aware of the GUI changes
- Pre-defined Crystal Reports for standard reporting functions
- Telerik reporting engine for custom and ad-hoc reporting
- Document generation into Microsoft Word with integration into EDM systems
- External customer facing functions available through the Web for receipt of payments and online services
- Web services API layer to enable inter-application communication
- Mobile applications for field staff functionality

Authority V7 Upgrade project requires all module owners and key Authority users to do a complete validation check and business process testing are done in the test environment to confirm the upgraded system is working as expected.

No parallel projects to be carried out during V7 Upgrade. No parameters / configuration changes to be done at the Live environment during V7 Upgrade until the upgrade is completed and system has gone live.

HPE CM9 Implementation

HPE CM9 Implementation involves organisation wide changes, including Council staff that are not currently using Authority.

Murrumbidgee project team will need to conduct an information audit to discover all current business processes and sources of information in order to understand configuration requirements in HPE CM and to allow for the review and improvement of information management processes through HPE CM.

Council project team needs to have an awareness of the legislative requirements in the generation and maintenance of Government records so that the project team can communicate to all staff their responsibilities.

All end users will need to be trained prior to go live of HPE CM9.

Civica does not recommend to have parallel projects running at the same time with HPE CM9 implementation. Council either implements all other Authority modules before HPE CM9 implementation or vice versa depending on the business objectives of Council and which implementation will bring greater benefits to Council.

In this case, Civica recommends HPE CM9 to be implemented first.

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017

STATEMENT OF FINANCIAL PERFORMANCE-CONSOLIDATED

	Original Estimate	Projected to 30/6/17
Revenues from Ordinary Activities		
Rates & Annual Charges	5,355,436	5,402,515
User Charges & Fees	3,259,202	3,259,202
Investment Revenues	570,642	570,642
Grants & Contributions	9,881,182	8,028,093
Other Revenues	478,971	479,298
Profit from Disposal of Assets	26,879	26,879
Total Revenues from Ordinary Activities	<u>19,572,312</u>	<u>17,766,629</u>
Expenses from Ordinary Activities		
Employee Costs	6,528,378	6,528,378
Materials & Contracts	4,819,175	6,582,791
Borrowing Costs	23,900	23,900
Depreciation & Amortisation	4,838,749	4,862,234
Other Expenses	1,562,845	1,562,845
Loss from Disposal of Assets	26,879	26,879
Total Expenses from Ordinary Activities	<u>17,799,926</u>	<u>19,587,027</u>
Surplus/(Deficit) from Ordinary Activities	<u>1,772,386</u>	<u>(1,820,398)</u>
Capital Grants & Contributions	2,948,658	2,973,658
Surplus/(Deficit) from Ordinary Activities before Capital Grants	(1,176,272)	(4,794,056)

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017

STATEMENT OF FINANCIAL PERFORMANCE-WATER SUPPLY

	Original Estimate	Projected to 30/6/17
Revenues from Ordinary Activities		
Rates & Annual Charges	530,989	554,115
User Charges & Fees	523,591	523,591
Investment Revenues	34,858	34,858
Grants & Contributions	12,787	12,787
Other Revenues	4,169	4,169
Profit from Disposal of Assets		
Total Revenues from Ordinary Activities	1,106,394	1,129,520
Expenses from Ordinary Activities		
Employee Costs	125,500	125,500
Materials & Contracts	450,153	474,986
Borrowing Costs	0	0
Depreciation & Amortisation	282,712	272,500
Other Expenses	175,554	175,554
Loss from Disposal of Assets		
Total Expenses from Ordinary Activities	1,033,919	1,048,540
Surplus/(Deficit) from Ordinary Activities	72,475	80,980
Capital Grants & Contributions	0	0
Surplus/(Deficit) from Ordinary Activities before Capital Grants	72,475	80,980

Murrumbidgee Council **Quarterly Budget Review as at 30 September 2017**

STATEMENT OF FINANCIAL PERFORMANCE-SEWER SERVICES

	Original Estimate	Projected to 30/6/17
Revenues from Ordinary Activities		
Rates & Annual Charges	500,897	523,365
User Charges & Fees	19,136	19,136
Investment Revenues	135,769	135,769
Grants & Contributions	13,042	13,042
Other Revenues	1,430	1,430
Profit from Disposal of Assets		
Total Revenues from Ordinary Activities	<u>670,274</u>	<u>692,742</u>
Expenses from Ordinary Activities		
Employee Costs	107,000	107,000
Materials & Contracts	223,423	223,423
Borrowing Costs	0	0
Depreciation & Amortisation	233,683	267,380
Other Expenses	85,355	85,355
Loss from Disposal of Assets		
Total Expenses from Ordinary Activities	<u>649,461</u>	<u>683,158</u>
Surplus/(Deficit) from Ordinary Activities	<u>20,813</u>	<u>9,584</u>
Capital Grants & Contributions		
Surplus/(Deficit) from Ordinary Activities before Capital Grants	20,813	9,584

Murrumbidgee Council

Quarterly Budget Review as at 30 September 2017

STATEMENT OF FINANCIAL PERFORMANCE-GENERAL FUND

	Original Estimate	Projected to 30/6/17
Revenues from Ordinary Activities		
Rates & Annual Charges	4,323,550	4,325,035
User Charges & Fees	2,716,475	2,716,475
Investment Revenues	400,015	400,015
Grants & Contributions	9,855,353	8,002,264
Other Revenues	473,372	473,699
Profit from Disposal of Assets	26,879	26,879
Total Revenues from Ordinary Activities	17,795,644	15,944,367
Expenses from Ordinary Activities		
Employee Costs	6,295,878	6,295,878
Materials & Contracts	4,145,599	5,884,382
Borrowing Costs	23,900	23,900
Depreciation & Amortisation	4,322,354	4,322,354
Other Expenses	1,301,936	1,301,936
Loss from Disposal of Assets	26,879	26,879
Total Expenses from Ordinary Activities	16,116,546	17,855,329
Surplus/(Deficit) from Ordinary Activities	1,679,098	(1,910,962)
Capital Grants & Contributions	2,948,658	2,973,658
Surplus/(Deficit) from Ordinary Activities before Capital Grants	(1,269,560)	(4,884,620)

FORECAST BALANCE SHEET - Consolidated

Proposed at

30/06/2018

CURRENT ASSETS

Cash & cash equivalents/Investments	13589
Cash/Investments - Externally Restricted	4279
Receivables	2087
Receivables - Externally Restricted	290
Inventories	1054
Inventories - Externally Restricted (Water Fund)	28
Inventories - Realisable > 12 months	0
Other	3

Non-current assets held for sale

TOTAL CURRENT ASSETS	21330
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NON-CURRENT ASSETS

Receivables	
Inventories	1016
Infrastructure, Property, Plant & Equipment	263298
Equity accounted investments	
Investment Property	
Intangible Assets	313
Other	

TOTAL NON-CURRENT ASSETS	264627
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TOTAL ASSETS	285957
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CURRENT LIABILITIES

Payables	1664
Borrowings	89
Provisions - Payable > 12 months	0
Provisions	2785

TOTAL CURRENT LIABILITIES	4538
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NON-CURRENT LIABILITIES

Payables	
Borrowings	100
Provisions	55

TOTAL NON CURRENT LIABILITIES	155
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TOTAL LIABILITIES	4693
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NET ASSETS	281264
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EQUITY

Accumulated Surplus	281264
Revaluation Reserves	0
Council Equity Interest	281264

Minority Equity Interest	
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TOTAL EQUITY	281264
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FORECAST BALANCE SHEET - Water Fund

Proposed at

30/06/2018

CURRENT ASSETS

Cash & cash equivalents/Investments	713
Cash/Investments - Externally Restricted	
Receivables	194
Receivables - Externally Restricted	
Inventories	28
Inventories - Externally Restricted (Water Fund)	
Inventories - Realisable > 12 months	
Other	
Non-current assets held for sale	

TOTAL CURRENT ASSETS	935
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NON-CURRENT ASSETS

Receivables	
Inventories	
Infrastructure, Property, Plant & Equipment	9948
Equity accounted investments	
Investment Property	
Intangible Assets	210
Other	

TOTAL NON-CURRENT ASSETS	10158
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TOTAL ASSETS	11093
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CURRENT LIABILITIES

Payables	
Borrowings	
Provisions - Payable > 12 months	
Provisions	

TOTAL CURRENT LIABILITIES	0
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NON-CURRENT LIABILITIES

Payables	
Borrowings	
Provisions	

TOTAL NON CURRENT LIABILITIES	0
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TOTAL LIABILITIES	0
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NET ASSETS	11093
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EQUITY

Accumulated Surplus	11093
Revaluation Reserves	
Council Equity Interest	11093
Minority Equity Interest	
TOTAL EQUITY	11093

FORECAST BALANCE SHEET - Sewer Fund

Proposed at
30/06/2018

CURRENT ASSETS

Cash & cash equivalents/Investments	3566
Cash/Investments - Externally Restricted	
Receivables	96
Receivables - Externally Restricted	
Inventories	
Inventories - Externally Restricted (Water Fund)	
Inventories - Realisable > 12 months	
Other	46
Non-current assets held for sale	
TOTAL CURRENT ASSETS	<u>3708</u>

NON-CURRENT ASSETS

Receivables	
Inventories	
Infrastructure, Property, Plant & Equipment	10209
Equity accounted investments	
Investment Property	
Intangible Assets	
Other	119
TOTAL NON-CURRENT ASSETS	<u>10328</u>
TOTAL ASSETS	<u>14036</u>

CURRENT LIABILITIES

Payables	
Borrowings	
Provisions - Payable > 12 months	
Provisions	
TOTAL CURRENT LIABILITIES	<u>0</u>

NON-CURRENT LIABILITIES

Payables	
Borrowings	
Provisions	
TOTAL NON CURRENT LIABILITIES	<u>0</u>
TOTAL LIABILITIES	<u>0</u>

NET ASSETS

14036

EQUITY

Accumulated Surplus	14036
Revaluation Reserves	
Council Equity Interest	14036
Minority Equity Interest	
TOTAL EQUITY	<u>14036</u>

FORECAST BALANCE SHEET - General Fund

Proposed at

30/06/2018

CURRENT ASSETS

Cash & cash equivalents/Investments	13589
Cash/Investments - Externally Restricted	
Receivables	2087
Receivables - Externally Restricted	
Inventories	1054
Inventories - Externally Restricted (Water Fund)	
Inventories - Realisable > 12 months	
Other	3

Non-current assets held for sale

TOTAL CURRENT ASSETS	16733
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NON-CURRENT ASSETS

Receivables	
Inventories	1016
Infrastructure, Property, Plant & Equipment	243,141
Equity accounted investments	
Investment Property	
Intangible Assets	103
Other	

TOTAL NON-CURRENT ASSETS	244260
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TOTAL ASSETS	260993
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CURRENT LIABILITIES

Payables	1664
Borrowings	135
Provisions - Payable > 12 months	
Provisions	2785

TOTAL CURRENT LIABILITIES	4584
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NON-CURRENT LIABILITIES

Payables	
Borrowings	219
Provisions	55

TOTAL NON CURRENT LIABILITIES	274
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TOTAL LIABILITIES	4858
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NET ASSETS	256135
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EQUITY

Accumulated Surplus	256135
Revaluation Reserves	
Council Equity Interest	256135
Minority Equity Interest	

TOTAL EQUITY	256135
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FORECAST STATEMENT OF CASH FLOWS - CONSOLIDATED

	Original Estimate	As at 30/09/17
Cash Flows from Operating Activities		
<u>Receipts</u>		
Rates & Annual Charges	5,355,436	5,402,515
User Charges & Fees	3,259,202	3,259,202
Interest Received	570,642	570,642
Grants & Contributions	9,881,182	8,028,093
Other Operating Receipts	478,971	479,298
<u>Payments</u>		
Employee Costs	-6,528,378	-6,528,378
Materials & Contracts	-4,819,175	-6,582,791
Borrowing Costs	-23,900	-23,900
Other Operating Payments	-1,562,845	-1,562,845
Net cash provided by (or used in) Operating Activities	6,611,135	3,041,836
Cash Flows from Investing Activities		
<u>Receipts</u>		
Proceeds from sale of Property Plant & Equipment	296,000	609,670
Proceeds from sale of Real Estate	770,000	770,000
<u>Payments</u>		
Purchase of Property Plant & Equipment	-13,801,537	-16,581,066
Provision of Advances & Mortgages	0	-12,000
Net cash provided by (or used in) Investing Activities	-12,735,537	-15,213,396
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings & Advances	353,500	353,500
<u>Payments</u>		
Repayments of borrowings & advances	-147,304	-147,304
Net cash provided by (or used in) Financing Activities	206,196	206,196
Net Increase (Decrease) in cash held	-5,918,206	-11,965,364
Cash Assets at beginning of reporting period	23,500,021	29,616,000
Cash Assets at end of reporting period	17,581,815	17,650,636

FORECAST STATEMENT OF CASH FLOWS - WATER FUND

	Original Estimate	As at 30/09/17
Cash Flows from Operating Activities		
<u>Receipts</u>		
Rates & Annual Charges	530,989	554,115
User Charges & Fees	523,591	523,591
Interest Received	34,858	34,858
Grants & Contributions	12,787	12,787
Other Operating Receipts	4,169	4,169
<u>Payments</u>		
Employee Costs	-125,500	-125,500
Materials & Contracts	-450,153	-474,986
Borrowing Costs	0	0
Other Operating Payments	-175,554	-175,554
Net cash provided by (or used in) Operating Activities	355,187	353,480
Cash Flows from Investing Activities		
<u>Receipts</u>		
Proceeds from sale of Property Plant & Equipment	0	0
Proceeds from sale of Real Estate		0
<u>Payments</u>		
Purchase of Property Plant & Equipment	-1,172,000	-1,227,629
Provision of Advances & Mortgages	0	0
Net cash provided by (or used in) Investing Activities	-1,172,000	-1,227,629
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings & Advances	0	0
<u>Payments</u>		
Repayments of borrowings & advances	0	0
Net cash provided by (or used in) Financing Activities	0	0
Net Increase (Decrease) in cash held	-816,813	-874,149
Cash Assets at beginning of reporting period	1,552,525	1,587,203
Cash Assets at end of reporting period	735,712	713,054

FORECAST STATEMENT OF CASH FLOWS - SEWER FUND

	Original Estimate	As at 30/09/17
Cash Flows from Operating Activities		
<u>Receipts</u>		
Rates & Annual Charges	500,897	523,365
User Charges & Fees	19,136	19,136
Interest Received	135,769	135,769
Grants & Contributions	13,042	13,042
Other Operating Receipts	1,430	1,430
<u>Payments</u>		
Employee Costs	-107,000	-107,000
Materials & Contracts	-223,423	-223,423
Borrowing Costs	0	0
Other Operating Payments	-85,355	-85,355
Net cash provided by (or used in) Operating Activities	254,496	276,964
Cash Flows from Investing Activities		
<u>Receipts</u>		
Proceeds from sale of Property Plant & Equipment	0	0
Proceeds from sale of Real Estate	0	0
<u>Payments</u>		
Purchase of Property Plant & Equipment	-193,000	-340,273
Provision of Advances & Mortgages	0	
Net cash provided by (or used in) Investing Activities	-193,000	-340,273
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings & Advances	53,500	53,500
<u>Payments</u>		
Repayments of borrowings & advances	0	
Net cash provided by (or used in) Financing Activities	53,500	53,500
Net Increase (Decrease) in cash held	114,996	-9,809
Cash Assets at beginning of reporting period	3,491,802	3,575,586
Cash Assets at end of reporting period	3,606,798	3,565,777

FORECAST STATEMENT OF CASH FLOWS - GENERAL FUND

	Original Estimate	As at 30/09/17
Cash Flows from Operating Activities		
<u>Receipts</u>		
Rates & Annual Charges	4,323,550	4,325,035
User Charges & Fees	2,716,475	2,716,475
Interest Received	400,015	400,015
Grants & Contributions	9,855,353	8,002,264
Other Operating Receipts	473,372	473,699
<u>Payments</u>		
Employee Costs	-6,295,878	-6,295,878
Materials & Contracts	-4,432,918	-6,171,701
Borrowing Costs	-23,900	-23,900
Other Operating Payments	-1,014,617	-1,014,617
Net cash provided by (or used in) Operating Activities	6,001,452	2,411,392
Cash Flows from Investing Activities		
<u>Receipts</u>		
Proceeds from sale of Property Plant & Equipment	296,000	609,670
Proceeds from sale of Real Estate	770,000	770,000
<u>Payments</u>		
Purchase of Property Plant & Equipment	-12,436,537	-15,013,164
Provision of Advances & Mortgages	0	-12,000
Net cash provided by (or used in) Investing Activities	-11,370,537	-13,645,494
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings & Advances	300,000	300,000
<u>Payments</u>		
Repayments of borrowings & advances	-147,304	-147,304
Net cash provided by (or used in) Financing Activities	152,696	152,696
Net Increase (Decrease) in cash held	-5,216,389	-11,081,406
Cash Assets at beginning of reporting period	18,455,694	24,453,211
Cash Assets at end of reporting period	13,239,305	13,371,805

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Operating Income									
Governance & Admin	8,880,681	0	0	8,880,681	4,769,070	2,018,541	6,787,611	-2,093,070	
Public Order & Safety	248,917	0	0	248,917	1,964	246,953	248,917	0	
Health	13,887	0	0	13,887	2,084	11,803	13,887	0	
Environment	379,693	0	0	379,693	284,610	103,402	388,012	8,319	
Community Services & Education	321,477	0	0	321,477	95,154	226,323	321,477	0	
Housing & Community Amenities	282,614	0	0	282,614	81,383	201,231	282,614	0	
Recreation & Culture	63,973	0	0	63,973	10,823	57,786	68,609	4,636	
Mining, Manufacturing & Construction	69,590	0	0	69,590	10,331	59,259	69,590	0	
Transport & Communication	3,548,694	0	0	3,548,694	100,490	3,652,042	3,752,532	203,838	
Economic Affairs	1,037,460	0	0	1,037,460	121,731	915,729	1,037,460	0	
Water Supply	1,106,394	0	0	1,106,394	594,351	535,169	1,129,520	23,126	
Sewer Supply	670,274	0	0	670,274	532,642	160,100	692,742	22,468	
Total Income	16,623,654	0	0	16,623,654	6,604,633	8,188,338	14,792,971	-1,830,683	

