Fact Sheet

ELECTION OF MAYOR AND DEPUTY MAYOR BY COUNCILLORS

Summary

Councillors must elect a mayor from among their number every two years unless they have a popularly elected mayor.

Councillors may also elect a deputy mayor. The deputy mayor may be elected for the mayoral term or a shorter term.

The election of the mayor and the deputy mayor must be conducted in accordance with clause 394 and Schedule 7 of *the Local Government (General) Regulation 2005* (the Regulation).

The purpose of this document is to assist councils to conduct mayoral and deputy mayoral elections in accordance with these requirements. It includes scripts for key activities to help returning officers exercise their functions. These scripts are provided in the text boxes inserted in the relevant parts of this document.

How can councils use this document?

Electing a mayor is an important activity. It is vital that the process is smooth, open and easy to follow and not rushed or confusing. Where necessary, it may be appropriate to stop and provide clarification for the benefit of councillors, staff or the gallery.

Returning officers can circulate this document prior to the meeting to help councillors understand the election process.

Election of a mayor after an ordinary election of councillors

An election for mayor must be held within three weeks of the declaration of the ordinary election at a meeting of the council.

The returning officer is to be the general manager or a person appointed by the general manager.

As no mayor or deputy mayor will be present at the start of the meeting, the first business of the meeting should be the election of a chairperson to preside at the meeting. Alternatively, the returning officer may assume the chair for the purpose of conducting the election.

Mid-term election of a mayor

A mayor elected by councillors holds office for two years. A mid-term mayoral election must be held in the September two years after the ordinary election of councillors or the first election of a new council following its establishment.

Procedures

Prior to the meeting

Before the council meeting at which the election is to be conducted, the returning officer will give notice of the election to the councillors.

The notice is to set out how a person may be nominated as a candidate for election as chairperson.

> *As returning officer, I now invite nominations for the position of mayor/deputy mayor for* [name of council] *for a two year period.*
>
> *In accordance with the Local Government (General) Regulation 2005, two or more councillors may nominate a councillor (one of whom may be the nominee) for the position of mayor/deputy mayor. Nominations must be in writing and the nominee must consent to their nomination in writing.*

A councillor may be nominated without notice for election as mayor or deputy mayor. The nomination is to be made in writing by two or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

The returning officer checks the nomination forms and writes the nominees' names on a candidates' sheet.

At the meeting

At the start of the first meeting after an ordinary election, in the absence of a chairperson, the returning officer assumes the chair and announces that the first item of business is to be the election of a mayor.

If a chairperson is present, they announce that the first item of business is the election of the mayor then vacates the chair for the returning officer who will then conduct the election.

The returning officer reads out the names of the nominees and seeks confirmation that the nominee has accepted the nomination.

If only one councillor has been nominated for the position of mayor/deputy mayor, the nominee is elected.

> *As there is only one nominee for the role of mayor/deputy mayor, I declare that* [name of successful candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

If more than one candidate has been nominated, the council must determine by resolution, the method of voting for the position of mayor/deputy mayor, by way of one of the following methods:

- Open voting – i.e. by show of hands
- Ordinary ballot – i.e. a secret ballot (place an "X" against the candidate of their choice)
- Preferential ballot – i.e. place 1, 2, 3 etc. against each candidate.

The returning officer must ask for a motion to be put to the meeting by one of the councillors on the preferred method of voting for the election of a chairperson. This must then be seconded and voted on by the councillors.

Note: In the event of a tie, if there is a chairperson, they may use their casting vote. If there is a tie and no chairperson, an election for the role of chairperson should be conducted. Then the election for mayor resumes.

Open voting (show of hands)

Open voting is the most transparent method of voting. It is also the least bureaucratic method and reflects normal council voting methods.

The returning officer will advise the meeting of the method of voting and explains the process.

> *It has been resolved that the method of voting for the position of mayor/deputy mayor will be by show of hands.*
>
> *Each councillor is entitled to vote for only one candidate in each round of voting.*
>
> *I will now write each candidate's name on a slip of paper and deposit it in a barrel. The first name out of the barrel will be written first on the tally sheet, with second name out being written second on the tally sheet, etc.*

When all candidates' names have been written on the tally sheet, the returning officer announces the names of the candidates and, commencing with the first candidate, states the following:

> *Would those councillors voting for* [name of candidate] *please raise your hand.*

The returning officer records the number of votes for each successive candidate on the tally sheet and announces the number of votes received for each candidate.