Operating Expenses									
Governance & Admin	5,915,693	0	0	5,915,693	1,924,265	5,261,841	7,186,106	1,270,413	
Public Order & Safety	551,246	0	0	551,246	35,846	515,400	551,246	0	
Health	21,187	0	0	21,187	9,982	11,205	21,187	0	
Environment	741,132	0	0	741,132	120,541	627,425	747,966	6,834	
Community Services & Education	355,025	0	0	355,025	106,505	249,910	356,415	1,390	
Housing & Community Amenities	435,390	0	0	435,390	170,953	264,437	435,390	0	
Recreation & Culture	1,324,210	0	0	1,324,210	286,635	1,079,141	1,365,776	41,566	
Mining, Manufacturing & Construction	51,609	0	0	51,609	55,650	-4,041	51,609	0	
Transport & Communication	5,726,455	0	0	5,726,455	499,536	5,652,876	6,152,412	425,957	
Economic Affairs	994,599	0	0	994,599	167,017	820,205	987,222	-7,377	
Water Supply	1,033,919	0	0	1,033,919	109,597	938,943	1,048,540	14,621	
Sewer Supply	649,461	0	0	649,461	61,124	622,034	683,158	33,697	
Total Expenditure	17,799,926	0	0	17,799,926	3,547,651	16,039,376	19,587,027	1,787,101	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Review of Operating Income									
Governance & Admin									
Governance	0	0	0	0	0	0	0	0	
Administration	109,516	0	0	109,516	29,913	81,603	111,516	2,000	1
Merger Funding	0	0	0	0	0	0	0	0	
General Manager	0	0	0	0	0	0	0	0	
General Purpose Revenue	8,558,504	0	0	8,558,504	4,709,829	1,753,278	6,463,107	-2,095,397	2
Insurance Clearing	0	0	0	0	0	0	0	0	
Overhead Clearing	10,000	0	0	10,000	0	10,000	10,000	0	
Oncost Clearing	0	0	0	0	0	0	0	0	
Disposal of Fixed Assets	26,879	0	0	26,879	10,303	16,576	26,879	0	
Engineering Admin	28,249	0	0	28,249	2,809	25,440	28,249	0	
DES Admin	0	0	0	0	0	0	0	0	
Depots	2,532	0	0	2,532	2,859	0	2,859	327	
Plant Clearing	145,001	0	0	145,001	13,357	131,644	145,001	0	
	8,880,681	0	0	8,880,681	4,769,070	2,018,541	6,787,611	-2,093,070	
Public Order & Safety									
Animal Control	11,016	0	0	11,016	1,964	9,052	11,016	0	
Emergency Services	0	0	0	0	0	0	0	0	
Fire Control	237,901	0	0	237,901	0	237,901	237,901	0	
	248,917	0	0	248,917	1,964	246,953	248,917	0	
Health									
Health & Food Control	7,278	0	0	7,278	2,084	5,194	7,278	0	
Medical Services	6,609	0	0	6,609	0	6,609	6,609	0	
	13,887	0	0	13,887	2,084	11,803	13,887	0	
Environment									
Noxious Plants	47,132	0	0	47,132	0	47,132	47,132	0	
Environment Protection	0	0	0	0	-19,165	25,999	6,834	6,834	3
Solid Waste Management	332,561	0	0	332,561	303,775	30,271	334,046	1,485	4
Street Cleaning	0	0	0	0	0	0	0	0	
Drainage & Stormwater Management	0	0	0	0	0	0	0	0	
	379,693	0	0	379,693	284,610	103,402	388,012	8,319	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Community Services & Education									
Community Services	321,477	0	0	321,477	95,154	226,323	321,477	0	
Housing & Community Amenities									
Housing	153,208	0	0	153,208	52,984	100,224	153,208	0	
Public Cemeteries	38,552	0	0	38,552	8,122	30,430	38,552	0	
Public Conveniences	0	0	0	0	0	0	0	0	
Street Lighting	33,000	0	0	33,000	0	33,000	33,000	0	
Town Planning	57,854	0	0	57,854	20,277	37,577	57,854	0	
	282,614	0	0	282,614	81,383	201,231	282,614	0	
Recreation & Culture									
Museum	0	0	0	0	0	0	0	0	
Parks Gardens & Lakes	0	0	0	0	0	0	0	0	
Public Halls	8,964	0	0	8,964	3,048	5,916	8,964	0	
Public Library	20,795	0	0	20,795	769	24,662	25,431	4,636	5
Swimming Pool	15,664	0	0	15,664	45	15,619	15,664	0	
Sporting Grounds	5,550	0	0	5,550	1,695	3,855	5,550	0	
Other Cultural Services	0	0	0	0	23	-23	0	0	
Other Sports & Recreation	13,000	0	0	13,000	5,243	7,757	13,000	0	
	63,973	0	0	63,973	10,823	57,786	68,609	4,636	
Mining, Manufacturing & Construction									
Building Control	24,590	0	0	24,590	9,036	15,554	24,590	0	
Quarries & Pits	45,000	0	0	45,000	1,295	43,705	45,000	0	
	69,590	0	0	69,590	10,331	59,259	69,590	0	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Transport & Communication									
Aerodrome	0	0	0	0	0	0	0	0	
Bridges	0	0	0	0	0	0	0	0	
Footpaths	0	0	0	0	0	0	0	0	
State & National Highways	1,461,172	0	0	1,461,172	-92,760	1,553,932	1,461,172	0	
Sealed Rural Roads Local	0	0	0	0	0	0	0	0	
Sealed Rural Roads Regional	852,348	0	0	852,348	193,250	659,098	852,348	0	
Unsealed Rural Roads Local	0	0	0	0	0	0	0	0	
Urban Roads	0	0	0	0	0	0	0	0	
Car Parking Areas	0	0	0	0	0	0	0	0	
Roads to Recovery	1,235,174	0	0	1,235,174	0	1,439,012	1,439,012	203,838	6
Transport Other	0	0	0	0	0	0	0	0	
	3,548,694	0	0	3,548,694	100,490	3,652,042	3,752,532	203,838	
Economic Affairs									
Caravan Parks	8,195	0	0	8,195	1,920	6,275	8,195	0	
Industrial Development	0	0	0	0	0	0	0	0	
Real Estate Development	0	0	0	0	0	0	0	0	
Saleyards & Markets	13,965	0	0	13,965	2,179	11,786	13,965	0	
Tourism & Area Promotion	15,300	0	0	15,300	20,104	-4,804	15,300	0	
Sharefarming	0	0	0	0	0	0	0	0	
Private Works	1,000,000	0	0	1,000,000	97,528	902,472	1,000,000	0	
Other Business Undertakings	0	0	0	0	0	0	0	0	
	1,037,460	0	0	1,037,460	121,731	915,729	1,037,460	0	
Water Supply									
Water Supply	1,106,394	0	0	1,106,394	594,351	535,169	1,129,520	23,126	7
Sewer Supply									
Sewer Supply	670,274	0	0	670,274	532,642	160,100	692,742	22,468	8

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Review of Operating Expenditure									
Governance & Admin									
Governance	279,421	0	0	279,421	20,813	258,608	279,421	0	
Administration	1,462,814	0	0	1,534,010	247,365	1,286,645	1,534,010	0	
Merger Funding	1,500,000	0	0	1,500,000	636,452	1,863,548	2,500,000	1,000,000	9
General Manager's Department	800,053	0	0	800,053	201,958	598,095	800,053	0	
General Purpose Revenue	0	0	0	0	0	0	0	0	
Insurance Clearing	118,648	0	0	118,648	281,591	-162,943	118,648	0	
Overhead Clearing	270,501	0	0	270,501	83,938	206,976	290,914	20,413	10
Oncost Clearing	0	0	0	0	390,549	-140,549	250,000	250,000	11
Disposal of Fixed Assets	26,879	0	0	26,879	0	26,879	26,879	0	
Engineering Admin	502,607	0	0	502,607	194,573	308,034	502,607	0	
DES Admin	641,185	0	0	641,185	66,905	574,280	641,185	0	
Depot	301,856	0	0	301,856	54,550	247,306	301,856	0	
Plant Clearing	-59,467	0	0	-59,467	-254,429	194,962	-59,467	0	
	5,844,497	0	0	5,915,693	1,924,265	5,261,841	7,186,106	1,270,413	
Public Order & Safety									
Animal Control	33,792	0	0	33,792	7,975	25,817	33,792	0	
Emergency Services	20,200	0	0	20,200	550	19,650	20,200	0	
Fire Control	497,254	0	0	497,254	27,321	469,933	497,254	0	
	551,246	0	0	551,246	35,846	515,400	551,246	0	
Health									
Health & Food Control	7,466	0	0	7,466	6,675	791	7,466	0	
Medical Services	13,721	0	0	13,721	3,307	10,414	13,721	0	
	21,187	0	0	21,187	9,982	11,205	21,187	0	
Environment									
Noxious Plants	157,997	0	0	157,997	29,058	128,939	157,997	0	
Environment Protection	9,061	0	0	9,061	16,350	-455	15,895	6,834	12
Solid Waste Management	280,011	0	0	280,011	58,013	221,998	280,011	0	
Street Cleaning	58,190	0	0	58,190	4,259	53,931	58,190	0	
Drainage & Stormwater Management	235,873	0	0	235,873	12,861	223,012	235,873	0	
	741,132	0	0	741,132	120,541	627,425	747,966	6,834	
Community Services & Education									
Community Services	355,025	0	0	355,025	106,505	249,910	356,415	1,390	13

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Housing & Community Amenities									
Housing	156,889	0	0	156,889	80,844	76,045	156,889	0	
Public Cemeteries	64,417	0	0	64,417	16,092	48,325	64,417	0	
Public Conveniences	98,598	0	0	98,598	20,052	78,546	98,598	0	
Street Lighting	106,301	0	0	106,301	17,133	89,168	106,301	0	
Town Planning	9,185	0	0	9,185	36,832	-27,647	9,185	0	
	435,390	0	0	435,390	170,953	264,437	435,390	0	
Recreation & Culture									
Museum	11,911	0	0	11,911	3,406	13,105	16,511	4,600	14
Parks Gardens & Lakes	394,448	0	0	394,448	57,438	337,010	394,448	0	
Public Halls	127,058	0	0	127,058	35,469	111,589	147,058	20,000	15
Public Library	248,095	0	0	248,095	120,491	137,570	258,061	9,966	16
Swimming Pool	217,474	0	0	217,474	17,933	199,541	217,474	0	
Sporting Grounds	267,157	0	0	267,157	42,904	231,253	274,157	7,000	17
Other Cultural Services	22,838	0	0	22,838	7,070	15,768	22,838	0	
Other Sports & Recreation	35,229	0	0	35,229	1,924	33,305	35,229	0	
	1,324,210	0	0	1,324,210	286,635	1,079,141	1,365,776	41,566	
Mining, Manufacturing & Construction									
Building Control	15,344	0	0	15,344	0	15,344	15,344	0	
Quarries & Pits	36,265	0	0	36,265	55,650	-19,385	36,265	0	
	51,609	0	0	51,609	55,650	-4,041	51,609	0	
Transport & Communication									
Aerodrome	32,387	0	0	32,387	9,717	22,670	32,387	0	
Bridges	72,000	0	0	72,000	0	72,000	72,000	0	
Footpaths	44,000	0	0	44,000	2,781	41,219	44,000	0	
State & National Highways	1,461,172	0	0	1,461,172	92,105	1,369,067	1,461,172	0	
Sealed Rural Roads Local	2,237,797	0	0	2,237,797	79,216	2,158,581	2,237,797	0	
Sealed Rural Roads Regional	745,474	0	0	745,474	68,128	1,103,303	1,171,431	425,957	18
Unsealed Rural Roads Local	760,766	0	0	760,766	208,978	551,788	760,766	0	
Urban Roads	317,939	0	0	317,939	33,284	284,655	317,939	0	
Car Parking Areas	1,900	0	0	1,900	0	1,900	1,900	0	
Roads to Recovery	0	0	0	0	0	0	0	0	
Transport Other	53,020	0	0	53,020	5,327	47,693	53,020	0	
	5,726,455	0	0	5,726,455	499,536	5,652,876	6,152,412	425,957	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Operating Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Economic Affairs									
Caravan Parks	13,105	0	0	13,105	5,298	7,807	13,105	0	
Industrial Development	3,640	0	0	3,640	4,389	-749	3,640	0	
Real Estate Development	4,887	0	0	4,887	50,871	-45,984	4,887	0	
Saleyards & Markets	41,038	0	0	41,038	5,472	28,189	33,661	-7,377	19
Tourism & Area Promotion	124,505	0	0	124,505	23,243	101,262	124,505	0	
Sharefarming	1,763	0	0	1,763	736	1,027	1,763	0	
Private Works	800,000	0	0	800,000	73,117	726,883	800,000	0	
Other Business Undertakings	5,661	0	0	5,661	3,891	1,770	5,661	0	
	994,599	0	0	994,599	167,017	820,205	987,222	-7,377	
Water Supply									
Water Supply	1,033,919	0	0	1,033,919	109,597	938,943	1,048,540	14,621	20
Sewer Supply									
Sewer Supply	649,461	0	0	649,461	61,124	622,034	683,158	33,697	21

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
Capital Income	SOUTH								
Governance & Admin	353,330	0	0	353,330	397,550	8,187,863	8,585,413	8,232,083	
Public Order & Safety	0	0	0	0	45,851	-45,851	0	0	
Health	0	0	0	0	0	0	0	0	
Environment Protection	1,515,000	0	0	1,515,000	0	1,515,000	1,515,000	0	
Community Services & Education	0	0	0	0	0	1,390	1,390	1,390	
Housing & Community Amenities	300,000	0	0	300,000	0	300,000	300,000	0	
Recreation & Culture	18,000	0	0	18,000	0	99,897	99,897	81,897	
Mining, Manufacturing & Construction	0	0	0	0	0	0	0	0	
Transport & Communication	1,583,991	0	0	1,583,991	228,750	2,440,057	2,668,807	1,084,816	
Economic Affairs	770,000	0	0	770,000	291,269	584,505	875,774	105,774	
Water Supply	0	0	0	0	0	0	0	0	
Sewer Supply	53,500	0	0	53,500	13,375	40,125	53,500	0	
Total Income	4,593,821	0	0	4,593,821	976,795	13,122,986	14,099,781	9,505,960	
Capital Expenses									
Governance & Admin	6,075,500	0	0	6,075,500	1,253,298	6,336,069	7,589,367	1,513,867	
Public Order & Safety	0	0	0	0	0	0	0	0	
Health	1,000	0	0	1,000	0	1,000	1,000	0	
Environmental Protection	1,631,000	0	0	1,631,000	399,679	1,231,321	1,631,000	0	
Community Services & Education	0	0	0	0	0	0	0	0	
Housing & Community Amenities	325,430	0	0	325,430	182,983	142,447	325,430	0	
Recreation & Culture	74,721	0	0	74,721	48,249	71,158	119,407	44,686	
Mining, Manufacturing & Construction	0	0	0	0	0	0	0	0	
Transport & Communication	4,429,690	0	0	4,429,690	683,112	4,609,275	5,292,387	862,697	
Economic Affairs	46,500	0	0	46,500	136,743	77,134	213,877	167,377	
Water Supply	1,172,000	0	0	1,172,000	18,434	1,209,195	1,227,629	55,629	
Sewer Supply	193,000	0	0	193,000	491	339,782	340,273	147,273	
Total Expenditure	13,948,841	0	0	13,948,841	2,722,989	14,017,381	16,740,370	2,791,529	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Review of Capital Income									
Governance & Admin									
Governance	57,330	0	0	57,330	0	57,330	57,330	0	
Administration	0	0	0	0	0	6,500,000	6,500,000	6,500,000	22
Merger Funding	0	0	0	0	0	0	0	0	
General Manager	0	0	0	0	0	0	0	0	
General Purpose Revenue	0	0	0	0	0	0	0	0	
Insurance Clearing	0	0	0	0	0	0	0	0	
Overhead Clearing	0	0	0	0	0	20,413	20,413	20,413	23
Oncost Clearing	0	0	0	0	250,000	0	250,000	250,000	24
Disposal of Fixed Assets	0	0	0	0	0	0	0	0	
Engineering Admin	0	0	0	0	0	0	0	0	
DES Admin	0	0	0	0	0	0	0	0	
Depots	0	0	0	0	0	50,000	50,000	50,000	25
Plant Clearing	296,000	0	0	296,000	147,550	1,560,120	1,707,670	1,411,670	26
	353,330	0	0	353,330	397,550	8,187,863	8,585,413	8,232,083	
Public Order & Safety									
Animal Control	0	0	0	0	0	0	0	0	
Emergency Services	0	0	0	0	0	0	0	0	
Fire Control	0	0	0	0	45,851	-45,851	0	0	
	0	0	0	0	45,851	-45,851	0	0	
Health									
Health & Food Control	0	0	0	0	0	0	0	0	
Medical Services	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Environment									
Noxious Plants	0	0	0	0	0	0	0	0	
Environment Protection	1,515,000	0	0	1,515,000	0	1,515,000	1,515,000	0	
Solid Waste Management	0	0	0	0	0	0	0	0	
Street Cleaning	0	0	0	0	0	0	0	0	
Drainage & Stormwater Management	0	0	0	0	0	0	0	0	
	1,515,000	0	0	1,515,000	0	1,515,000	1,515,000	0	
Community Services & Education									
Community Services	0	0	0	0	0	1,390	1,390	1,390	27

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Housing & Community Amenities									
Housing	300,000	0	0	300,000	0	300,000	300,000	0	
Public Cemeteries	0	0	0	0	0	0	0	0	
Public Conveniences	0	0	0	0	0	0	0	0	
Street Lighting	0	0	0	0	0	0	0	0	
Town Planning	0	0	0	0	0	0	0	0	
	300,000	0	0	300,000	0	300,000	300,000	0	
Recreation & Culture									
Museum	0	0	0	0	0	4,600	4,600	4,600	28
Parks Gardens & Lakes	0	0	0	0	0	0	0	0	
Public Halls	0	0	0	0	0	20,000	20,000	20,000	29
Public Library	18,000	0	0	18,000	0	43,297	43,297	25,297	30
Swimming Pool	0	0	0	0	0	0	0	0	
Sporting Grounds	0	0	0	0	0	7,000	7,000	7,000	31
Other Cultural Services	0	0	0	0	0	25,000	25,000	25,000	32
Other Sports & Recreation	0	0	0	0	0	0	0	0	
	18,000	0	0	18,000	0	99,897	99,897	81,897	
Mining, Manufacturing & Construction									
Building Control	0	0	0	0	0	0	0	0	
Quarries & Pits	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Transport & Communication									
Aerodrome	0	0	0	0	0	0	0	0	
Bridges	0	0	0	0	0	0	0	0	
Footpaths	0	0	0	0	0	0	0	0	
State & National Highways	0	0	0	0	0	0	0	0	
Sealed Rural Roads Local	1,180,000	0	0	1,180,000	0	1,180,000	1,180,000	0	
Sealed Rural Roads Regional	153,691	0	0	153,691	0	579,648	579,648	425,957	33
Unsealed Rural Roads Local	0	0	0	0	0	0	0	0	
Urban Roads	250,300	0	0	250,300	109,750	230,550	340,300	90,000	34
Car Parking Areas	0	0	0	0	0	0	0	0	
Roads to Recovery	0	0	0	0	119,000	449,859	568,859	568,859	35
Transport Other	0	0	0	0	0	0	0	0	
	1,583,991	0	0	1,583,991	228,750	2,440,057	2,668,807	1,084,816	
Economic Affairs									
Caravan Parks	0	0	0	0	0	0	0	0	
Industrial Development	0	0	0	0	0	0	0	0	
Real Estate Development	770,000	0	0	770,000	291,269	584,505	875,774	105,774	36
Saleyards & Markets	0	0	0	0	0	0	0	0	
Tourism & Area Promotion	0	0	0	0	0	0	0	0	
Sharefarming	0	0	0	0	0	0	0	0	
Private Works	0	0	0	0	0	0	0	0	
Other Business Undertakings	0	0	0	0	0	0	0	0	
	770,000	0	0	770,000	291,269	584,505	875,774	105,774	
Water Supply									
Water Supply	0	0	0	0	0	0	0	0	
Sewer Supply									
Sewer Supply	53,500	0	0	53,500	13,375	40,125	53,500	0	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Review of Capital Expenditure									
Governance & Admin									
Governance	0	0	0	0	0	0	0	0	
Administration	408,500	0	0	408,500	12,544	407,956	420,500	12,000	37
Merger Funding	4,000,000	0	0	4,000,000	754,414	3,245,586	4,000,000	0	
General Manager	0	0	0	0	0	0	0	0	
General Purpose Revenue	0	0	0	0	0	0	0	0	
Insurance Clearing	0	0	0	0	0	0	0	0	
Overhead Clearing	0	0	0	0	0	0	0	0	
Oncost Clearing	0	0	0	0	0	0	0	0	
Disposal of Fixed Assets	0	0	0	0	0	0	0	0	
Engineering Admin	2,000	0	0	2,000	-9	2,009	2,000	0	
DES Admin	2,000	0	0	2,000	0	2,000	2,000	0	
Depots	45,000	0	0	45,000	3,758	91,242	95,000	50,000	38
Plant Clearing	1,618,000	0	0	1,618,000	482,591	2,587,276	3,069,867	1,451,867	39
	6,075,500	0	0	6,075,500	1,253,298	6,336,069	7,589,367	1,513,867	