The minute taker records the vote of each councillor.

The returning officer should check with the minute taker that each councillor has voted. If a councillor has not voted it should be confirmed that they are abstaining (an informal vote).

Two candidates

If there are only two candidates for the position of mayor/deputy mayor and the voting is higher for one candidate than another (number of formal votes recorded on the tally sheet), the returning officer then announces the result.

> [Name of candidate] *has the higher number of formal votes and as a result I declare that* [name of candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

In the event of a **tied vote**, the returning officer will advise the meeting of the following process.

> *In accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

> *I declare that* [name of candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Three or more candidates

If there are three or more candidates, the candidate with the lowest number of votes for the position of mayor/deputy mayor is excluded.

> [Name of candidate], *having the lowest number of votes, is excluded.*

The voting continues as above until there are only two candidates remaining (see voting for **two candidates** above).

In the event that the **lowest number of votes are tied**, the returning officer advises the meeting of the following process:

> *In accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows it to the meeting.

> *I declare that* [name of candidate] *is excluded.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Ordinary ballot – (secret ballot)

The returning officer advises the meeting of the method of voting and explains the process.

> *It has been resolved that the method for voting for the position of mayor/deputy mayor will be by ordinary ballot, in other words by placing an "X" against the candidate of the councillor's choice.*

The returning officer announces the names of the candidates for mayor/deputy mayor and writes each name on a slip of paper and deposits it in a barrel.

The returning officer requests that a staff member shakes the barrel and advises that the order in which the names will appear on the ballot paper will be determined by a draw out of the barrel, i.e. first name out of the barrel is written first on the ballot papers and so on.

It will be necessary to have a number of blank papers as this process may require more than one round of voting.

The returning officer writes the names on one set of the ballot papers and initials the front of each ballot paper.

A staff member distributes the ballot papers and collects them into the ballot box when completed and gives it to the returning officer who counts the votes and records them on the tally sheet.

The returning officer announces the results.

> [Name of candidate]*, having the lowest number of votes, is excluded.*

In the event that the **lowest number of votes are tied**, the returning officer advises the meeting of the following process:

> *In accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows it to the meeting.

> *I declare that* [name of candidate] *is excluded.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

The returning officer writes the names of the remaining candidates on a further set of the ballot papers and initials the front of each ballot paper.

The staff member distributes ballot papers listing the remaining candidates and collects them into the ballot box when completed and gives it to the returning officer who again counts the votes and records them on the tally sheet and announces the results.

The process continues until two candidates remain, where a final vote takes place.

> [Name of candidate] *has the higher number of votes and I declare that* [name of candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

In the event of a **tied vote** between the two remaining candidates, the returning officer makes the following statement and announces the process.

> *The votes are tied between* [name of candidate 1] *and* [name of candidate 2] *having received* [number] *votes each, and, in accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel.*
>
> *Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests that a staff member shakes the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

> *I declare that* [name of candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Preferential ballot

The returning officer explains the process.

> *It has been resolved that the method for voting for the position of mayor/deputy mayor will be by preferential ballot, i.e. placing 1, 2 and so on against the candidate of the councillor's choice in order of preference for all candidates.*

The returning officer announces the names of the candidates for mayor/deputy mayor and writes each candidate's name on a slip of paper and deposits it in a barrel.

The returning officer requests that a staff member shakes the barrel and advises that the order in which the names will appear on the ballot paper will be determined by a draw out of the barrel, i.e. first name out of the barrel is written first on the ballot papers and so on.

The returning officer writes the names on the ballot papers and initials the front of each ballot paper. This method of voting requires only one set of ballot papers.

A staff member distributes the ballot papers and collects them when completed and gives them to the returning officer who counts the first preference votes and records them on the tally sheet.

If a candidate has an absolute majority of first preference votes (more than half), the returning officer declares the outcome.