Public Order & Safety

Animal Control	0	0	0	0	0	0	0	0	
Emergency Services	0	0	0	0	0	0	0	0	
Fire Control	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	

Health

Health & Food Control	1,000	0	0	1,000	0	1,000	1,000	0	
Medical Services	1,000	0	0	1,000	0	1,000	1,000	0	

Environment

Noxious Plants	0	0	0	0	0	0	0	0	
Environment Protection	1,515,000	0	0	1,515,000	380,070	1,134,930	1,515,000	0	
Solid Waste Management	1,000	0	0	1,000	180	820	1,000	0	
Street Cleaning	0	0	0	0	0	0	0	0	
Drainage & Stormwater Management	0	0	0	0	0	0	0	0	
	1,516,000	0	0	1,516,000	380,250	1,135,750	1,516,000	0	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Community Services & Education									
Community Services									
	0	0	0	0	0	0	0	0	
Housing & Community Amenities									
Housing	300,000	0	0	300,000	182,939	117,061	300,000	0	
Public Cemeteries	14,000	0	0	14,000	44	13,956	14,000	0	
Public Conveniences	0	0	0	0	0	0	0	0	
Street Lighting	0	0	0	0	0	0	0	0	
Town Planning	0	0	0	0	0	0	0	0	
	314,000	0	0	314,000	182,983	131,017	314,000	0	
Recreation & Culture									
Museum	0	0	0	0	0	0	0	0	
Parks Gardens & Lakes	28,221	0	0	28,221	2,732	25,489	28,221	0	
Public Halls	0	0	0	0	0	0	0	0	
Public Library	46,500	0	0	46,500	7,161	59,025	66,186	19,686	40
Swimming Pool	0	0	0	0	0	0	0	0	
Sporting Grounds	0	0	0	0	0	0	0	0	
Other Cultural Services	0	0	0	0	0	25,000	25,000	25,000	41
Other Sports & Recreation	0	0	0	0	38,356	-38,356	0	0	
	74,721	0	0	74,721	48,249	71,158	119,407	44,686	
Mining, Manufacturing & Construction									
Building Control	0	0	0	0	0	0	0	0	
Quarries & Pits	0	0	0	0	0	0	0	0	

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Capital Income & Expenses

	Original Budget 2017/18	Sub Vote at 30/9/17	Sub Vote at 31/12/17	Total Vote	Actual to Date	Remaining	Revised Estimate	Variance	Note
SOUTH									
Transport & Communication									
Aerodrome	0	0	0	0	0	0	0	0	
Bridges	0	0	0	0	0	0	0	0	
Footpaths	20,000	0	0	20,000	144	19,856	20,000	0	
State & National Highways									
Sealed Rural Roads Local	1,892,180	0	0	1,892,180	126,172	1,766,008	1,892,180	0	
Sealed Rural Roads Regional	630,565	0	0	630,565	146,337	484,228	630,565	0	
Unsealed Rural Roads Local	307,618	0	0	307,618	0	307,618	307,618	0	
Urban Roads	344,153	0	0	344,153	33,985	400,168	434,153	90,000	42
Car Parking Areas	0	0	0	0	0	0	0	0	
Roads to Recovery	1,235,174	0	0	1,235,174	376,474	1,631,397	2,007,871	772,697	43
Transport Other									
	4,429,690	0	0	4,429,690	683,112	4,609,275	5,292,387	862,697	
Economic Affairs									
Caravan Parks	0	0	0	0	0	0	0	0	
Industrial Development	0	0	0	0	0	0	0	0	
Real Estate Development	40,000	0	0	40,000	125,563	74,437	200,000	160,000	44
Saleyards & Markets	0	0	0	0	11,180	-3,803	7,377	7,377	45
Tourism & Area Promotion	6,500	0	0	6,500	0	6,500	6,500	0	
Sharefarming	0	0	0	0	0	0	0	0	
Private Works	0	0	0	0	0	0	0	0	
Other Business Undertakings									
	46,500	0	0	46,500	136,743	77,134	213,877	167,377	
Water Supply									
Water Supply	1,172,000	0	0	1,172,000	18,434	1,209,195	1,227,629	55,629	46
Sewer Supply									
Sewer Supply	193,000	0	0	193,000	491	339,782	340,273	147,273	47

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$	Description
Operating Income		
1	2,000	F Additional employee subsidy
2	-2,095,397	U Reduced FAG income due to prepayment in 2016/17
3	6,834	F Planning Reform Programme Grant due (See item 12)
4	1,485	F Increased vacant land charge for DWM - Wunnamurra Estate
5	4,636	F Additional collaboration incentive funding for library services (see item 16)
6	203,838	F Increased Roads to Recovery funding allocation (See item 43)
7	23,126	F Increased water rates income
8	22,468	F Increased sewer rates income
	-1,831,010	
	327	Other favourable variances
	-1,830,683	Total unfavourable Operating Income

Murrumbidgee Council
Quarterly Budget Review as at 30 Septmber 2017
Report on recommended changes to Budget

Ref.	Variance \$	Description
Operating Expenditure		
9	1,000,000	U Additional expenditure required for merger implementation (Offset by item 22)
10	20,413	U Additional costs of Risk Management (Offset by item 23)
11	250,000	U Increased cost of employee entitlements (Offset by item 24)
12	6,834	U Planning Reform Programme (Offset by item 3)
13	1,390	U Increased Youth Week costs (Offset by item 27)
14	4,600	U Costs of Museum Programmes to be funded (Offset by item 28)
15	20,000	U Additional cost of specific halls maintenance (Offset by item
16	9,966	U Merger implementation costs for library \$5611 (Offset by item 30) Library collaboration costs \$4355 (offset by item 5)
17	7,000	U Additional specific purpose maintenance costs for Monash Park (Offset by item 31)
18	425,957	U Regional Roads maintenance costs unexpended from previous year (Offset by item 33)
19	-7,377	F Maintenance costs for saleyards transferred to capital costs (See item 45)

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$		Description
20	14,621	U	Provision of costs for plans, studies and reports for water supply fund \$24833 Reduced nett costs of depreciation following revaluation of assets \$10212
21	33,697	U	Increased nett costs of sewer services depreciation following revaluation of assets
	1,787,101		
	0		Other unfavourable variances
	1,787,101		Total unfavourable operating expenditure variances
			Total unfavourable operating variances
	-3,617,784		

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$	Description
Capital Income		
22	6,500,000	F Transfer from unexpended grants reserve (See item 9)
23	20,413	F Transfer from unexpended works reserve (See item 10)
24	250,000	F Transfer from employee entitlements reserve (See item 11)
25	50,000	F Transfer from unexpended works reserve (See item 38)
26	1,411,670	F Increased plant disposal income \$313,670 (See item 39) Transfer from Plant Reserves \$1,098,000 (See item 39)
27	1,390	F Transfer from unexpended works reserve (See item 13)
28	4,600	F Transfer from unexpended grants reserve (See item 14)
29	20,000	F Transfer from unexpended works reserve (See item 15)
30	25,297	F Transfer from unexpended grants reserve (See items 16 & 40)

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$		Description
31	7,000	F	Transfer from unexpended works reserve (See item 17)
32	25,000	F	Proposed grant funding for Police Stables Restoration (See item 41)
33	425,957	F	Transfer from unexpended grants reserve (See item 18)
34	90,000	F	Transfers from Infrastructure replacement reserves (See item 42)
35	568,859	F	Transfer from unexpended grants reserve (See item 43)
36	105,774	F	Transfer from unexpended works reserve (See item 44)
9,505,960			
			Other variances
0			Total favourable Capital Income variances
9,505,960			

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$	Description
Capital Expenditure		
37	12,000	U Provide for loan to Jerilderie Mens Shed as per resolution 127\06\17
38	50,000	U Costs of emulsion tank for Jerilderie Depot (Offset by item 25)
39	1,451,867	U Increased plant purchase costs (Offset by item 26)
40	19,686	U Additional costs for library local special projects \$3,686 (Offset by item 30) Cost of RFID System implementation \$16,000 (Offset by item 30)
41	25,000	U Costs for police stables restoration (Offset by item 32)
42	90,000	U Costs for design of Coleambally Masterplan \$30,000 (Offset by item 34) Construction of Coleambally Bus Bay \$60,000 (Offset by item 34)
43	772,697	U Roads to Recovery costs unexpended from previous year (Offset by items 6 & 35)
44	160,000	U Additional costs of Wunnamurra Estate development (Partly offset by item 36)
45	7,377	U Upgrade of holding fences at saleyards (Offset by item 19)

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Report on recommended changes to Budget

Ref.	Variance \$	Description
46	55,629	Provide for turbidity meter \$10,000 Additional costs of water supply additions for Wunnamurra Estate \$3,995 Increased costs of providing sprinkler timers \$14,177 Water Tank Recoating \$30,000 Additional costs of Nowranie St Reservoir connection \$32,809 Remaining costs for raw water tower connection \$14,648 Defer costs of providing raw water meters \$50,000
47	147,273	Additional cost of providing for sewer rising main replacement \$113,034 Costs of treatment works amenities upgrading \$19,000 North Jerilderie sewer additions \$15,239
	2,791,529	Total unfavourable Capital Expense variances
	0	Other Variances
	<u>2,791,529</u>	Nett unfavourable Capital Expense variances
	<u><u>6,714,431</u></u>	Total favourable capital variances

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Cash and Investments

	Original Budget 2017/18	Actual to Date	Remaining	Revised Estimate	Variance
Unrestricted	2,062,921	599,236	2,662,157	2,662,157	
Externally Restricted					
RTA Contributions			0	0	
Unexpended Grants	766,518	-766,518	0	0	
Unexpended Grants-SCF	9,106,036	-4,434,251	4,671,785	4,671,785	
Unexpended Grants-NCIF	2,397,610	-1,343,592	1,054,018	1,054,018	
Water Supply Funds	1,895,304	-1,182,250	713,054	713,054	
Sewerage Funds	3,656,523	-90,746	3,565,777	3,565,777	
Domestic Waste Management	114,921	-11,117	103,804	103,804	
Coleambally Town Development Reserve	432,000	0	432,000	432,000	
Included in liabilities					
Unexpended loans		0	0	0	
Other	197,385	-197,385	0	0	
	0	18,566,297	-8,025,859	10,540,438	10,540,438
Internally Restricted					
Employee Entitlements	1,460,000	-250,000	1,210,000	1,210,000	
Infrastructure Replacement	4,468,372	-1,554,705	2,913,667	2,913,667	
Plant Replacement	1,422,374	-1,098,000	324,374	324,374	
Residential Housing Replacement		0	0	0	
Real Estate Development		0	0	0	
Uncompleted Works		0	0	0	
FAG Advance Payment					
	0	7,350,746	-2,902,705	4,448,041	4,448,041
Total Restricted Funds	0	25,917,043	-10,928,564	14,988,479	14,988,479
Total Cash and Investments	0	27,979,964	-10,329,328	17,650,636	17,650,636

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Cash and Investments

Restricted funds are invested in accordance with Council's investment policies.

Restricted funds have been invested as at 30 September 2017 as presented at meeting held October 2017

A reconciliation of cash with the bank statement to 30 September 2017 has been made as per meeting held October 2017

Cash and investments were reconciled with funds invested and cash at bank to 30 September 2017 as per item presented at meeting held October 2017

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Key Performance Indicators Statement

All current statutory financial requirements have been met.

Murrumbidgee Council **Quarterly Budget Review as at 30 September 2017** **Contracts and Other Expenses**

Contracts entered into during the quarter and yet to be fully performed, excluding contractors that are on Council's 'Preferred Supplier List'

Contractor	Detail and purpose	\$ Value	Commenced	Duration	Budgeted
Telfords Building Systems	Supply of Shed for Grant Project	23,479	27/07/2017	3 months	Yes
Wagga Trucks Hino	Supply of tipping trucks	490,867	7/08/2017	3 months	Yes
Hartwigs Trucks Pty Ltd	Supply of tractor	178,800	7/08/2017	3 months	Yes

Murrumbidgee Council
Quarterly Budget Review as at 30 September 2017
Consultancy and Legal Expenses

Consultancies	Expenditure YTD	Budgeted
Building & Environmental Services Today P/L	\$48,058	Yes
NxtIT	\$22,349	NCIF Grant Funded
C2Hills	\$4,400	Grant Funded
ID Consulting Pty Ltd	42240	Grant Funded
Legal Fees		
Kell Moore Lawyers	\$5,402	Yes
Farrell Goode	\$1,769	Yes
Custom Collection Services	\$71	Yes



Murrumbidgee Council



Murrumbidgee Council Transition & Implementation Plan

December

2016

This document provides an outline of the work that will be undertaken to establish Murrumbidgee Council as a fit-for-purpose Local Government organisation.

Continuity of
service as we
create a
community-
focused future

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1. EXECUTIVE SUMMARY

Creating a new Council is first and foremost a whole of organisation change project involving many different kinds of change - including changes in strategy, goals, structure, processes, systems, work practices, technology and culture.

The process of merging is a challenging time for the key stakeholders (staff, councillors and community) due to the general uncertainty that comes with any change of this scale.

Organisational leadership, including vision, drive and the skills necessary to guide people through the change, is recognised as critical. To this end, the two former councils are continuing to invest in staff training programs focusing on leadership skills, change management and building resilience.

2. INTRODUCTION

The purpose of the Murrumbidgee Council Transition & Implementation Plan (the Plan) is to outline the Implementation Framework designed to assist the Administrator, General Manager and Deputy General Manager of the newly-formed Murrumbidgee Council in the creation of a new council for the residents and ratepayers of the former Jerilderie and Murrumbidgee local government areas.

Connected by the Kidman Way, with links to major freight transport routes, the communities of Jerilderie, Coleambally and Darlington Point are steeped in iconic images of Australia history, host to innovative irrigation-based agriculture and home of the river system that shares its name.

The merged Council has a population base of 4,047. The Council are is located between the fertile, irrigation and river systems of the Riverina and the dryland agricultural area of the Hay plains. It covers a geographical area of 6,880 square kilometres and its major industries are agriculturally based.

The Council has a strong role in providing services and facilities to support those agricultural activities and the families and businesses within the respective communities of the region.

It is practical for the new Council to undertake this due diligence process to ensure the continued delivery of services to residents and ongoing viability of operations now that the merger has occurred.

The establishment of a Project Management Office will guide the implementation of this Transition Plan at the behest of the General Manager.

The implementation timelines developed for this plan are in keeping with the guidelines developed by the Department of Premier and Cabinet and designed to ensure the engagement of all key staff and stakeholders throughout the transition phase. In so doing, it is envisaged that the long-term outcomes of the transition will be embedded into the organisation in a realistic and sustainable fashion.

It is the intention of the Administrator and General Manager to utilise the Merger Implementation Funds provided by the Department of Premier and Cabinet in a fiscally prudent fashion by adopting a “Best Value” approach to the engagement of resources to meet the objectives of the Transition Plan.

2. SCOPE AND PHASES

This Plan will facilitate the establishment of a new organisation that has at its heart the greater good of the new community, including enhanced and innovative services for the community that cares for its people (staff) going through the transition, and of course meets legislative requirements.

Given that the new Council came into existence on the day of Proclamation, initial work on preparing for the change has been incorporated into the integration, or first, phase. On the premise of integration ahead of implementation, there are two distinct phases to the creation of a new Murrumbidgee Council:

Phase 1: Integration and Preparing for Change

Proclamation (Day 1) to the election of the new council in September 2017

Phase 2: Implementation and Transition

Election and new Council

Each phase has different challenges, requires different outcomes and therefore the purposes and goals of each phase are different.

PHASE 1 – INTEGRATION AND PREPARING FOR CHANGE

The timing of Phase 1 is from Proclamation on May 12, 2016 until the Local Government Election Day for all amalgamated Councils on September 9, 2017.

The purpose and goals for this phase are as described – integration of systems and services as well as preparation for change ahead of the transition. This phase builds on the readiness of each legacy council and its staff to create our new Council.

This phase is also largely about enabling the new organisation and ensuring business continuity, while continuing the integration of the services and work units.

Phase 1 goals:

- ❖ Create a comparable evidence base for the former councils
- ❖ Create a climate for change and change readiness
- ❖ Engage and enable the new organisation
- ❖ Continue transition work
- ❖ Effective communications

PHASE 2 – IMPLEMENTATION & TRANSITION

The timing of Phase 2 is ongoing from the council elections in September 2017.

In this phase the new council will undertake its integrated planning and reporting processes for the new council term and the organisation will be undergoing more transformational internal change to align its direction and resources with the strategic vision and objectives arising from the new CSP.

Organisational governance structure in Phase 2 is the newly elected mayor and council and their appointed general manager.

Phase 2 goals:

- ❖ Community affinity with the new council and local government area
- ❖ Organisational transformation
- ❖ Reframing local democracy

3. IMPLEMENTATION PRINCIPLES

The following principles are designed to guide the creation of the new Council.

Principle	Description
Service	Community first in decision making Maintain seamless service delivery
Opportunity	Develop 'best of the best' Embrace the 'new' and opportunities to innovate
Cohesion	Build on strengths of each former Council A true collaboration Build confidence in the new council
Engagement	Inform and involve key stakeholders at all stages
Integrity	Ethical, open and accountable governance Keeping to the truth Evidence based Decisions made in the long term interests of the new Council
Respect	Leader led Value the knowledge and contributions of others
Equity	Decisions and processes will be made from a position of consideration for the former entities and the communities which they served.

In keeping with these principles, the community has provided Council with its own views through the engagement process to develop a new corporate brand. There were many words used to describe the type of organisation the community expected the new Murrumbidgee Council to be and these words are captured on the following page.



These opinions of what the new organisation should aspire to have also helped shape the Corporate Values and Vision and will drive the culture of the organisation into the future.

4. TEN KEY RESULTS

In preparing the Murrumbidgee Council Transition Plan, due regard was given to the establishment of key results and milestones. This will not only provide for effective corporate planning principles to be met but also ensure clear reporting targets are established from the outset. While the detail of the Transition Plan can be found in Attachment A – Murrumbidgee Council Implementation Project Plan, the following ten key result areas summarise this document and provide a snapshot of how Murrumbidgee Council will achieve results in each of the key areas.

1. SERVICE CONTINUITY WITH SMART SERVICE IMPROVEMENTS

What does this mean?

The first priority for the implementation process is that there be no disruption in the provision of existing services to communities. This includes traditional services such as maintaining infrastructure, assessing development applications, protecting the environment, supporting community development collecting waste and undertaking recycling.

It also includes a wide range of other services which contemporary councils provide, such as promoting local business, supporting culture and the arts and running saleyards, airports and cemeteries.