> [Name of candidate]*, having an absolute majority of first preference votes, is elected as mayor/deputy mayor for the ensuing two years.*

If no candidate has the absolute majority of first preference votes, the returning officer excludes the candidate with the lowest number of first preference votes.

> [Name of candidate]*, having the lowest number of first preference votes, is excluded.*

The preferences from the excluded candidate are distributed. This process continues until one candidate has received an absolute majority of votes, at which time the returning officer announces the result.

> [Name of candidate]*, having an absolute majority of votes, is elected as mayor/deputy mayor for the ensuing two years.*

In the event of a **tied vote** where there are only two candidates remaining in the election, the returning officer explains the process.

> *The votes are tied between* [name of candidate 1] *and* [name of candidate 2] *having received* [number] *votes each, and, in accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel. The returning officer then draws a name out of the barrel and shows the meeting.

> *I declare that* [name of candidate] *is elected as mayor/deputy mayor for the ensuing two years.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

In the event that the **lowest number of votes are tied** and where there are three or more candidates remaining in the election, the returning officer advises the meeting of the process.

> *In accordance with clause 12 of Schedule 7 of the Local Government (General) Regulation 2005, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded and their preferences distributed.*

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests that a staff member shakes the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

> *I declare that* [name of candidate] *is excluded and any votes cast for them will be distributed by preference.*

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Schedule 7 - Election of Mayor by Councillors

Part 1 Preliminary

1 Returning officer

The general manager (or a person appointed by the general manager) is the returning officer.

2 Nomination

(1) A councillor may be nominated without notice for election as mayor or deputy mayor

(2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

(3) The nomination is to be delivered or sent to the returning officer.

(4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

3 Election

(1) If only one councillor is nominated, that councillor is elected.

(2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.

(3) The election is to be held at the council meeting at which the council resolves on the method of voting.

(4) In this clause:

ballot has its normal meaning of secret ballot.

open voting means voting by a show of hands or similar means.

Part 2 Ordinary ballot or open voting

4 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

5 Marking of ballot-papers

(1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.

(2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (6) of this Regulation as if it were a ballot-paper referred to in that clause.

(3) An informal ballot-paper must be rejected at the count.

6 Count—2 candidates

(1) If there are only 2 candidates, the candidate with the higher number of votes is elected.

(2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

7 Count—3 or more candidates

(1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.

(2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.

(3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.

(4) A further vote is to be taken of the 2 remaining candidates.

(5) Clause 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.

(6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

Part 3 Preferential ballot

8 Application of Part

This Part applies if the election proceeds by preferential ballot.

9 Ballot-papers and voting

(1) The ballot-papers are to contain the names of all the candidates. The Councillors are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.

(2) The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.

(3) An informal ballot-paper must be rejected at the count.

10 Count

(1) If a candidate has an absolute majority of first preference votes, that candidate is elected.

(2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.

(3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.

(4) In this clause, **"absolute majority"**, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

11 Tied candidates

(1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.

(2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

Part 4 General

12 Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

13 Result

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is:

a) to be declared to councillors at the council meeting at which the election is held by the returning officer, and
b) to be delivered or sent to the Departmental Chief Executive and to the Chief Executive of Local Government New South Wales.

SGS Economics & Planning

DARLINGTON POINT HOUSING MARKET ASSESSMENT

FINAL
AUG 2019

Prepared for
Murrumbidgee Council

Independent insight.