While many of the benefits of new councils will be maximised over the longer term, there will be opportunities for councils to identify and deliver smart service improvements in the earlier stages of the implementation process.

How it will be achieved?

- As part of Phase 1, this will involve documenting the service activity areas of each council. The work will involve service 'mapping' and documenting existing operating areas in preparation of future work. It will involve having up-to-date lists of current policies in a Policy Register and have a current list of Delegations.
- The work will largely be done internally in each existing council. This will provide staff with a sense of 'ownership' of the change process and allow opportunities for improved service methods to be identified and adopted.
- The outcome will be a comparable set of documents across the new organisation which will be used to benchmark service improvements.
- Throughout this phase, staff will continue to complete their normal tasks while contributing to the implementation of change that is realistic and sustainable.
- The outcome will be resolving behind the scenes issues as quickly and effectively as possible to ensure continued operations and a solid foundation for the effectiveness of the new council into the future.

2. ROBUST GOVERNANCE THAT DELIVERS CONFIDENCE TO COMMUNITIES

What does this mean?

Communities will be seeking confidence that the new council has robust and transparent governance systems. This is a core expectation of local government, which is particularly critical during a time of change.

In the early stages of implementation, councils should have a particularly strong focus on identifying, mitigating and managing risk. Most councils are experienced in identifying risks and developing and instigating mitigation strategies.

How it will be achieved?

One of the risks for our communities is a loss of representation at the local level in a larger LGA. This is an opportunity to reframe and redesign local democracy to be more participatory and embrace a wider community engagement. It is an opportunity to embed stronger democracy and democratic principles.

The outcome will be that people will feel there is strong engagement with the new council and that they have the opportunity to participate in decision making about the local area. People will have confidence that they can influence decision making.

During the Transition Phase, this will be managed through the appointment of all former elected Councillors with an ongoing interest to serve on the Local Representation Committee. This committee will consider matters of community relevance and make recommendations to the Council.

3. EASY TO DO BUSINESS WITH, IN PERSON AND ONLINE

What does this mean?

It is expected that residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with councils without interruption. This includes the ability to access customer service centres in person – in a wider range of locations – and to do business online.

How it will be achieved?

- Information contained on previous Council websites has been transitioned to one combined site and singular social media presence established.
- Single phone contact point for whole of Council – answer points determined by geographic location of caller.

- Review of existing business services (as previously outlined) to streamline outward facing service delivery across all service centres.

4. ENGAGED STAFF WHO UNDERSTAND THEIR ROLES AND HOW THEY CONTRIBUTE TO THE NEW COUNCIL

What does this mean?

The success of the new council will depend on a positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new council and being excited by the potential for development and other opportunities.

How it will be achieved?

- This is again internal work that must be done by each of the former councils and will require training for staff on change management and resilience.
- In this phase it is important for the new council to create a joint compelling story for the change that focuses on the opportunities ahead and which will help in creating a sense of enthusiasm within the existing workforce.
- The Transition Survey undertaken by Murrumbidgee Council has provided a guide as to where the organisation and its people are up to and highlight the issues which need to be addressed throughout the transition project.
- The outcome will be a core group of staff who are excited for and ready to move forward with change as evidenced by the change readiness survey outcomes. More work may need to be done according to the survey outcomes.
- The major challenge during this phase is maintaining the sense of service continuation, while at the same time creating momentum for the change.

5. INVOLVED COMMUNITIES WHO HAVE THEIR SAY

What does this mean?

Clear and consistent communication and meaningful engagement with communities will be a crucial component to a successful implementation process.

It is expected that new councils will retain existing community engagement methods throughout Phase 1, such as advisory committees, online forums, citizens' panels and 'have a say' events. In many cases, existing community engagement methods will have an even more important role, as they provide a way for community members to be informed about and engaged in the vision and activities of the new council.

How it will be achieved?

Throughout the transition period for the new Council, the following principles will apply to all communications:

- Our communication is planned and pro-active
- Our messages are clear, concise and easy to understand
- We provide our community with an opportunity to express their views and have input into our strategies
- Our internal communications are open and engender trust amongst employees
- We maximise communication effectiveness by using the most appropriate communication channel
- We evaluate the effectiveness of our internal and external communications on an ongoing basis

The methodologies that will be employed to ensure this open communication process are detailed in Council's Communications Plan which encompasses both internal and external communication activities. (Attachment C)

6. COMMUNITIES CAN READILY IDENTIFY WITH THEIR NEW COUNCIL

What does this mean?

One of the most important early tasks in beginning to grow a shared identity for a new council is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers.

It is expected that each new council will have adopted a logo and other key elements of the visual identity by February 2017. The visual identity should support the name of the new council, as well as the shared values of the community.

How it will be achieved?

Our visual identity is more than a logo, or identity mark. Our identity is about the way we present ourselves as an organisation.

Council will engage an external entity to assist in the creation of the corporate identity based on the following processes:

- It is expected that the new visual identity of the council supports the name of the council, i.e. Murrumbidgee Council, and embraces the shared values of the communities of Coleambally, Darlington Point and Jerilderie areas.

- The key thrust of this project is, in consultation with stakeholders and the community, to identify key sources of image influence and attempt to align how our Council is presented by them.
- It is vitally important that the communities and staff of the new council provide input into the visual identity and, as such this project includes a comprehensive community engagement element.

7. A SHARED VISION AND DIRECTION FOR THE WHOLE COMMUNITY

What does this mean?

By the end of December 2016, it is expected that a succinct statement of vision and priorities will have been prepared for the new council. The statement will provide high level guidance for the early period of the new council.

The statement of vision and priorities should both provide a consistent, high level direction for the entire new council area and recognise the unique identity of individual communities within it. The community strategic plans of previous councils will be a key input to the preparation of the statement. Many community strategic plans already included place based elements, which should be incorporated into the statement of vision and priorities.

The statement should also be prepared with significant input from the community and staff.

How it will be achieved?

Through the development of Murrumbidgee Council's new corporate brand, input from the key stakeholders and the broader community will assist in identifying what the expectations are with regards to long-term outcomes.

This resultant shared vision will create the starting point for Council in preparation of the Integrated Planning and Reporting documentation to present to a newly elected Council in September 2017.

8. RATES MAINTAINED WITHIN EXISTING PATHWAYS AND RESOURCES USED WISELY TO SERVE THE ENTIRE COUNCIL AREA

What does this mean?

To provide certainty to communities, the NSW Government's policy position is that rating structures and categories in place prior to the establishment of the new council will be maintained for a period of four years. The proclamation will require new councils to apply the rating structure,

rating categories and sub-categories that applied in each former council area for 2015-16 in 2016-17. This ensures there are no changes to rate paths for the first year of the government's committed four-year rate path freeze for new councils. Further guidance will be provided in the second half of 2016 about how the remaining three years of the Government's policy commitment will be implemented.

How it will be achieved?

Rating paths for Murrumbidgee Council have been set in accordance with the Proclamation.

9. EXPECTED BENEFITS WHICH ARE CLEAR, MEASURABLE AND ON TARGET

What does this mean?

Communities will have a strong interest in seeing the benefits of the new council. By September 2016 councils must identify potential local benefits and by the end of December 2016, a clear statement of local benefits, with actions to achieve those benefits, will be incorporated into the Implementation Plan.

How it will be achieved?

- As part of its reporting and evaluation processes for this Transition and Implementation Plan, Council documents high-level savings across the organisation.
- Service improvements are tracked and documented.
- The communication of benefits to the community will be in accordance with the methodologies of the adopted Communication Plan: Council Transition Process.

10. A NEWLY ELECTED COUNCIL WORKING FOR THE WHOLE COMMUNITY

What does this mean?

Holding the first elections for new councils will be a critical milestone for local communities. The Act requires the first election of a new council to be conducted by the NSW Electoral Commission.

Implementation Plans should include actions to:

- ❖ widely communicate the process and timeliness for local community members to nominate as candidates in the elections
- ❖ promote the date of the election and voting locations
- ❖ support pre-election information sessions for potential candidates run by the Office of Local Government and LGNSW

- ❖ run a thorough induction process for new councillors, as well as an ongoing program of professional development and support

How it will be achieved?

The election of the new Council in September 2017 will be undertaken in accordance with the Act and with key elements of community promotion.

One of the key tasks of a newly elected Council will be the development of the Community Strategic Plan and its support documentation, the Delivery Program, Operational Plan and Resourcing Strategy – consisting of its Long Term Financial Plan, Workforce Plan and Asset Management Plan. Much of the groundwork for the Resourcing Strategy will flow from the documentation undertaken during the Transition audits of existing services.

5. DETAILED ACTIONS

There are a large number of detailed actions required to achieve the 10 key results and deliver a successful implementation process. These actions are included in the Murrumbidgee Council Implementation Plan, which is included as Attachment A.

The plan in Attachment A details work to be undertaken in each of the following areas:

- Aquatic centre management
- Asset Management
- Business Systems
- Caravan Parks
- Communication
- Community Development
- Community Services
- Compliance and Legal
- Council meetings
- Customer Services
- Due Diligence
- Environmental Management - NRM
- Economic Development Strategy
- Emergency Services
- Stronger communities fund
- Financial Management
- Flood protection
- Governance
- Procurement
- Registers (pecuniary interest, land etc)
- Human Resources
- ICT and Business Systems
- IP&R
- Marketing and Branding
- Private works
- Records Management
- Regulatory services
- RMS contracted works
- Sewer utilities
- Stormwater management
- Strategic Management
- Waste Management
- Water utilities
- Legal proceedings

This list will be updated and enhanced as required throughout the transition process as part of an iterative process to allow for business improvement across the Council. It is the intention of Council, where practicable, to utilise existing working groups, the Local Representation Committee and the Consultative Committee to assist in informing the implementation of the Murrumbidgee Council Transition and Implementation Plan.

6. RISK MANAGEMENT

The process for managing Council's risk is consistent with the Australian International Risk Management Standard AS/NZS ISO 31000:2009 which is set out in GRPP.02.01.02 Enterprise Risk Management. This procedure establishes the Council's guiding principles to establish the Enterprise Risk Management Framework and associated processes.

INHERENT AND RESIDUAL RISK RATING TABLE

As a guide to assessing the Inherent and Residual Risk, the following elements should be taking into consideration.

Financial Consequence			
The table below illustrates the Consequence Table. For each risk, the quantification of the risk consequence is performed as aligned with the Risk Matrix.			
Consequence	\$ Minimum	\$ Maximum	Definition
Sustainable (1)	0	10,000	Quantifying the impact of each risk materialising returned a consequence value that fits into one of these rating bands.
Minor (2)	10,001	200,000	
Moderate (3)	200,001	500,000	
Major (4)	500,001	2,000,000	
Catastrophic (5)	2,000,000	>2,000,000	

Likelihood Rating		
The Likelihood rating is the probability of the risk materialising. Each risk in the risk registers at the project, program and portfolio levels should be analysed and an appropriate likelihood rating should be assigned.		
Likelihood	%	Definition
Almost Certain (5)	75	The event is expected to occur in most circumstances.
Likely (4)	60	The event will probably occur in most circumstances.
Possible (3)	50	The event might occur at some time.
Unlikely (2)	20	The event could occur at some time, but is not expected.
Rare (1)	2	The event may occur only in exceptional circumstances.

The initial risk rating (assuming no controls are in place) for each risk is calculated by plotting the inherent likelihood and inherent consequence response scores on the Risk Rating Table to give an Inherent Risk Rating of 1 to 5.

This rating provides a measure of the **inherent** level of risk (no controls in place) and will assist in identifying the risks that require further treatment. The **Residual** Risk Rating (with controls in place) is the rating applied with preventative, and any corrective controls in place.

Inherent and Residual Risk Rating					
	Inherent Consequences				
Inherent Likelihood	Severe	Major	Moderate	Minor	Sustainable
Almost Certain	1	1	2	4	5
Likely	1	1	2	4	5
Possible	1	1	3	5	5
Unlikely	2	2	4	5	5
Rare	3	3	4	5	5

TREATING THE RISK

Treating the risk requires identifying a range of options, evaluating the options and developing additional controls for implementation. Selecting the most appropriate option involves balancing the costs of implementing each option against the benefits derived from it. It is important to consider all direct and indirect costs and benefits whether tangible or intangible.

The objective is to acknowledge and manage risks in operational areas, or throughout the life of a project, and to ensure changes are monitored from a risk perspective. The aim is not to eliminate all risk but to ensure that the risk is maintained at a level tolerable to Council's risk appetite and target risk ratings, in a cost effective manner.

Risks must be addressed within the resources available and with consideration for value for money.

Risk Action Table	
Rating	Action Required by the Risk Owner
1 Severe	<ul style="list-style-type: none"> Requires immediate attention of relevant Director and the General Manager, and Management Committee (where established). Detailed consultation, research, risk identification and reduction options to be investigated with a detailed action plan designed and implemented immediately.
2 Major	<ul style="list-style-type: none"> Requires urgent attention of relevant Director, and Management Committee (where established).
3 Moderate	<ul style="list-style-type: none"> Manager responsible for risk to implement action plan within appropriate/established timeframes. Further risk control measures may be required.
4 Minor	<ul style="list-style-type: none"> Manager responsible for risk to implement any action plan measures, and monitor and review risk to ensure no escalation of risk.
5 Sustainable	<ul style="list-style-type: none"> Manager responsible for risk to monitor and review.

7. MONITORING, REPORTING AND COMMUNICATING PROGRESS

While the Department of Premier and Cabinet and the Office of Local Government have set up monthly reporting schedules for Councils involved in the amalgamation process, it is the intention of Murrumbidgee Council to maintain a regular reporting process internally and with its community.

To facilitate this, the Project Management Office will provide minutes of its weekly meetings to the General Manager and Administrator. These minutes document key service areas within the PMO, including identifying opportunities and challenges, and allows for regular updates and collation of information. The Deputy General Manager, as the head of the PMO, will prepare a monthly report for the information of the Local Representation Committee and the Council. This will provide concise detail on the actions of the PMO as well as provide insight into its future activities.

Supporting this document will be the Implementation Plan that exists electronically as a Smartsheet document. This document will be reviewed by the Deputy General Manager and the Project Manager in consultation with the General Manager and Manex to ensure the targets included within a SMART (Strategic, Measurable, Assignable, Realistic and Time-related) and can be achieved within the constraints of organisational service continuity. Where there is a requirement for additional resources to be secured to ensure an element of the Implementation Plan is met in a timely fashion, internal staff with relevant skills in the subject area will be offered a secondment. Should a secondment not be an option, additional resources will be sourced external to the organisation on a contract basis to complete the specific task.

Ongoing reporting to the community on the progress of the Transition and Implementation Plan will be undertaken via the methods outlined within the Murrumbidgee Council Communication Plan (Attachment C). In summary, this process includes regular distribution of Community Newsletters, as required distribution of Council Media Releases and regular updates on Council's web page and social media.

8. SUMMARY OF TRANSITION COSTS

	Transitional Costs			
	Year 1	Year 2	Year 3	Total
PMO Staffing	\$835,106	\$417,553	\$0	\$1,252,659
Asset Management	\$257,500	\$15,000	\$15,000	\$287,500
Communication	\$30,908	\$10,000	\$10,000	\$50,908
ICT	\$2,410,500	\$100,000	\$100,000	\$2,610,500
Governance - policies	\$41,300	\$0	\$0	\$41,300
Human Resources Management & Training	\$63,213	\$15,000	\$15,000	\$93,213
Marketing and Branding	\$82,465	\$10,000	\$10,000	\$102,465
Service Review	\$129,260	\$0	\$0	\$129,260
Rebadging	\$125,250	\$20,000	\$10,000	\$155,250
SCF Grant Administration	\$51,750	\$0	\$0	\$51,750
Miscellaneous	\$85,000	\$75,750	\$75,750	\$236,500
Total Transitional Costs	\$4,112,252	\$663,303	\$235,750	\$5,011,305

9. ATTACHMENTS

Attachment A

MURRUMBIDGEE COUNCIL IMPLEMENTATION PLAN

<https://app.smartsheet.com/b/home> Murrumbidgee Council Implementation Plan

Attachment B

PROJECT MANAGEMENT OFFICE TERMS OF REFERENCE



MURRUMBIDGEE COUNCIL TRANSITION PROJECT

Project Management Office (PMO)

Terms of Reference

BACKGROUND/CONTEXT

The amalgamation by the State Government of Murrumbidgee Shire Council and Jerilderie Shire Council into the new entity of the Murrumbidgee Council was proclaimed on the 12th May 2016.

The merged Council has a population of 4,047 and covers a geographical area of 6,880 square kilometres with a predominantly agriculturally based economy. The towns of Jerilderie, Coleambally and Darlington Point form the main population centres.



The distance from Jerilderie to Darlington Point is approximately 100km with Coleambally situated in between, 30km from Darlington Point and 70km from Jerilderie. These distances generate logistical and efficiency considerations.

There is a clear understanding that continuity of service will be maintained by the two pre-existing Councils whilst the transition to the new entity proceeds.

Whilst there is a need for a number of immediate changes to how the Murrumbidgee Council functions, many of the adjustments can be undertaken over a longer timeframe to achieve a fully integrated and harmonised Council.

These Terms of Reference outline how the PMO will operate in leading the transition to the new Murrumbidgee Council.

FUNCTION OF THE PMO

The Function of the PMO is to take responsibility for the business issues associated with the Murrumbidgee Council Transition Project. The PMO is responsible for making recommendations to the Interim General Manager on a wide range of matters that are relevant to the integration and harmonisation of the Murrumbidgee Council. These matters include defining and realising outcomes and benefits of the transition, monitoring risks, quality of outcomes and deliverables, timeliness and budget implications.

The PMO will provide strategic direction and advice and will monitor implementation by others within the Organisation.

ROLE OF THE PMO

The role of the PMO is to “steer not row” and to:

- take on responsibility for the Transition Project’s feasibility, business plan, achievement and monitoring of outcomes
- ensure the Transition Project’s scope aligns with the requirements of stakeholders
- provide those directly involved in the Transition Project with guidance on project business issues
- ensure effort and expenditure are appropriate to stakeholder expectations
- address any issue that has major implications for the Transition Project
- keep the Transition Project scope under control as emergent issues force changes to be considered
- reconcile differences in opinion and approach, and resolve disputes arising from them
- report on Transition Project progress to the Interim General Manager

The PMO’s role includes consideration of:

- Organisation structural issues
- Reporting requirements
- Implementation methodologies
- Establishment of and adherence to timelines
- Internal and external communication
- Human resources and industrial issues
- Systems integration including ICT, salary systems
- Harmonising and enhancing policies and codes
- Delegations
- Community engagement
- Strategic tasks including Community Strategic Plan, Delivery Plan, Operational Plan & Annual report
- Governance matters including insurance, procurement, risk management, WH&S, register development and maintenance, internal and external audit
- Rates and fees and charges harmonisation

ROLE OF INDIVIDUAL PMO MEMBERS

The roles of the individual members of the PMO include:

- understanding the strategic implications and outcomes of initiatives being pursued through project outputs
- appreciating the significance of the project for some or all stakeholders
- being genuinely interested in the initiative and the outcomes being pursued in the project
- being an advocate for the project's outcomes
- having a broad understanding of project management issues and the approach being adopted
- being committed to, and actively involved in pursuing the project's outcomes

In practice, this means the individual members:

- ensure the requirements of stakeholders are met by the project's outputs
- help balance conflicting priorities and resources
- provide guidance to the Interim General Manager and users of the project's outputs
- consider ideas and issues raised
- review the progress of the project
- check adherence of project activities to standards of best practice, both within the Council and in a wider context

GENERAL

MEMBERSHIP

The PMO shall be comprised of:

- Andrew Crakanthorp – Deputy General Manager (Chair)
- Alison Balind – Project Manager – Merger Transition (Executive Officer on secondment)
- A contracted fulltime HR practitioner (on contract to December 2017)
- A contracted ICT practitioner (on contract to December 2017)
- A contracted Media & Communications practitioner (on contract to December 2017)
- An Administration Officer (on contract to September 2017)
- Individual staff members of Murrumbidgee Council seconded to the PMO as determined by the Interim General Manager
- Consultants and/or advisers engaged to assist the PMO

CONVENOR/CHAIR

The Chair, Andrew Crakanthorp shall convene the PMO meetings.

If the designated Chair is not available, then Alison Balind (referred to as the Acting Chair) will be responsible for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.

AGENDA ITEMS

All PMO agenda items must be forwarded to the Administration Officer by C.O.B. five working days prior to the next scheduled meeting.

The PMO agenda, with attached meeting papers will be distributed at least three working days prior to the next scheduled meeting.

MINUTES & MEETING PAPERS

The format of the PMO minutes shall be as per Attachment 1.

The minutes of each PMO meeting will be prepared by the Administration Officer.

Full copies of the minutes, including attachments, shall be provided to all PMO members and the Interim General Manager no later than two working days following each meeting.

FREQUENCY OF MEETINGS

The PMO shall meet every week, or as per an agreed Meeting Schedule.

PROXIES TO MEETINGS

Members of the PMO shall nominate a proxy to attend a meeting if the member is unable to attend. The nominated proxy shall be abreast of the content of the meeting so as to provide a useful contribution to the meeting.

The Chair will be informed of the substitution at least 2 working days prior to the scheduled nominated meeting.

The nominated proxy shall provide relevant comments/feedback, of the PMO member they are representing, to the attended meeting.

TOR ATTACHMENT 1



Murrumbidgee Council



MURRUMBIDGEE COUNCIL PMO TRANSITION PROJECT

Date:	Time:	Venue:	
Chairperson:		Minutes:	
Present:			
Apologies:			

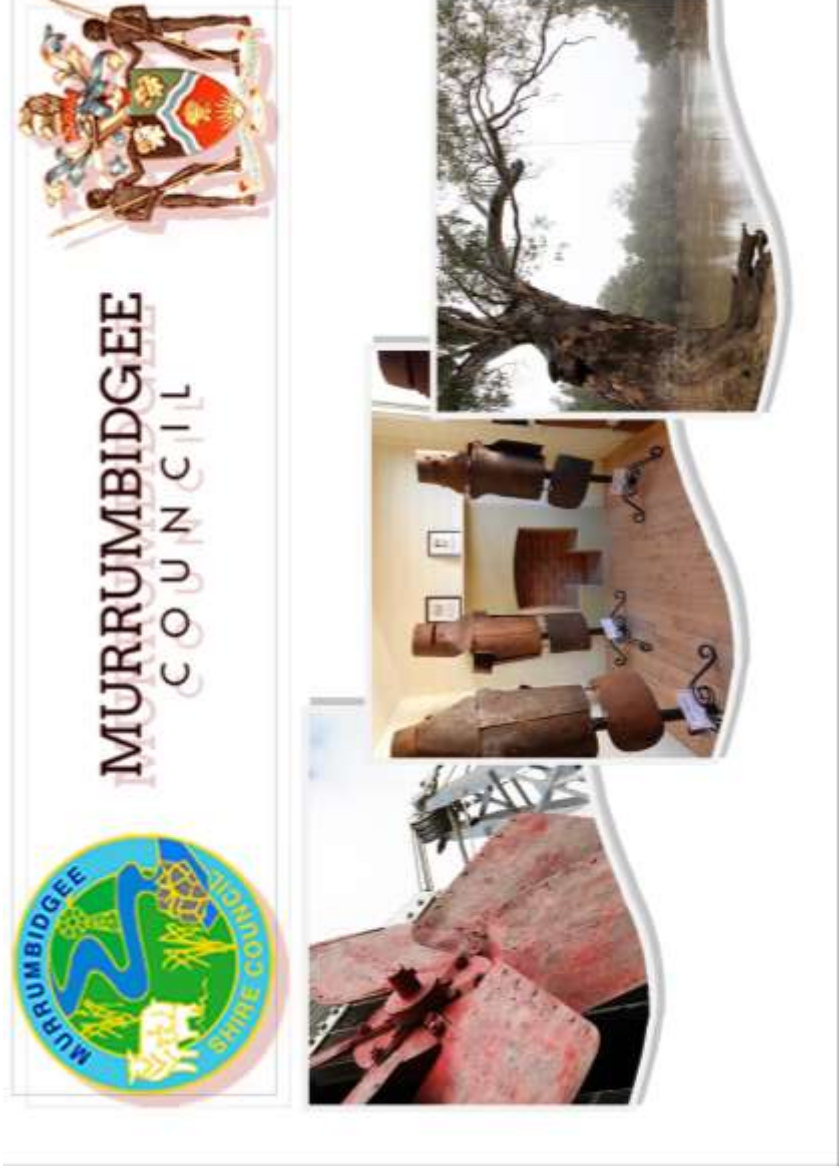
	Item	Require Action/Discussion	Responsible Officer
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Next Meeting: XXXXXXXXXXXXX

DRAFT Murrumbidgee Council Transition & Implementation Plan (as at 24.11.16)

2016

Attachment C



September 2016



Murrumbidgee Council Communications Plan



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MURRUMBIDGEE COUNCIL

Communications Plan

COMMUNICATION PRINCIPLES

Communicating effectively is an important element of not only change management processes but ongoing operations. Ensuring that the right messages get to those who need to hear it within a timely fashion is a key component of any Communications Strategy. As such, the following principles will apply to all Murrumbidgee Council communications:

- Our communication is planned and pro-active
- Our messages are clear, concise and easy to understand
- We provide our community with an opportunity to express their views and have input into our strategies
- Our internal communications are open and engender trust amongst employees
- We maximise communication effectiveness by using the most appropriate communication channel
- We evaluate the effectiveness of our internal and external communications on an ongoing basis

KEY MESSAGES

When Council communicates to the public it is to cover any one of three areas:

- ✓ We are taking a role of leadership (and letting you know what we're going to do about a certain situation)



Murrumbidgee Council Communications Plan



- ✓ Meeting our commitments (we said we would do this and now we're reporting back to you)
- ✓ We are inviting you, the community to participate in some way

Community and Stakeholder involvement through the transition process is essential to achieving the outcome of a better informed community, a staff which is actively involved in the change process and two-way communication which is enhanced and encouraged.

External

- Our focus is providing residents with real value for money.
- We will build community partnerships to deliver the best possible outcomes
- What Murrumbidgee Council does today shapes our community's long term future
- We listen to our community – they have a real role to play in shaping their local government
- We rely on our community to help us focus on what is important to ensure we do first things first.

Internal

- All Murrumbidgee Council employees are valued, respected and accountable for their performance.
- We are committed to listening, learning and responding to staff
- Council leaders are visible and accessible.
- Conversations with staff are a priority
- We encourage, acknowledge and celebrate success
- We place a high value on trust in the organisation



Murrumbidgee Council Communications Plan



KEY STAKEHOLDERS

To assist in determining which method of communication is best implemented, it is important to take the following steps:

- ✓ Identify all groups and individuals who may be affected by this change
- ✓ Assess the level of impact this change will have on each group and individual
- ✓ Develop/select a two-way communication process
- ✓ A consultation process has been included
- ✓ Determine the key messages that need to be delivered and how they will be delivered

It is important to remember that not all methods of communication will effectively get the right message to the right people, which is why it is often preferable to utilise a number of mechanisms.

CONSULTATION WITH THE COMMUNITY

The level of community consultation should correspond to the potential level of community impact or concern, and should be tailored to the nature, complexity and impact of the issue, plan or policy.

Community consultation may range from

1. Exchange of discreet information between individuals or stakeholders.
2. Dissemination of information across the wider community
3. Obtaining general community feedback and information
4. Interrogating, engaging or partnering the community.

These levels of consultation form a spectrum of community involvement from providing information through to actively involving the community in Murrumbidgee Council's decision-making.



Murrumbidgee Council Communications Plan



CONSULTATION WITH STAFF

Consultation is the best means of getting staff on-board with the change. This will allow them the opportunity to understand the new vision of the Council and where it is going, and it will allow staff to have their say.

To ensure consultation is effective, all staff that will be affected by the change will be provided with an explanation of the proposed change and provided with a copy of the issues paper (once it has been agreed to by Manex).

Consultation can take place with an individual staff member, or group of staff and, where they so choose, representative(s). Depending on the circumstances of each case a range of methods of consultation may be pursued, such as:

- Forming a Working Party to examine the proposed changes and make recommendations on them, especially where staff may not have been involved in the initial planning phase. Where a working party is formed, a timetable for its discussions will be provided
- Personal meetings with possibly affected staff, and, where they so choose, their representatives

COMMUNICATION PLANNING

Good communication is not an accident. There are seven universal truths which underpin good communication. These are the guiding principles against which communications will be evaluated:

1. Communication must, in general, be *planned*,
2. Opportunistic media should focus on social media platforms eg. Facebook, Twitter, Instagram and utilise images, videos etc at local events.
3. Messages should be *clear* and *concise* – which means short catchy posts with links back to Council's website.
4. Communication is a *two-way* responsibility – this allows for Council to not only get the message out but receive ongoing input from the community to provide feedback.



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5. There must be opportunity for *feedback*,
6. Communication must be *open* and *transparent*,
7. Channels of communication must be *appropriate* to the recipient(s) – to this end, Council will ask the community how it wishes to receive regular and ad hoc information.
8. Communication needs to be *monitored* and *evaluated*.
9. Over-communication is preferable to under-communication and repeat messages are OK.



Murrumbidgee Council Communications Plan



COMMUNICATIONS PLAN OVERVIEW

Purpose	Process and reasoning	Responsibility
Media Relations/Publicity	<ul style="list-style-type: none">Media engagement is planned wherever possibleAcknowledge the value of the media as a means of communicating with our key stakeholdersStrengthen our relationship with the media, dealing with them in an open, honest and pro-active mannerDeliver clear, consistent messages to our stakeholdersEnsure both Murrumbidgee Council and media representatives have a clear understanding of appropriate communication channels and proceduresProvide a briefing sheet with background and key points	<ul style="list-style-type: none">Administrator and General Manager actively work on building strong, professional and effective relationship with media at all levels, including newspapers, television and radio - think first, "Would people want to know about this? Should people know about this?"Media releases are distributed on a regular basis, highlighting achievements of council – Releases should be sent when the answer to the questions above is "yes"Staff responsible for communication to pro-actively identify positive publicity opportunities and prompt work units and ManexThe General Manager and Administrator are well briefed to be Council spokespeople on issuesMedia database covers all mediums and is continually updated
Community Engagement	<ul style="list-style-type: none">Ensure statutory obligations are metEnsure those affected by Council decision have the opportunity to be involved in the decision making process	<ul style="list-style-type: none">Know the projectMap the stakeholdersDefine the issuesFind the right type of engagement to fit the



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		<ul style="list-style-type: none"> project/issue/event – ensure activity is time & venue appropriate for target audience. Develop a community engagement plan
Internal Communications	<ul style="list-style-type: none"> Ensure community is provided with the information it requires to participate in a meaningful way Ensure staff are well-informed about the changes in their workplace Encourage the use of clear, concise and easy to understand language throughout the organisation Build understanding, commitment and loyalty among staff A common sense of purpose is engendered through keeping people informed 	<ul style="list-style-type: none"> New Council documents are written in clear, easy to understand language. Training is provided where appropriate Ensure all staff are able to hear about their workplace in their workplace before they read it in the newspaper or on social media Put communications and key messages on Manex agenda – this will ensure that decisions made at a Manex level are appropriately communicated to staff. Work with Manex to actively identify successes and acknowledgements Ensure key messages are communicated throughout the organisation Expand Intranet for effective use as an internal communications tool Deliver better communication results for outdoor staff. For example, attaching important internal emails to payslips, key messages information sheets to be read at weekly toolbox talks. Alternatively, develop and SMS system to advise all staff when critical communication has been issued and/or place printed information in work vehicles, staff pigeon-holes, notice boards, sign-on points.



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COMMUNICATIONS PLAN OVERVIEW

Purpose	Process and reasoning	Responsibility
Community Engagement	<ul style="list-style-type: none">• Ensure statutory obligations are met• Ensure those affected by Council decision have the opportunity to be involved in the decision making process• Ensure community is provided with the information it requires to participate in a meaningful way	<ul style="list-style-type: none">• Know the project• Map the stakeholders• Define the issues• Find the right type of engagement to fit the project/issue/event – ensure activity is time & venue appropriate for target audience.• Develop a community engagement plan
Website	<ul style="list-style-type: none">• Ensure Council's website reflects provides regularly updated information on the transition process• Ensure Council's website has update contact details	<ul style="list-style-type: none">• Designate clear areas of responsibility regarding technical and visual aspects of website administration• Develop overall visual design of website homepage• Prepare website style guidelines• Incorporate linkages to Council's social networking/engagement tools
Social Media	<ul style="list-style-type: none">• Media engagement is planned wherever possible• Deliver clear, consistent messages to our stakeholders• Provides a forum for engaging the community in the merger process on relevant issues• Increase access to information external to Murrumbidgee Council.	<ul style="list-style-type: none">• Staff responsible for communication to pro-actively identify positive publicity opportunities and prompt work units and Manex• Links to media releases are distributed on a regular basis.• Promote positive outcomes from the Change management process



Murrumbidgee Council Communications Plan



COMMUNICATIONS PLAN OVERVIEW

Purpose	Process and reasoning	Responsibility
Advertising	<ul style="list-style-type: none">• Inform community about Council's decisions, events and operations• Invite public engagement on relevant issues• Use advertising to broaden the appeal of Council's brand• Ensure all advertising adheres to Council's corporate branding standards	<ul style="list-style-type: none">• Ensure all advertising conforms to Council's consistent style and standards• Encourage the use of clear, easy-to-understand language where possible. Edit unwieldy language where appropriate• Seek advertising opportunities for Council that offer strategic value• Utilise online methods i.e., webpage, Facebook to promote Council activities

HOW MURRUMBIDGEE COUNCIL WILL COMMUNICATE

Please note – Murrumbidgee Council’s delegated media spokespersons are the Administrator and General Manager

Method- (what channel will Council use?)	When will this be employed?	Why will this method be used?	Who will be the audience?
Council meetings	Monthly	To provide consistent, approved content to the public	Internal & External
LRC updates	Monthly	To provide information to the members of the LRC which allows those members to provide consistent information to members of the community	Internal & External
Annual Report	Annually	It is a statutory requirement and it is an effective method by which Council summarises its activities for the year	Internal & External
Council/Community Plan	4-yearly with annual review	Statutory requirement	Internal & External
Website – also Home Page Feature and Home Page Introduction	Ongoing	This method is a contemporary and effective method of communication that will become more popular as the NBN is rolled out.	Internal & External
Surveys and evaluations	As required	Provides a means for anonymous contributions	Internal & External

Murrumbidgee Council Transition & Implementation Plan

2016

Method- (what channel will Council use?)	When will this be employed?	Why will this method be used?	Who will be the audience?
Customer Service – counter enquiries and phone calls	Daily	An essential (mandatory) method by which Council interacts with its community and key stakeholders	Internal & External
Letters	As required	To be used for specific project based activities eg., roadworks, capital programs, events	Internal & External
E-mail direct to stakeholders	As required	To provide important and sometimes complex information on a regular basis	Internal & External
Phone	Ongoing	When information is needed in a short space of time and a two way conversation will assist in progressing the matter	Internal & External
Public Exhibition of documents	As required	Statutory requirement	Internal & External
Customer Service Centre foyers for displays/posters/brochures	As required	For community events and non – serious matters	Internal & External
What's On	Ongoing		Internal & External

Murrumbidgee Council Transition & Implementation Plan

2016

Method- (what channel will Council use?)	When will this be employed?	Why will this method be used?	Who will be the audience?
Fact sheets for media, councillor and staff briefings developed into handouts for resident meetings	As required	To get across an important message and remove ambiguity "Council is in control of the content"	Internal & External
Create new corporate identity	As soon as possible	To create pride in the workforce, generate community cohesion through a shared image	Internal & External
Mission Statement	As soon as possible	To create a united direction for the Council and generate community cohesion through a shared vision	Internal & External
Using the signature panel on Council emails to promote a matter/event	As required	Cost effective and has the potential to reach a large audience	Internal & External

Murrumbidgee Council Transition & Implementation Plan

2016

EXTERNAL COMMUNICATION			
Method- (what channel will Council use?)	When will this be employed?	Why will this method be used?	Who will be the audience?
Direct contact between Council and residents/business etc	As required	It is an effective method of communication which can be adapted for the situation. Often this method provides written confirmation of agreed actions or commitments.	External
Rate notice and booklet	Quarterly	Statutory requirement	External
Public meetings/forums/events	As required	This method allows effective face to face forums and active listening	External
Media releases	As required	To reach a broader cross section of the community	External
Responding to media requests	As required	To facilitate Council's ability to state a position on a matter that the media are pursuing	External
Community newsletter	Monthly	Cost effective and reaches a large audience	External
Staff carrying out their jobs and being "observed" by the community	Daily	This method has the ability to both create confidence in the community's understanding of the work our staff do and also to undermine the confidence that the community may have in staff	External
Mail outs	As required	To provide important and sometimes complex	External

Murrumbidgee Council Transition & Implementation Plan

2016

		information on a regular basis eg., Levee Bank project	
School newsletters	As required	For community events and non – serious matters	External
Advertisements	As required	Statutory requirement	External
Display area, posters, brochures	As required	For community events and non – serious matters	External
Debtor accounts – include message/flyer	As required	To create public awareness of a change in policy or promotion of events	External
Community Information Register	To be developed	An opportunity to create a flow of information and allow input into Council planning and implementation processes	External
Direct letters from existing Council database	As required	Cost effective and reaches a large audience	External
State and Federal member communication	As soon as possible	To provide important and sometimes complex information on a regular basis	External

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INTERNAL COMMUNICATION			
Method- (what channel will Council use?)	When will this be employed?	Why will this method be used?	Who will be the audience?
Staff meetings	TBC	To provide important and sometimes complex information in an arena that allows for the free flow of information to and from the organisation	Internal
Toolbox Talks	Weekly/6 weekly	To provide important and sometimes complex information in an arena that allows for the free flow of information to and from the organisation	Internal
Department meetings	TBC	To provide important and sometimes complex information on a regular basis	Internal
Face-to-face with staff	As required/ongoing	To provide important and sometimes complex information on a regular basis	Internal
Regular <u>ALL OF</u> staff gatherings	As required	To provide important and sometimes complex information in an arena that allows for the free flow of information to and from the organisation	Internal
Consultative Committee	Bi-monthly	To provide important and sometimes complex information on a regular basis	Internal
Staff Bulletin	Weekly/fortnightly	To provide important and sometimes complex information on a regular basis	Internal

Murrumbidgee Council Transition & Implementation Plan

Direct messaging to staff	As required	To provide important and sometimes complex information on a regular basis	Internal
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RISK ANALYSIS

- Opposition from (former) Jerilderie Shire Council residents.
- Opposition from (former) Murrumbidgee Shire Council residents.
- Negative media opinion toward the former Jerilderie Shire Council who may be seen as the aggressor.
- Opposition from residents due to lack of information.
- Staff hear more rumour than fact and act as ill-informed transmitters throughout the community.