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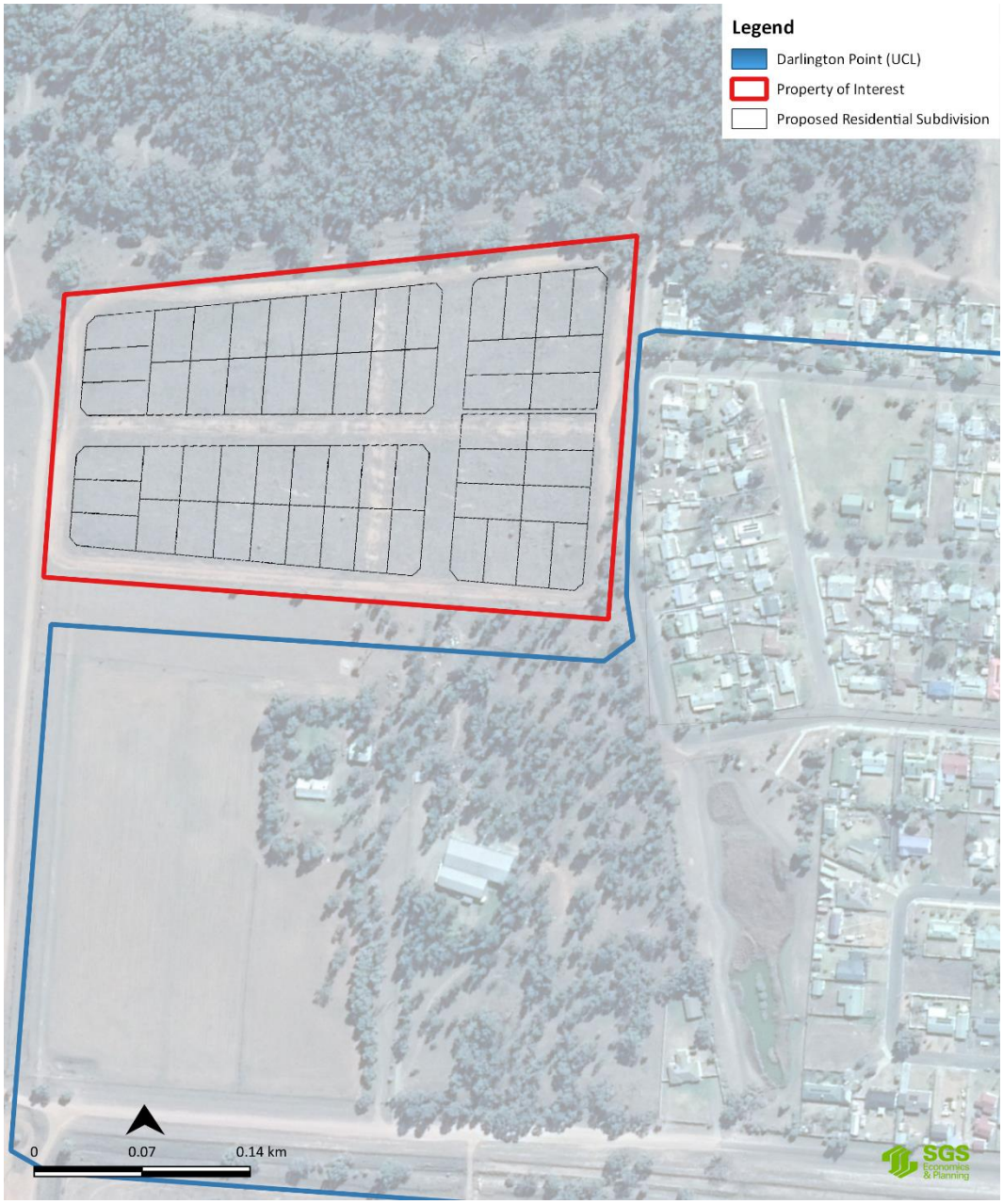
1. INTRODUCTION

1.1 Brief

SGS was engaged by Murrumbidgee Region Council to provide a market demand assessment for a proposed residential subdivision in the township of Darlington Point. Darlington Point is located on the border of Murrumbidgee (C) and Griffith (C) in southern NSW.

The proposed structure of the subdivision is identified below in Figure 1. The subdivision is located at the western edge of the Darlington Points township boundary.

FIGURE 1: PROPSOED DARLINGTON POINT RESIDENTIAL SUBDIVISION



Source: SGS 2019

1.2 Report Structure

The report is broken into five main components which are listed below:

- Catchment definition; will identify the main areas of interest for data collection and analysis for the purpose of assessing market conditions of the proposed subdivision
- Local market overview; will provide findings from consultation with real estate agents, along with analysis of historical transactional and sales data for the various regions identified.
- Demand Assessment; will explore underlying demand drivers for residential land subdivision.
- Take-up Analysis; this section identifies the likely rate of lot consumption given current underlying land patterns for each of the identified regions.
- Discussion; this section explores potential comparison sites and a hypothetical alternative development scenario.