COMMUNICATION EVALUATION

Prepare a monthly publicity report analysing the positive, negative and neutral media coverage of Council, in particular relating to the Amalgamation process, during the first three months.

Media monitoring to be undertaken internally and utilizing the Department of Premier and Cabinet clipping files.

	Start Date	End Date	% Complete
Murrumbidgee Council Implementation Plan	12/05/16	02/01/20	75%
Aquatic centre management	01/08/16	28/10/16	100%
Asset Management	07/07/16	29/01/19	92%
Business Enterprise Systems	16/05/16	30/12/16	95%
Caravan Parks	12/12/16	03/02/17	75%
Communication	16/05/16	09/09/17	99%
Community Development	06/11/17	02/02/18	38%
Community Services	07/11/16	03/02/17	75%
Compliance and Legal	06/02/17	02/05/17	100%
Council elections	05/06/17	15/12/17	100%
Council meetings			100%
Customer Services	03/04/17	29/06/18	65%
Due Diligence (Implementation Plan)			100%
Economic Development Strategy	01/12/16	29/12/17	58%
Emergency Services	09/11/16	03/02/17	100%
Environmental Mgmt - NRM	16/05/16	29/06/18	96%
Financial Management	06/06/16	31/05/19	87%
Flood protection	30/06/16	30/06/18	99%
Governance	12/05/16	29/06/18	77%
Human Resources	12/05/16	22/06/18	78%
ICT and Business Systems	22/07/16	29/06/18	99%
IP&R	17/05/16	13/07/18	63%
Legal proceedings	06/02/17	03/03/17	100%
Marketing and Branding	11/07/16	24/02/17	100%
Policies & codes	08/11/16	31/03/17	70%
Private works	06/02/17	02/02/18	9%
Procurement	15/08/16	23/11/17	47%
Project Management Office	16/05/16	08/09/17	100%
Records Management	14/11/16	28/04/17	100%
Registers (pecuniary interest, land etc)	10/07/17	30/06/18	50%
Regulatory services	31/10/16	09/06/17	81%
RMS contracted works	07/07/16	30/06/17	100%
Service Reviews	20/03/17	28/04/17	20%
Sewer utilities	01/05/17	27/09/18	0%
Stormwater management	08/08/16	30/03/18	48%
Strategic Management	05/12/16	30/06/17	100%
Stronger Communities Fund	07/07/16	02/01/20	50%
Waste Management	07/07/16	27/04/18	86%
Water utilities	01/05/17	26/01/18	75%

Ten key results

1. Service continuity with smart service improvements

To facilitate service improvements across the Council organisation, a mapping process of 72 services was undertaken by an external agency. This process identified elements for improvement as well as articulating different methods and processes between the two former organisations. This information will be used as the basis for a future “deep dive” review of identified core and priority service areas.

Council has also engaged an existing supplier to expand the Business Enterprise System to accommodate a unified administration platform. Once deployed, the system will allow for smoother information dissemination across sites with the introduction of an industry standard electronic document management system. The Business System also has improved functionality to introduce online options for ratepayers to interact with Council and integrate with Council's new website.

To support the connectivity between sites, Council installed a closed Wide Area Network utilising microwave technology. It has also implemented video conferencing across the three branch offices to allow for regular meetings of senior and other staff to be held without the need for travel.

The duplication of NBN connections in Jerilderie and Darlington Point allows for connectivity to be maintained for staff during those times when bandwidth is also being utilised for video conferencing commitments. While this was at an additional cost, it has ensured the productivity of staff is not negatively impacted.

To facilitate these initiatives, Council engaged staff in an ICT user group to review various options and make recommendations to the Council as to which would be the most appropriate.

2. Robust governance that delivers confidence to communities

Council is in the process of undertaking an extensive review of the policy documents of the former Councils and aligning comparative policies to create a consistent framework across the organisation. This process has also identified additional policies and procedures to ensure the organisation complies with its Legislative and Regulatory requirements.

3. Easy to do business with, in person and online

Council has improved its Customer Service options, specifically at the Darlington Point branch office, by extending the hours of operation through the discontinuation of the 12.30pm-1.15pm office closure.

The implementation of a new website and impending installation of an upgraded Business Operating System across the whole organisation will also create future options to introduce online transactions with Council.

4. Engaged staff who understand their roles and how they contribute to the new council

To assist in the human resources area and create an environment for staff to be fully engaged in how they contribute to the new council organisation, a consistent approach to annual performance reviews was adopted by Council. In addition to this, staff were offered the opportunity to attend facilitated workshops that addressed issues of Resilience and Embracing Change. Supporting the process was regular communication with staff via weekly email updates from the General Manager and a monthly all-staff newsletter containing information on policy matters, salary and organisation structure progress among other matters. The establishment of a new Consultative Committee and its Terms of Reference to allow for equitable representation across the Council workforce allows for matters impacting employees to be discussed and advised upon.

5. Involved communities who have their say

The Murrumbidgee Council Community was extensively engaged as part of the rebranding project as well as during the JWS Community Satisfaction Survey. Much of this information, specifically around the type of Council the community wanted for the future, was used to develop Council's Statement of Vision and Priorities and has fed into the draft CSP documentation.

In addition to this, the Stronger Communities Fund and the Stronger Country Communities program had allowed local community organisations to identify opportunities for improvements to facilities within the Council area. While some of these facilities are Council owned, others are owned and operated by NGOs that deliver services to address identified needs within the communities of Coleambally, Darlington Point and Jerilderie.

6. Communities can readily identify with their new council

The new Murrumbidgee Council logo, which was officially launched on 25 January, 2017, was developed in consultation with community members and Council staff. Several months in the making, it was the result of honest feedback, valuable comments and great ideas from many people across our communities. During the consultation process, it became very clear that the majority of residents view their towns as strong, community-minded places, full of potential. They envisage a positive future that is built on the delivery of reliable and innovative services by Council.

The new logo is a result of this feedback, and is a contemporary design featuring icons that reflect the building blocks of the Murrumbidgee Council community.

The new corporate logo is an important step in the process of uniting our three towns under the Murrumbidgee Council banner. It will help us to build a strong, cohesive and inclusive community as we work towards a great future for our area. The logo and colours are representative of the following:

Earthy Red

Ochre tones of the earth and gently influenced by traditional Aboriginal art. Dots signify our three communities, distinct and unique yet side-by-side.

Lush Green

Fresh, new opportunities deliver growth and prosperity to our region. The leaf shape shows how much we value the natural environment.

Vibrant Yellow

With optimism and energy, together we head towards a positive future. Three rows represent the productive land of our expanding agricultural industry.

Deep Blue

Waterways and irrigation give life and vitality to our region. The meandering Murrumbidgee River, the Council's namesake, is clearly recognisable.

7. A shared vision and direction for the whole community

In April 2017, Council resolved to adopt its Statement of Vision and Priorities document, recognising that the Statements role was to “provide high level guidance for the early period of the new Council until the adoption of the first Community Strategic Plan”. This document referenced information during September and October 2016 as part of an extensive community engagement process involving hundreds of people from the Murrumbidgee Council area. Participants were asked to describe their community and what type of Council they wished to have serve their future needs. The document states the following:

Our Vision:

A community built by an innovative mindset delivering appropriate and reliable services.

Our Purpose:

To deliver quality services creating a friendly, welcoming and engaged community.

Our Corporate Values:

- Murrumbidgee Council values creativity, teamwork and innovation*
- Council aims to reliably deliver quality services and well-maintained facilities.*
- Strong, positive and trusted leadership guided by and respecting traditional principles and forward thinking will nurture who we are and recognise where we live and what we have built.*
- Our Communities welcoming and energetic approach is what makes where we live an appealing place for all.*

Our Staff Values:

To support the adopted Corporate Values, Murrumbidgee Council staff adhere to the values of Trust, Honesty, Teamwork and Respect.

The Statement of Vision and Priorities will help inform the development of the Murrumbidgee Community Strategic Plan which Council is required to have adopted by the end of June 2018.

8. Rates maintained within existing pathways and resources used wisely to serve the entire council area

In its public announcements on the rate path freeze policy, the NSW Government stated that:

- there would be no change to existing rate paths for newly merged councils. This provides ratepayers with certainty about their rates, and
- ratepayers in new councils would have their rates protected against future increases during the rate path freeze period, meaning they will pay no more for their rates than they would have in their pre-merger council area for four years.

The rate path freeze policy also facilitates the NSW Government's objective for merger efficiencies to put downward pressure on rates over the long term.

The Independent Pricing and Regulatory Tribunal's interpretation of the rate path freeze policy is that the general income for each pre-merger council area should follow the trajectory as if the merger had not occurred. This means that the general rates income in a pre-merger council area would only increase by external factors, such as rate pegging limits.

9. Expected benefits which are clear, measurable and on target

In establishing its Statement of Vision and Priorities, Council adopted the measures articulated in the "Characteristics of a Strong Council" document developed through a series of workshops in late 2016. These measures were that we would know we have succeeded when, by September 2017:

- We achieve a net financial benefit of \$100,000
- We achieve an index score of 75 for community satisfaction with Council's overall performance
- More than 50% of Community Grants Program funded projects delivered
- We have an increased % of services available online
- We achieve an index score of 70 or more for providing value for money for the community's rates
- More than 80% of major projects delivered on time and to budget
- More than 60% of staff feel positive and are well informed about the change process.

At the October 2017 meeting of Council, a report was received that identified some issues in relation to maintaining the measures as outlined in the Characteristics of a Strong Council document. Council resolved to incorporate

appropriate mechanisms within the Community Strategic Plan to measure the organisations progress to meet the Characteristics of a Strong Council.

10. A newly elected council working for the whole community

At the September 9, 2017 Local Government Elections, nine councillors were elected to represent the three wards within the Murrumbidgee Council LGA. All elected councillors have served terms in Local Government previously and were involved in the Local Representative Committee during the merger process. As part of the LRC, they contributed to the decision-making processes that helped shape the new Murrumbidgee by making recommendations to the Administrator.



Terms of Reference

Stronger Communities Grants, 2016

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Overview

The Murrumbidgee Council is committed to supporting organisations, groups and businesses to achieve their goals, particularly when they align with Council goals outlined in the former Murrumbidgee Shire and former Jerilderie Shire Community Strategic Plans.

The Murrumbidgee Council Stronger Communities Grant program will allocate grants to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities. This grant initiative forms part of the Stronger Communities funding that is now available to our newly created council as part of the NSW Government's Fit for the Future reform program.

To ensure decisions are transparent and accountable, Council targets its support and resources to external organisations. All applications for formal grants and sponsorship programs undergo an assessment process with a panel making recommendations to Council. Council make the final decision.

Criteria for Selecting Projects

Councils will be required to ensure that the community and local stakeholders are adequately consulted and provided with the opportunity to put forward ideas for funding.

Community Grants Program Criteria

Councils are to provide grants to incorporated not-for-profit community groups for projects identified and assessed using an open call for applications.

To be successful for funding, community projects must meet the following criteria:

- Deliver social, cultural, economic or environmental benefits to local communities
- Address an identified community priority
- Be well defined with a clear budget
- Demonstrate that any ongoing or recurrent costs of the project can be met by the community group once grant funding has been expensed
- The organisation must demonstrate the capacity to manage funds and deliver the project

Major Projects Program Criteria

Councils are to fund projects that deliver new or improved infrastructure or services to the community.

Projects that are prioritised for funding must meet the following criteria:

- Have been through a community consultation process
- Demonstrate social and/or economic benefits to the community
- Consider issues of sustainability and equity across the broader community
- Demonstrate project feasibility and value for money, including full lifecycle costs
- Did not have funds allocated by the former councils
- Give consideration to the processes and procedures outlined in the capital expenditure review guidelines issued by the Office of Local Government

Ineligible Activities

The Stronger Communities Fund is not to be used for:

- Implementation costs of the new council, such as information technology systems, financial management systems or change management programs
- Upgrading of a council's administration buildings
- Branding for the new council
- Ongoing staff or operational costs
- Projects where the former council had previously allocated funding
- Retrospective funding for work undertaken prior to the establishment of the new council

Purpose of the assessment panel:

- To review, assess and provide objective, independent recommendations to Council in relation to funding for grants and sponsorship programs.
- To ensure that guidelines and assessment criteria endorsed by Council have been applied consistently and equitably for all applications.
- To ensure the conditions of NSW Government grant funding under the Stronger Communities Fund have been properly met.

Principles

- Council is committed to ensuring equity and transparency in decision making processes.
- Conflict of interest and pecuniary interests are declared prior to assessing applications, or immediately upon becoming aware of a conflict (whichever occurs sooner).
- Privacy and confidentiality of Council and applicant information will be maintained at all times. No meeting information or decisions is to be divulged to anyone outside panel meetings.
- Canvassing of panel members provides grounds for ineligibility for applicants.

Responsibilities of panel members

- Murrumbidgee Council values of integrity, courage, accountability, respect and excellence are to be demonstrated by all panel members.
- Adherence to the principles outlined in the TOR and full declaration of any conflict of interest.
- Provides objective advice to Council and undertake assessment using Council's approved assessment criteria.
- Complete assessment within the designated time frames.
- Attendance at briefing sessions and meetings either virtually or in person.

Appointment of the assessment panel

The council has established a Stronger Communities Fund Assessment Panel with the responsibility to assess projects and make recommendations to council for funding.

The panel will assess and make recommendations for projects received through the community grant program as well as those developed and nominated by councils for funding under the major projects program.

The Panel will use the defined criteria for each program to assess and recommend projects for funding. As mandated by the Department of Premier and Cabinet, the panel is to include:

- Administrator, or delegate
- State Member(s) of Parliament or representative
- Regional Coordinator of the Department of Premier and Cabinet, or delegate
- Chairperson of the Murrumbidgee Council Local Representatives Committee (LRC), appointed by the Administrator.
- An independent probity advisor, appointed by the Administrator to advise the Panel on their deliberations and assessment process.

An invited guest may be asked to attend for a specific meeting or topic to assist the panel in its deliberations. This guest may be a specialist or technician called upon by the panel to provide guidance on a technical aspect of a project, such as engineering.

Meetings

Notice for panel meetings will be given in accordance with Council and DPC guidelines.

At the first meeting of the Assessment Panel, a Chair shall be elected by those present at the first meeting of the Panel.

A meeting quorum will be 3 members of the advisory panel.

A member of the Panel shall be considered present at a meeting where the Panel have made telephone contact or video conferencing arrangements for the member to participate in the deliberations of the panel.

Decisions will be made by Panel members with voting rights by (consensus / majority rule) Every decision of the Panel shall be decided by consensus or in the absence of consensus via a majority of votes.

A decision by the panel shall be recorded as a decision of the panel as a whole and the vote of the individual members shall not be recorded.

The panel may exclude members of the public in order to consider matters on a confidential basis.

Panel members shall behave in a proper and orderly manner, not cause interruption or disrupt a person who is speaking.

Agenda and Minutes

Agendas and Minutes of the Panel shall be produced and kept on record in the same manner as required by Council and the Department of Premier and Cabinet.

Meeting agendas and minutes will be provided by ____ name / role / organisation ____ this includes;

- Preparing agendas and supporting papers
- Preparing meeting notes and information

Panel members will be provided with the meeting agenda and supporting documents one week prior to each scheduled meeting.

The minutes and recommendations from each meeting will be provided to the Council Administrator within one week of each meeting being held.

Timeframe

The Stronger Communities Fund is to be spent or committed by 30 June 2019 and all funding acquitted before 31 December 2019.

By December 2016, Murrumbidgee Council is to notify the Office of Local Government of their three year plan for allocating the Stronger Communities Fund.

The council is to notify the OLG of the projects that council has approved for funding. Notification is to include information on council's:

- Governance Arrangements
- Consultation
- Prioritisation Processes
- List and Information on projects to be funded

Reporting

The Murrumbidgee Council Stronger Communities Fund Assessment Panel is overseen by the Office of Local Government.

Media

Any and all media releases will be made by the Administrator. Panel members are not to discuss any aspect of the grants to the media or public, even if approached for comment.



Smoke Free Work Areas Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager- Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Reviews:	Replaces policies D.208 Staff – Smoke Free Work Areas (MSC) and 5.05 Smoking Policy (JSC)
Next Review Date:	September, 2021
Date adopted by Council:	
Minute No:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

November, 2017

Policy Scope

This policy relates to the smoking of tobacco in enclosed spaces and Council buildings and the relative impact on the health of staff within the organisation.

Policy Objective

To provide work areas that minimise inconvenience and health risks to workers and visitors and reduce the potential for smoking-related health issues for Council staff.

Staff who wish to smoke can do so in the area defined in the section below.

Policy Statement

Smoking is prohibited within the confines of all Murrumbidgee Council buildings and vehicles. Outdoor areas of the site will also be smoke-free except for the following designated smoking areas: The carports at the rear of the three branch offices, ensuring they are a distance of more than 4 metres from an entrance or exit.

This policy supports (and is to be read in conjunction with) Council's Code of Conduct. Individuals covered by this policy include all staff of Murrumbidgee Council, Councillors, visitors and contractors.

Policy Guidelines

All Murrumbidgee Council buildings and vehicles shall be designated as "No Smoking" areas.

Responsibility

All individuals covered by this policy must comply with the provisions of this policy.

Managers/Directors are responsible for providing advice as required to staff in relation to the provisions of this policy.

Council's General Manager is responsible for providing advice to individuals other than staff in relation to the provisions of this policy.

Disciplinary procedures

Staff adherence to this policy is a condition of employment. Any breach of the policy will lead to normal disciplinary procedures being applied. It should be noted that employees who fail to look after the health and safety of other people by not complying with the policy can be personally liable for substantial fines under the NSW Work Health and Safety Act 2011.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Exceptions

There are no exceptions to this policy.

Related Documents and Legislation

- Council's Adopted Code of Conduct
- Local Government Act 1993
- Smoke-free Environment Act 2000
- Smoke-free Environment Regulation 2016
- NSW Work Health and Safety Act 2011

Review

This policy should be reviewed every four years. The policy may also be reviewed and amended at any time at Council's discretion (or if legislative changes occur).



Leasing of Council Residential Properties Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager – Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Policy	MSC Policy D.204 Staff – Provision of Council Residences and JSC 1.04 - Rental Or Lease Of Council Residences Policy
Next Review Date:	September 2021
Date adopted by Council:	
Minute No:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

November, 2017

Policy Scope

To protect Council's interests by prescribing reasonable conditions to apply to the rental or lease of Council owned residences to Council staff or privately.

Individuals covered by this policy include Murrumbidgee Council Staff who have access to rental of Council's residential properties.

Policy Objective

The purpose of this policy is to provide housing as a means of attracting and retaining suitably experienced and qualified staff to senior positions.

Policy Statement

This policy supported by (and is to be read in conjunction with) Council's Code of Conduct. The policy provides guidance on how Council provides rental options for staff.

1. Staff housing shall be provided for the General Manager, Assistant General Managers and other staff at the discretion of the General Manager. The Council owns residential properties in Coleambally, Darlington Point and Jerilderie.
2. Housing rentals shall be increased on 1 January of each year by an amount that approximately equals to CPI movements for the previous year subject to such rental not being incorporated in an Employment Contract.