1.3 Project Scope and Reporting

The project scope was to provide a market assessment across the various catchment geographies for the proposed subdivision, incorporating demand from within Darlington Point and identifying the likely migration patterns within the region based on historical data.

The expected take-up of the subdivision was estimated, based on an analysis of occupancy rates, household sizes and spill overgrowth from nearby centres. Additionally, the project identified the current development patterns (supply pipeline) that may affect the take-up rate of the proposed development.

2. CATCHMENT DEFINITION

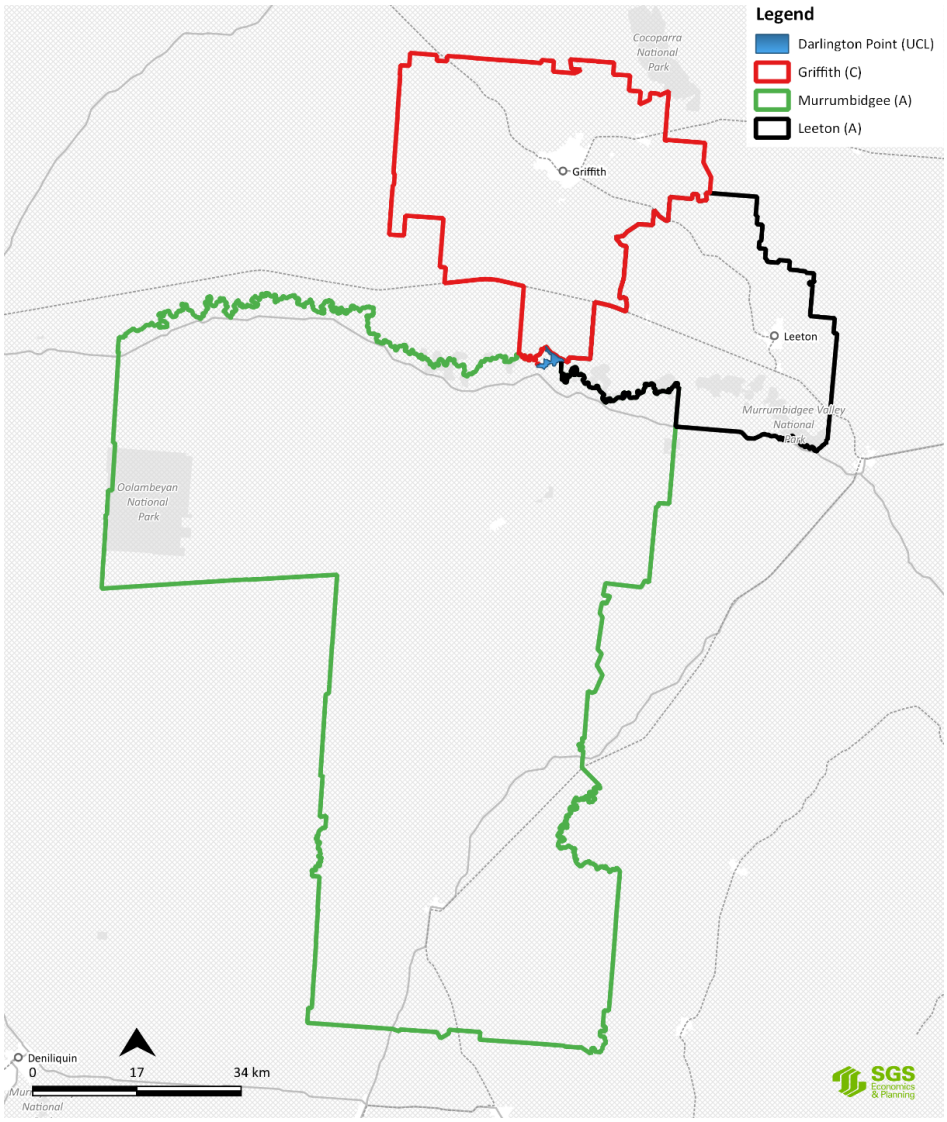
2.1 Geographies

For the purposes of the assessment, there are four areas that are identified for exploration. Traditional LGA boundaries of Griffith (C), Leeton (A) and Murrumbidgee (A) are taken at their 2016 geography produced by ABS.

Darlington Point has been defined using the Urban Centre Locality (UCL) geography produced by ABS, in order to allow exploration of census data whilst being able to identify responses separate to the wider area.

These Geographies are displayed in comparison to each other below in Figure 2.

FIGURE 2: HOUSING MARKET ASSESMENT CATCHMENTS



Source: SGSEP 2019

3. LOCAL MARKET OVERVIEW

This chapter provides an overview of the residential market across the study region, findings from consultation with real estate agents, residential development pipeline and sales data analysis.

3.1 Consultation

Local Agent Consultation

Recent sales by local agents were typically lots sized between 800-1,100 m^2, within residential subdivisions in Griffith. These lot sizes match buyers' preferences, with most purchases seeking residential lots of these sizes. Within Darlington Point there is a preference for larger lots of 1,100 m^2 and above, with an identified lack of lots sized between 1,500-2,000 m^2.

Residential development within the area is constrained by the local construction industry is which is currently exceeding its capacity. This leads to a bottleneck in housing supply. Specifically, in Darlington Point planning constraints further decrease the rate of residential development. For example, some builders are unable or unwilling to engage in the area due to potential land quality issues and ongoing maintenance concerns.

The agent's view was that the market does not see residential land in Darlington Point as a substitute for in the equivalent Griffith and even less so for Leeton, with potential buyers seeking larger lifestyle lots within Darlington Point. Further concerns about the higher construction's costs mean that buyers are less likely to see residential lots within Darlington Point as a substitute for Griffith.

Council Officer Consultation

Consultation with council planners at Habitat Planning advised that there was limited additional supply of residential land currently ready for development in Darlington Point, it is noted however that there exists a vast stock of land ready to be subdivided which has not been over the past several years and it no expected to be.

There has been some small scale development along Britts Road beyond the south west edge of Darlington Point (UCL), this land is primarily larger lots of an average of 2ha. There is additional land identified for supply along Britts Road outside of Darlington Point (UCL), this land however still requires earth works prior to development.

3.2 Supply Pipeline

Council Specific Development Applications

Recent development activity within Murrumbidgee council are identified in Table 1, there were 5 dwelling approvals issues since May 2017. Most of these developments have occurred outside of the Darlington Point (UCL) with only 2 applications in the study area and the remainder of the applications dispersed across the surrounding regional areas.