For Council Staff

When Council approves the rental or leasing of a residential property, the keys of the residence shall be withheld until such time as:

- a. The parties have completed a Lease Agreement (Residential Tenancies Regulation 2010 Schedule 1 Standard Form Agreement (Clause 4(1)) - Attached).
- b. A rental bond equivalent to four weeks rent has been paid.
- c. Four (4) weeks rent has been paid in advance.

All staff rentals shall be tied to a base rent set by independent valuation reviewed each five years, with increases indexed to CPI movements.

All private rentals are to be conducted through a registered real estate agent.

The General Manager or his representative will inspect Council houses annually and upon new occupancies and prepare a condition report for Council.

Responsibility

- 1 All individuals covered by this policy must comply with its provisions and subsequent lease documentation.
- 2 Assistant General Managers/Section Managers are responsible for providing advice as required to staff in relation to the provisions of this policy.

- 3 Council's General Manager is responsible for providing advice to individuals other than staff in relation to the provisions of this policy.

Exceptions

In the event that either the General Manager or Assistant General Managers do not wish to avail themselves of Council housing options, Council will consider alternatives to maintaining rental income for vacant properties. Such options could include making properties available to other staff members or members of the general public.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Lease means a signed agreement between the Landlord (Murrumbidgee Council) and the tenant.

Related Documents and Legislation

Council's Adopted Code of Conduct

Local Government Act 1993

Residential Tenancies Regulation 2010

Residential Tenancies Regulation 2010 Schedule 1 Standard Form Agreement
(Clause 4(1))

Review

This policy should be reviewed every term of Council. The policy may be reviewed and amended at any time at Council's discretion (or if legislative changes occur).



Staff Recognition Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager – Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Reviews/Policies:	Replaces policies GRPP.06.02.06 STAFF RECOGNITION POLICY – Years of Service (MSC) and 1.29 Recognition of Service Policy (JSC)
Next Review Date:	September 2021
Date adopted by Council:	
Minute No:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

November 2017

Policy Scope

A Council Recognition Scheme is designed to reward employees remaining with the Council for extended periods, and recognises the benefits long term employees offer the organisation. The application of skills, acquisition of knowledge and experiences developed often prove irreplaceable.

Recognition of outstanding service provides a forum for Council to acknowledge employees contributions and the benefits gained through their valued service, and seeks to improve employee motivation, loyalty and commitment.

Recognition of periods of service provides a forum for Council to acknowledge employees contributions and the benefits gained through their valued service, and seeks to improve employee motivation, loyalty and commitment

Policy Objective

This policy applies to all employees of Murrumbidgee Council. The purpose of this policy is:

- To develop and promote the organisational culture and values by recognising significant contributions by employees.
- To provide recognition for employees who reach nominated lengths of service with Council.
- To recognise staff retiring from the Council organisation.
- To provide recognition for employees who have provide outstanding service to the organisation and/or the Murrumbidgee Council Community.

Policy Statement

Recognition of Years of Service

Murrumbidgee Council recognises the achievements of employees who have contributed valuable lengths of service to the organisation. Upon one year of service employees will receive a personal card from their direct Supervisor which acknowledges their contribution to Council. Each 5 years after 10 years of service, employees will receive a VISA Debit Card with a nominated amount of money to recognise their years of service. The rewards/amounts reflective of years of service are listed below:-

10 years	= \$100
15 years	= \$150
20 years	= \$500
25 years	= \$500
30 years	= \$500
35 years	= \$500
40 years	= \$1,000
+ every 5 years	= \$1,000

In addition that the above monetary gifts, Full time and part time staff employed at the Council for a continuous period of 20 years and 40 years will also be recognised with a framed Certificate of Service.

Staff will also be recognised in any Council publications such as the quarterly newsletter.

Awardees, as well as their chosen family members, are to be invited to attend Council meeting at a date most appropriate to their anniversary date to join staff and councillors for morning tea and be presented with their Certificate of Service.

The HR/WHS Officer is responsible for generating annual reports on employee's who will achieve each of the identified years of service and purchasing and distributing the VISA cards to Section Managers each month. Recognition awards will be distributed to staff annually on their anniversary.

Recognition of Retirement

Upon retirement, employees will be given a gift chosen by the General Manager to a maximum value of \$1,000. To be eligible for this recognition, the employee must be a permanent employee with at least 10 years continuous service as at the date of their retirement. Retirement for the purposes of this recognition means that the employee, on termination with Council, has no intention to continue in paid work of any kind either inside or outside of Council.

Recognition of Outstanding Service

All staff including, fulltime, part-time, casual and long term temporary staff have the ability to recognise the efforts of individuals or teams across the organisation that they feel have demonstrated excellence in Council values.

All employees have access to Thank You cards and have the ability to use them periodically throughout the year. These cards can be handwritten and do not have to be linked to a reward or signed off by a Section Manager.

If an employee wishes to recognise the efforts of an individual or a team and they would like to nominate them for a reward, then nomination forms must be signed and forwarded to the Section Manager for approval. Employees can be nominated in any one of the five value categories:

- **Trust**
- **Honesty**
- **Respect**
- **Teamwork**

Employee or Team Eligibility

Assistant General Managers will evaluate nominations and award/reward those employees or teams who have clearly demonstrated by their behaviour, their commitment to embracing the Council Staff values.

Assistant General Managers are responsible for communicating decisions to nominees and advising of the reason why the nomination was not adopted.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Recognition - Recognition is defined as the action or process of giving recognition or being recognised. In this context, recognition will be via methods as outlined below.

Service: - Service to the organisation can be defined as

- Actual provision of services to community
- Length of time employed with the organisation
- Significant achievement in professional development and/or education within career

Exceptions

N/A

Related Documents and Legislation

Council's Adopted Code of Conduct

Local Government Act 1993

Local Government (State) Award 2017

Review

Review of the policy will be undertaken every Council term following the date of its adoption.



Hiring of Council Facilities Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager – Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Reviews:	MSC 101 & 102 Charges – Shire Hall Rentals, Council Facilities Hire And JSC 1.13 Hire of Council Facilities Policies
Next Review Date:	September 2021
Date adopted by Council:	
Minute No:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

November, 2017

Policy Scope

This policy is applicable to all organisations and individuals wishing to hire halls and facilities owned and managed by Murrumbidgee Council.

Policy Objective

The purpose of this policy is to:

- Establish guidelines applicable to the hire of the Council halls and facilities as well as their contents.
- Provide assistance to community organisations and members conducting community-based functions.

This policy relates to the following Murrumbidgee Council facilities:

LIST TO BE INCORPORATED

Policy Statement

The policy provides guidance on the booking of Council facilities, the use of equipment within such facilities and protocols surrounding the booking and use of halls and facilities currently own by Murrumbidgee Council.

Policy Guidelines

Bookings

Bookings of Council facilities can be arranged by contacting the branch office in the relevant community where the facility is located. It is the responsibility of the booking organisation to ensure that any bookings made do not conflict with existing bookings near to the date so booked by that organisation.

That the Council facilities shall not be let beyond 12 midnight unless the prior consent of Council, under the delegated authority of the General Manager, is obtained. If alcohol is to be consumed as part of the function a bond of \$500 is to be paid to Council prior to the event. The bond money will retained by Council in the event that damage occurs to the property or is required to clean the venue.

Hirers of Council facilities are requested to notify Council of any maintenance requirements or problems perceived during use of the relevant facility.

Equipment

Tables, chairs and crockery/utensils located within specific Council facilities shall not be let for hire outside those facilities.

External organisations

Murrumbidgee Council will not hire premises for purposes that directly conflict with established local businesses.

Hiring costs

The cost of hiring Council facilities will be as per Council's Adopted Fees and Charges for the Financial Year in which the event is to be held.

Charges for hire of the Council Halls shall be two-thirds the normal hire rate (to the nearest dollar) where the halls are booked on a regular basis of at least once per week and for a minimum period of three months.

Council will consider applications to waive hire charges on Council facilities only under the following circumstances:

1. The function must be open to the general public;
2. No entry/participation fee is required by the organisation;
3. No assistance is required to be provided by Council;
4. Premises/grounds are to be left in original condition.
5. The application must be in writing and addressed to Council's General Manager prior to the event.

Induction

All hirers of Council facilities will be expected to comply with Murrumbidgee Council's policies in relation to Work Health and Safety including a site specific induction. It is the expectation of Council that hirers will ensure relevant safety information is also made available to those accessing the facility during the hire period.

Insurance

Public Liability Insurance is required from hirers using the facilities for sporting activities or operating a business from a facility eg Karate classes, Personal Trainers, Yoga classes, market traders etc. Copies of such insurance must be provided with the agreement to lease documentation for the relevant facility.

Please note: You are not required to provide Certificate of Currency for a private function. Council's current Casual Hirer's Insurance Policy covers individuals and small informal groups but expressly excludes organisations, incorporated bodies, sporting clubs and associations of any kind.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Hirers means organisations or individuals who enter into a hire agreement with Murrumbidgee Council for use of Council owned facilities.

Hiring Costs means fee charged by Council for use of facilities.

Related Documents and Legislation

Council's Adopted Code of Conduct
Local Government Act 1993 (Division 2 – Part 2 – Section 35)
Local Government Act 1993 (Division 12 – Part 1 – Section 356)
Local Government (General) Regulations 2005 (Division 5 – Part 2 – Section 49)
Community Festivals and Events Policy
Murrumbidgee Council Fees and Charges
Murrumbidgee Council Statement of Business Ethics
Murrumbidgee Council Enterprise Risk Management Policy

Review

This policy should be reviewed every term of Council. The policy may be reviewed and amended at any time at Council's discretion (or if legislative changes occur).



Workplace Grievance and Dispute Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager- Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Reviews:	Replaces HR06.01.05 Workplace Grievance and Dispute Policy (MSC)
Next Review Date:	September 2021
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November, 2017

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Policy Scope

An employee with a problem or complaint is encouraged to raise the issue immediately or as soon as possible with their immediate Supervisor/Manager to ensure that management is aware of any concerns and can take remedial action where appropriate.

This policy details guiding structures applying to grievances in the workplace, and to provide procedures for satisfactory complaint resolution. The policy applies to all persons entering and/or occupying the premises of Murrumbidgee Council.

Policy Objective

The purpose of this policy is to:

- Ensure issues within the workplace are identified and dealt with in a confidential and timely manner
- Management and Employees are able to take appropriate action to address a real or perceived issue

Policy Statement

Council staff have a right to register a grievance at any time with the understanding that said grievance shall be dealt with in the following manner

- Complete confidentiality:**
Only the people directly involved in making or investigating the complaint will have access to information about the complaint.
- Impartiality:**
All procedures during the investigation of the grievance will be impartial. Both sides will have a chance to tell their side of the story. No assumptions will be made and no action will be taken until all relevant information has been collected, investigated and considered.
- Free of repercussions**
No action will be taken against anyone for making a complaint or helping someone to make a complaint. Council is committed to ensuring that no repercussions or victimisation occurs against anyone who makes a complaint. Seeking redress of a trivial, frivolous or vexatious issue through a grievance procedure will not be tolerated.
- Timely**
All complaints will be dealt with as quickly as possible and Council aims to resolve all complaints within four weeks of notification, where feasible. A record of the resolution will be maintained by Human Resources.

Staff members who wish to avail themselves of the United Services Union's Guide for Grievance Resolution may do so. Information in relation to this can be found at the following website: <https://www.usu.org.au/support/>

Policy Guidelines

The implementation of this policy will be in accordance with the agreed and adopted procedures. These procedures are included as Attachment A to this policy.

Responsibility

All individuals covered by this policy must comply with the provisions of this policy.

Assistant General Managers/Managers are responsible for providing advice as required to staff in relation to the provisions of this policy.

Council's General Manager is responsible for providing advice to individuals other than staff in relation to the provisions of this policy.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Grievance - A grievance is any type of problem, concern or complaint related to work to the work environment. A grievance may be about any act, omission, situation or decision that you think is unfair, discriminatory or unjustified.

Dispute - A disagreement between management and employees, which may or may not lead to industrial action.

Exceptions

Situations which may result in investigations by a third party external to the Council organisation, eg. Police, Obmudsman, Fair Work Australia.

Related Documents and Legislation

Council's Adopted Code of Conduct
Local Government Act 1993 (NSW)
Local Government (State) Award 2017
Murrumbidgee Council Internal Reporting Policy
USU Guide for Grievance Resolution

Anti-Discrimination Act 1997 (NSW)
Sex Discrimination Act 1984 (Cth)
Disability Discrimination Act 1992 (Cth)
Protected Disclosures Act 1994 (NSW)

Review

This policy is to be reviewed September 2021 by Murrumbidgee Council's Consultative Committee.

Attachment A - POLICY IMPLEMENTATION & PROCEDURES

Introduction

This procedure details how grievances and disputes; for any employment-related grievance for which there is not alternative resolution procedure; are to be handled. Reference should also be made to the Grievance and Dispute Procedure clause of the Local Government (State) Award.

Procedure

1. In carrying out their responsibilities to resolve the dispute or grievance, council and its employee(s) have an obligation to:
 - establish or verify the facts;
 - clarify the differences between reality, perception and opinion;
 - maintain confidentiality, as far as possible;
 - initiate or recommend actions to prevent the dispute or grievance recurring.

In all stages that the process follows, documentation relating to the grievance must be signed by the parties, marked confidential and provided for Council's records system.

2. Resolving a dispute or grievance may involve up to four stages. Lack of resolution at any one stage becomes the trigger for referral to the next stage. At any stage of the process the employee(s) may be represented by the relevant union, either by an official of the union or its local representative. Similarly the council may be represented by the Local Government NSW or legal advisor.

Stage 1 - Take the matter to the immediate supervisor

The aggrieved employee(s) must notify the supervisor of the dispute or grievance and the remedy sought. This can be documented by utilizing Grievance Notification Form (As per attached). Copies of this form are available from HR or Council's Complaints Coordinator. The employee(s) should indicate whether or not a union representative or support person will be involved.

The supervisor must make every effort to convene a meeting with the employee(s) within two working days to discuss the dispute or grievance. If the immediate supervisor is a party to the dispute or grievance, resolution of the matter must proceed directly to stage 2.

Stage 2 - Take the matter to the Manager of the Section

If the immediate supervisor cannot resolve the dispute or grievance, it may be referred to the Manager of the Section who should try to resolve the matter.

The Manager should hear the dispute or grievance as soon as possible. If the grievance is not resolved it progresses to stage 3.

Stage 3 - Consideration of the matter by the Assistant General Manager

If the dispute or grievance cannot be resolved by the Assistant General Manager, the Assistant General Managers or General Manager should consider the matter in the light of previous attempts at resolution as well as through their own investigations. If the dispute or grievance remains unresolved, the General Manager must provide a written response as to why remedial or corrective action has not been proposed or, if such action has

been proposed, why it has not been implemented.

Should the dispute or grievance be with the General Manager and the matter cannot be resolved by the parties the employee(s) is entitled to seek redress through:-

- relevant union(s)
- legal advisor(s); and/or
- a mutually agreed arbiter

Stage 4 - Refer the matter to external mediators

If the dispute or grievance cannot be resolved by the General Manager, it may be referred to the relevant union(s), LGNSW or legal advisor or a mutually agreed arbiter.

3. Other Avenues of redress

Parties may exercise the right, at any stage of the procedure, to seek the assistance of the appropriate industrial tribunal, court or other mediation service.

4. Failure to resolve a grievance

If a dispute or grievance cannot be resolved, or if it seems likely that further, similar disputes or grievances will occur, the General Manager must:

- advise the aggrieved employee(s) of alternative, external avenues of redress
- recommend to council any courses of action within its powers which it may take to resolve the matter or to minimise or eliminate the prospect of its recurrence.

5. Assistant General Managers are to report to the General Manager on the number of grievances and or disputes handled through the grievance and disputes procedure process on an annual basis.



Sale of surplus IT equipment Policy

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager – Corporate and Community Services		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
Previous Reviews:	N/A
Next Review Date:	September 2021
Date adopted by Council:	
Minute No:	
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Minute Number:	

November, 2017

Policy Scope

The purpose of this policy is to provide guidelines for the sale of surplus computer equipment to staff, community groups or local charity organisations.

Policy Objective

The policy has been developed to allow for Council to equitably and appropriately dispose of computer equipment which is surplus to immediate and foreseeable future needs.

Policy Statement

A large amount of Council's surplus computer equipment periodically becomes available for sale. Generally Council has adopted the following methods of disposing of this surplus equipment:

- (a) Advertising for expressions of interest in the local media.
- (b) Advertising the equipment via auction on eBay.

As much of the equipment is obsolete or has little economic value, the high administrative costs of disposal often result in little return to Council. This policy puts into place guidelines to facilitate the disposal of low value equipment to Council staff, community groups (including schools) and local charities.

1 Equipment allowed to be sold/disposed of

Only computer equipment with an assessed value of less than \$1,000 is to be disposed of under this policy. Equipment that is worth more than \$1,000 must be either advertised by seeking expressions of interests or disposed of at auction (eBay).

2 Reserve Prices

Reserve prices are only applicable to leased equipment. If the equipment has been purchased outright by council no reserve price will be applied as the equipment at time of disposal has zero value due to depreciation. Reserve prices must be set by Assistant General Manager Corporate and Community Services in discussion with Council's ICT service provider. With regard to computer equipment coming off lease the minimum reserve price to be set is the residual amount left on the lease.

3 Process for Disposal to Staff

- (a) Reserve prices set where applicable. (ex-lease items)
- (b) List of equipment advertised to Council staff for a set period of time, including reserve price where applicable.

(c) Sales made on a tender basis by staff submitting a confidential bid via the council tender box or tender email address.

(d) Terms are payment in advance of taking equipment (staff member must produce proof of payment to Information Technology staff before equipment is released).

(e) Accounting staff informed of sale prices for accounting purposes.

4 Process of Disposal to Charity Groups and Community Groups

Council authorises the sale of excess equipment to local Charity Organisations and Community Groups in accordance with the same rules governing the sale of equipment to staff. Council may elect to donate computer surplus equipment to charity or community groups. If they elect to do so, this must be advertised in accordance with Section 356 of the Local Government Act 1993.

Definitions

Council means Murrumbidgee Council.

Staff means all person employed by Council.

Council official means Councillors, Council staff, volunteers or delegated persons as defined in the Local Government Act 1993.

Related Documents and Legislation

Council's Adopted Code of Conduct
Local Government Act 1993
Council's adopted Asset Disposal Policy

Review

This policy should be reviewed every term of Council. However, the policy may be reviewed and amended at any time at Council's discretion (or if legislative changes occur).



Agency Information Guide

	Name	Position	Signature	Date
Responsible Officer	Alison Coe	Assistant General Manager – Corporate and Community		
Authorised By	Craig Moffitt	General Manager		

Document Revision History	
Revision Number:	1
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November 2017

Prepared in accordance with the provisions of Section 20 of the Government Information (Public Access) Act 2009.

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STRUCTURE AND FUNCTIONS OF COUNCIL

INTRODUCTION

Murrumbidgee Council is constituted the Local Government Act 1993 and was proclaimed in May 2016.

The Council is divided into three wards being Murrumbidgee East, Murrumbidgee West and Jerilderie Wards, with nine (9) Councillors. The Mayor is elected for a 2 year term by the Councillors from among their numbers.

The roles of the Councillors, as members of the body corporate are:

- to direct and control the affairs of the Council in accordance with the Local Government Act and other applicable legislation;
- to participate in the optimum allocation of the Council's resources for the benefit of the area;
- to play a key role in the creation and review of the Council's policies, objectives and criteria relating to the exercise of the Council's regulatory functions;
- to review the performance of the Council and its delivery of services, management plans and revenue policies of the Council;
- The role of a Councillor is, as an elected person:
- to represent the interests of the residents and ratepayers;
- to provide leadership and guidance to the community;
- to facilitate communication between the community and the Council.

The Mayor presides at meetings of the Council, carries out the civic and ceremonial functions of the office, exercises, in cases of necessity, the decision making functions of the body politic, between its meetings and performs any other functions that the Council determines.

The Principal Officer of the Council is the General Manager. The General Manager is responsible for the efficient operation of the Council's organisation and for ensuring the implementation of Council decisions. The General Manager is also responsible for the day to day management of the Council, the exercise of any functions delegated by the Council, the appointment, direction and where necessary, the dismissal of staff, as well as the implementation of Council's Equal Employment Opportunity Management Plan.

To assist the General Manager in the exercise of these functions, there are two Assistant General Managers overseeing the areas of Corporate and Community Services and Infrastructure and Environment.

ORGANISATIONAL STRUCTURE

The functional structure of the organisation is set out in the below diagram:

(FINAL STRUCTURE TO BE INSERTED)

COUNCIL FUNCTIONS

Council has functions conferred or imposed on it by the Local Government Act, 1993. These functions are:

SERVICE FUNCTIONS	REGULATORY FUNCTIONS	ANCILLARY FUNCTIONS	REVENUE FUNCTIONS	ADMINISTRATIVE FUNCTIONS	ENFORCEMENT FUNCTIONS
Including: * Provision of community health, recreation, education & information services * Environmental protection * Waste removal & disposal * Land & property, industry & tourism development & assistance * Civil Infrastructure Planning * Civil Infrastructure Maintenance & Construction	Including: * Approvals * Orders * Building Certificates	Including: * Resumption of land. * Powers of entry and inspection	Including: * Rates * Charges * Fees * Borrowings * Investments	Including: * Employment of staff * Management plans * Financial reporting * Annual reports	Including: * Proceedings for breaches of the Local Government Act & Regulations and other Acts & Regulations * Prosecution of offences * Recovery of rates and charges.

As well as the Local Government Act, Council has powers under a number of other Acts including:

Coastal Protection Act 1979

Community Land Development Act 1989

Companion Animals Act 1998

Contaminated Land Management Act 1997

Conveyancing Act 1919

Environmental Planning and Assessment Act 1979

Fire Brigades Act 1989

Fluoridation of Public Water Supplies Act 1957

Food Act 2003

Government Information (Public Access) Act 2009

Heritage Act 1977

Impounding Act 1993

Library Act 1939

Noxious Weeds Act 1993

Privacy & Personal Information Protection Act 1998

Protection of the Environment Operations Act 1997

Public Health Act 2010

Recreation Vehicles Act 1983

Roads Act 1993

State Emergency & Rescue Management Act 1989

State Emergency Service Act 1989

Strata Schemes Development Act 2015

Strata Schemes Management Act 2015

Swimming Pools Act 1992

Unclaimed Money Act 1995

HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC

As a service organisation, the majority of the activities of Murrumbidgee Council have an impact on the public. The following is an outline of how the broad functions of Council affect the public.

Service functions affect the public as Council provides services and facilities to the public. These include provision of human services such as child care services and libraries, halls and community centres, recreation facilities, infrastructure and the removal of garbage.

Regulatory functions place restrictions on developments and buildings to ensure that they meet certain requirements affecting the amenity of the community and not endanger the lives and safety of any person. Members of the public must be aware of, and comply with, such regulations.

Ancillary functions affect only some members of the public. These functions include, for example, the resumption of land or the power for Council to enter onto a person's land. In these circumstances, only the owner of the property would be affected.

Revenue functions affect the public directly in that revenue from rates and other charges paid by the public is used to fund services and facilities provided to the community.

Administrative functions do not necessarily affect the public directly but have an indirect impact on the community through the efficiency and effectiveness of the service provided.

Enforcement functions only affect those members of the public who are in breach of certain legislation. This includes matters such as the non-payment of rates and charges and unregistered dogs.

Community planning and development functions affect areas such as cultural development, social planning and involves:

- Advocating and planning for the needs of our community. This includes initiating partnerships; participating on regional, State or Commonwealth working parties; and preparation and implementation of the Community Plan.
- Providing support to community and sporting organisations through provision of grants, training and information.
- Facilitating opportunities for people to participate in the life of the community through the conduct of a range of community events such as Australia Day Awards and Youth Week, as well as promoting events of others.

HOW THE MEMBERS OF THE PUBLIC CAN PARTICIPATE IN COUNCIL'S POLICY DEVELOPMENT AND THE EXERCISE OF FUNCTIONS

There are a number of avenues available to members of the public to enable participation in policy development and the general activities of Council. These avenues can be broken down into two categories, namely:

- representation;
- personal participation.

REPRESENTATION

Local Democracy

Councils in New South Wales are elected every four years. An election in Murrumbidgee was held in September 2017 following a merger of the former Jerilderie and Murrumbidgee Shire Councils. The outcome of this election saw three Councillors chosen for the three wards which make up the Murrumbidgee Council area.

Due to the delayed election date the current Council term is for a 3 year period (2017- 2020). The Mayor is elected for a 2 year term by the Councillors from among their numbers. All residents of the area who are on the electoral roll are eligible to vote. Property owners who live outside of the area and rate paying lessees can also vote, but must register their intention to vote on the non residential roll. Voting is compulsory.

Making Representations to Councillors

Residents are able to raise issues with, and make representations to, the elected Councillors. The Councillors, if they agree with the issue or representation, may pursue the matter on the resident's behalf thus allowing members of the public to influence the development of policy.

Appointments with Mayor

After speaking to Councillors and/or appropriate staff, members of the public may make an appointment with the Mayor to discuss issues that require further attention.

PERSONAL PARTICIPATION

Open Council Meetings

Murrumbidgee Council meets regularly at Ordinary Council meetings to discuss local issues and make decisions on behalf of the community. All meetings of Council are open to the public and residents are welcome to attend, unless closed for specific reasons under the *Local Government Act*. Ordinary Council meetings are held on the fourth Tuesday of the month at 10am and alternate between the Council Chambers located in Jerilderie and Darlington Point.

Public Address to Council

The opportunity is offered to interested persons to address Council on any matters that are within its jurisdiction. Members of the public who have a direct interest in a matter before Council are able to address the Council on that matter. Arrangements must be made with the General Manager prior to the meeting to speak on the matter.

Section 355 Committees

There are several Committees to which Council has delegated a function of Council to under s.355 of the Local Government Act. Council has the following Community Committees comprising and including members of the public:

- Coleambally Australia Day Committee
- Jerilderie Australia Day Committee
- Coleambally Townlife Committee
- Darlington Point Townlife / Australia Day Committee
- Heritage Darlington Point
- Tiddalik Wetlands Committee
- Alf Hanna Legacy Units
- Balmeringa Management Committee
- Central Coree Sports Complex Management Committee
- Yamma Recreation Reserve Management Committee
- Jerilderie Tidy Towns Committee

Community Committee meeting times are promoted on Council's website. Invitations for membership of committees are called after Council elections and as committee vacancies arise. Notification of vacancies are publicised on Council's website and in the local newspaper. Members of the public interested in being involved with any community committee should contact Council in the first instance to enquire of any vacancies.

Public Exhibitions / Submissions to Council

Public exhibition of Council documents are a key way for the community to participate in local government. Members of the community can submit feedback on proposed policies, plans, projects or development that Council is considering. Members of the public can, either personally or in writing, address any matter that falls within Council jurisdiction.

Information provided to Council in correspondence, submissions or requests, including personal information such as names and addresses may be made publicly available in accordance with the Government Information (Public Access) Act (GIPA).

INFORMATION HELD BY MURRUMBIDGEE COUNCIL

Council holds a wide range of information, in both hard copy and electronic form in respect of the wide range of functions undertaken by it. That information is contained in:

1. Records – either Physical or electronic
2. Policy documents
3. General Information

RECORDS

Prior to the merger of Jerilderie and Murrumbidgee Shire, each Council had different processes for records system, with some material being held as physical records while others were held electronically. Council is in the process of transitioning to a fully electronic records management system, except for development/building/construction applications.

Council's records are not available on the website however this information may be made available either by informal release or via an access application, unless there is an overriding public interest against disclosure of the information, in accordance with the provisions of GIPA.

Members of the public who require an informal release or an access application can do so by contacting the Right to Information Officer at Council on telephone 1300 MRMBGE (676243).

POLICY DOCUMENTS

Council's policies are maintained in a policy register – access to which is available from Council's website on the Council & Community/Publication & Policies/Council Policies page. Council's website is <http://www.murrumbidgee.nsw.gov.au>

GENERAL INFORMATION

The following list of general information held by Council has been divided into four sections as outlined by the Government Information (Public Access) Regulation 2009:-

1. Information about Council;
2. Plans and Policies;
3. Information about Development Applications;
4. Approvals, Orders and other Documents.

The Government Information (Public Access) Regulation 2009 requires that these documents held by Council, are to be made publicly available for inspection, free of charge. The public is entitled to inspect these documents either on Council's website (unless there is an unreasonable additional cost to Council to publish these documents on the website) or at the offices of the Council during ordinary office hours or at any other place as determined by the Council. Any current and previous documents of this type may be inspected by the public free of charge. Copies can be supplied for reasonable copying charges.

These documents are:

a. Information about Council

- The model code of conduct prescribed under section 440 (1) of the LGA
- Council's adopted Code of Conduct
- Code of Meeting Practice
- Annual Report
- Annual Financial Reports
- Auditor's Report
- Community Strategic Plan
- Delivery and Operational Plan including resourcing strategy documentation such as Workforce Plan; Long-term Financial Plan; and Asset Management Plans
- EEO Management Plan
- Payment of Expenses and the Provision of Facilities to the Mayor and Councillors Policy
- Annual Reports of Bodies Exercising Functions Delegated by Council
- Any Codes referred to in the Local Government Act
- Returns of the Interests of Councillors, Designated Persons and Delegates
- Agendas and Business Papers for any meeting of Council or any Committee of Council
- Minutes of any meeting of Council or any Committee of Council
- Departmental Representative Reports presented at a meeting of Council
- Land Register
- Register of Investments
- Register of Delegations
- Register of Graffiti removal works
- Register of current Declarations of Disclosures of Political donations
- Register of Voting on Planning Matters

b. Plans and Policies

- Local Policies adopted by Council concerning approvals and orders
- Plans of Management for Community Land
- Environmental Planning Instruments, Development Control Plans and Contribution Plans

c. Information about Development Applications

Development Applications and any associated documents received in relations to a proposed development:

- Home Warranty Insurance documents
- Construction Certificates
- Occupation Certificates
- Structural Certification Documents
- Town Planner Reports
- Submissions received on Development Applications
- Heritage Consultant Reports
- Tree Inspection Consultant Reports
- Acoustic Consultant Reports

- Land Contamination Consultant Reports
- Records of decisions on Development Applications including decisions on appeals
- Records describing general nature of documents that Council decides to exclude from public view including internal specifications and configurations, and commercially sensitive information

d. Approvals, Orders and Other Documents

- Applications for approvals under part 7 of the LGA
- Applications for approvals under any other Act and any associated documents received
- Records of approvals granted or refused, any variation from Council Policies with reasons for the variation, and decisions made on appeals concerning approvals
- Orders given under Part 2 of Chapter 7 of the LGA, and any reasons given under section 136 of the LGA
- Orders given under the Authority of any other Act
- Records of Building Certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by Council
- Compulsory Acquisition Notices
- Leases and Licenses for use of Public Land classified as Community Land

HOW MEMBERS OF THE PUBLIC MAY ACCESS AND AMEND COUNCIL DOCUMENTS CONCERNING THEIR PERSONAL AFFAIRS

As far as practicable, Council documents will be accessible by members of the public during office hours.

Persons interested in obtaining access to documents or who wish to seek an amendment to the Council's records concerning their personal affairs, should contact a Customer Service Officer. If you experience difficulty in obtaining documents or information you should contact Council's Public Officer.

ACCESS TO INFORMATION HELD BY THE COUNCIL

Murrumbidgee Council is dedicated to good public decision making, transparency and accountability, and will provide access to information in accordance with the provisions of the GIPA Act.

Council has adopted a policy on access to information (Policy 2G: Access to Information), to facilitate public access to the information held by Council. This policy is publicly available from Council's policy register on Council's website using the following link:

https://www.murrumbidgee.nsw.gov.au/cp_themes/default/page.asp?p=DOC-VAA-46-31-12

In accordance with the GIPA Act, Council will make information available to the public in the following ways, unless there is an overriding public interest against disclosure of information:

OPEN ACCESS INFORMATION

Through the mandatory disclosure of open access information (see above, Information Held by Council) – where practicable, this information will be made available free of charge on Council's website. Where it is not practicable for Council to provide open access information on the website, the information will be made available free of charge in at least one other format.

To access information that is not currently available on Council's website, please contact Council's Right to Information Officer on 1300 MRMBGE (676243)..

PROACTIVE RELEASE OF INFORMATION

Through the proactive release of as much information as possible – this information will be made available free of charge, or at the lowest reasonable cost.

INFORMAL ACCESS REQUESTS

In response to an informal request (without the need for a formal application, unless there are good reasons to require one) – this information will be made available free of charge, subject to any reasonable conditions that may be imposed by Council. Council may require a written record of an informal request to access information.

FORMAL ACCESS APPLICATIONS

In response to a formal access application (for information that Council does not provide proactively or informally) – application fees and processing charges apply as per the GIPA Act.

The GIPA Act sets out the procedure for making and dealing with formal access applications. An application for information that is not already available by other means must be made on the "Formal Access Application" form, which is available at the Council Chamber or on Council's website - <http://www.murrumbidgee.nsw.gov.au>

A formal application is not a valid application unless it is accompanied by an application fee of \$30. The application fee counts as payment of the first hour of any processing charge that may be payable by the applicant. Processing charges for dealing with formal access applications are charged at a rate of \$30 per hour for each hour of processing time.

Enquiries regarding formal access applications should be made to Council's Right to Information Officer on 1300 MRMBGE (676243).

PUBLIC OFFICER – RIGHT TO INFORMATION OFFICER

The Assistant General Manager-Corporate and Community Services has been appointed as the Public Officer. Amongst other duties, the Public Officer may deal with requests from the public concerning the Council's affairs and has the responsibility of assisting people to gain access to public documents of the Council. The Assistant General Manager-Corporate and Community Services is also Council's Right to Information Officer and, as such, is responsible for determining applications for access to documents or for the amendment of records. If you have any difficulty in obtaining access to Council documents, you may wish to refer your enquiry to the Public Officer. Also, if you would like to amend a document of Council which you feel is incorrect it is necessary for you to make written application to the Public Officer (Right to Information Officer) in the first instance.

Enquiries should be addressed

as follows: General Manager
Murrumbidgee Council
PO Box 5
Darlington Point NSW 2706

Or

PO Box 96
Jerilderie NSW 2716

Email: mail@murrumbidgee.nsw.gov.au

INFORMATION AND PRIVACY COMMISSION

If you require any other advice or assistance about access to information you may contact the Information and Privacy Commission by telephone on 1800 472 679 (free call), in person at Level 17, 201 Elizabeth Street, Sydney 2000, in writing to GPO Box 7011 Sydney NSW 2001 or by email at ipcinfo@ipc.nsw.gov.au. Further information may also be obtained from website: www.ipc.nsw.gov.au



Transportable or Moveable Dwellings and Temporary Accommodation Policy

	Name	Position	Signature	Date
Responsible Officer				
Authorised By				

Document Revision History	
Revision Number:	1
Previous Reviews:	NA
Next Review Date:	<i>INSERT DUE DATE</i>
Date adopted by Council:	
Minute No:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

November 2017

1. Policy Purpose

Transportable or Moveable Dwellings are important to the local economy as they can provide short term stay accommodation for seasonal workers and tourist and visitors alike, as well as providing an alternative form of low-cost housing.

Notwithstanding, the use and development of land for transportable or moveable dwellings can have a negative impact on the amenity of neighbouring properties and the wider community in general if they are not appropriately planned and designed.

2. Policy Objective

The purpose of this policy is to:

- a) To provide for a range of housing and accommodation types to meet the diverse needs of the regions' residents, visitors and seasonal workers;
- b) to outline the approval requirements for the installation of transportable or moveable dwellings used for the purposes of seasonal workers, tourist and visitors accommodation or alternative forms of small lot or low-cost housing;
- c) to set the minimum standards and requirements for the installation of transportable or moveable dwellings; and
- d) to ensure that the installation of transportable or moveable buildings do not detract from the overall appearance and amenity of an area.

3. Approval process:

The installation of transportable buildings and structures requires the following approvals:

- (a) Development consent under the *Environmental Planning & Assessment Act 1979* for the use of the land;
- (b) Section 68 Approval under the *Local Government Act 1993* for the installation of the individual transportable or moveable dwellings;
- (c) Construction Certificate, where the proposed building or structure will be constructed on-site.

4. Guiding principles:

In assessing any application for the installation of transportable or moveable dwellings or temporary accommodation, applicants will need to demonstrate to council and council will need to be satisfied, that the proposal meets the following principles:

Management:

- (a) Development for the purposes of seasonal workers or tourist and visitor accommodation shall have an on-site manager or supervisor present at all times;
- (b) A Plan of Management shall be prepared prior to the use of the site as a seasonal workers or tourist and visitor accommodation. The purpose of the Plan is to establish performance criteria for various aspects of the operations of the premises so as to minimise potential for impacts on the amenity of the surrounding neighbourhood. The Plan of Management shall address:
 - i. Amenity of neighbourhood;
 - ii. Noise;
 - iii. Deliveries and waste removal and management;
 - iv. Site management;
 - v. Capacity of premises;
 - vi. Traffic, access and parking;
 - vii. Safety and security;
 - viii. Landscaping.

Building setbacks:

- (c) Buildings and other structures shall comply with the following building setbacks:
 - i. *Front setback* – 4 metres or the average setback of adjoining properties, whichever is the greater;
 - ii. *Side setbacks* – 2 metres;
 - iii. *Rear setbacks* – 2 metres;
 - iv. *Corner lots* – the minimum setback required from the secondary street boundary of the site to the forward most wall of the buildings or structures is 3 metres.

Traffic and Parking:

- (d) Car parking shall be provided at the following rates:
 - i. One space for the managers' office; and
 - ii. One space for every four beds.

- (e) All car parking areas shall be sealed, line-marked and drained.

Landscaping:

- (f) A landscaping plan shall be prepared for the site detailing the location and size of plant species and groundcovers and any existing trees to be retained and/or removed;
- (g) Such landscaping shall be used to screen and soften the appearance of the development and maintained in perpetuity.

Waste:

- (h) Details regarding waste management collection and disposal shall be included as part of the development application detailing how wastes will be managed on-site.

Noise:

- (i) Each premises is to be acoustically insulated to ensure that noise from within the building is not audible on an adjacent property.

Signage:

- (j) Details of any proposed signage and advertising shall be included in the development application detailing the size, location and position of any proposed signage;
- (k) Maximum number of signs per site – 2 per lot;
- (l) Where located in a residential area, such signage shall be non-illuminated.

Safety and Security:

- (m) Details regarding safety and security lighting shall be included in the development application;
- (n) Safety and security lights shall be provided to all communal and car parking areas;
- (o) Such lighting shall not be directed into adjoining properties and shall have hoods or covers to prevent light spillage.

Review

The policy may be reviewed and amended at any time at Council's discretion (or if legislative changes occur).