TABLE 1: RECENT RESIDENTIAL DEVELOPMENT IN DARLINGTON POINT

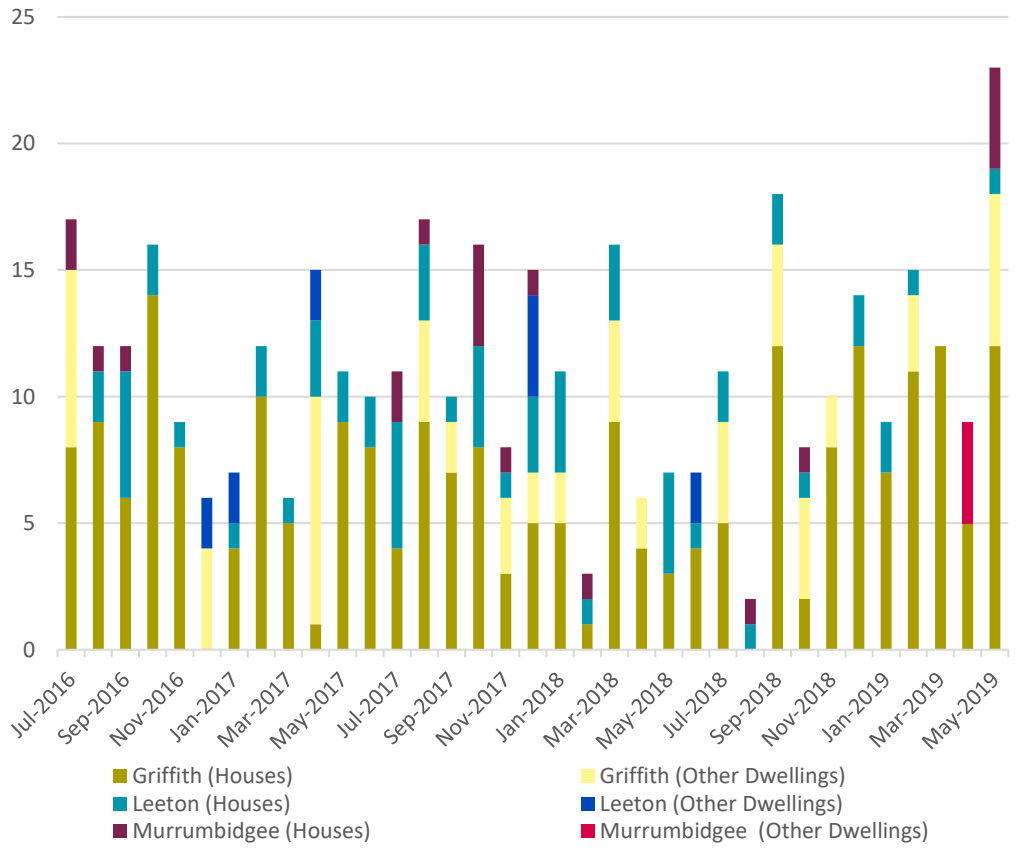
Date of Approval	Type of Building	Area
18/08/2016	Construction of Dwelling	Darlington Point (UCL)
13/01/2017	Dwelling	Darlington Point Rural
30/05/2017	Dwelling	Darlington Point (UCL)
27/03/2018	Dwelling & Garage	Darlington Point Rural
18/10/2017	Construction of 2 New Dwellings	Darlington Point Rural

Source: Murrumbidgee Council

ABS Building Approvals Data

Figure 3 presents the monthly ABS (July 2016 – May 2019) new residential building approvals data for the study region separated between Houses and other dwellings.

FIGURE 3: STUDY REGION RESIDENTIAL BUILDING APPROVALS JULY 2016-MAY 2019



Source: ABS Building Approvals 8731.0, May 2019

Most building approvals are located within Griffith(C) and are primarily House approvals, the data shows somewhat consistent levels of home approvals within Griffith averaging 6.6 house approvals per month over the time series and an additional 1.8 other dwelling approvals per month.

Other regions such as Murrumbidgee show sporadic and less consistent results, with gaps of up to 6 months without a residential building approval at some points in the time series. This suggests that there is not a great dealing of underlying construction activity within the municipality. Murrumbidgee average 0.6 house building approvals per month over the time series and 0.1 other dwelling approvals.

Leeton averages 1.8 House approvals per month and 0.3 other dwelling approvals per month over the time series.

Cordell

An examination of the future supply pipeline for residential development was conducted using the CoreLogic Cordell Connect database. The Cordell database includes information on current and potential development projects, from those currently under construction to projects in the initial planning stages.

Within the database, each project has been classified according to its stage of progression. The data has been organised into the following categories:

- Group 1: Commenced and firm projects – projects where construction has commenced, or projects listed as being 'firm' (typically projects where site works have commenced but where construction is yet to begin).
- Group 2: Approved projects – projects which are not listed as commenced or firm, but which have received planning approval. Where projects have been approved but are listed in the database as deferred or abandoned, they are allocated into groups 3 and 4 respectively.
- Group 3: Possible projects – all other projects listed in the database, except for those listed as being abandoned. These are typically projects which are in the design and planning stages, projects which have had their planning applications refused, or projects which have been deferred.
- Group 4: Abandoned projects – these are projects which listed as being abandoned by the proponent for any reason.

The number of dwellings and capital value of works in the study region LGAs (Local Government Area) are shown below in Table 1.

TABLE 2: HOUSING SUPPLY PIPELINE – PLANNED UNITS AND CAPITAL VALUE OF DEVELOPMENT

	Commenced/Firm projects	Approved projects	Possible projects	Abandoned projects
Dwellings	112	11	505	7
Capital value of works	$22,932,000	$2,040,000	$21,178,000	$1,430,000

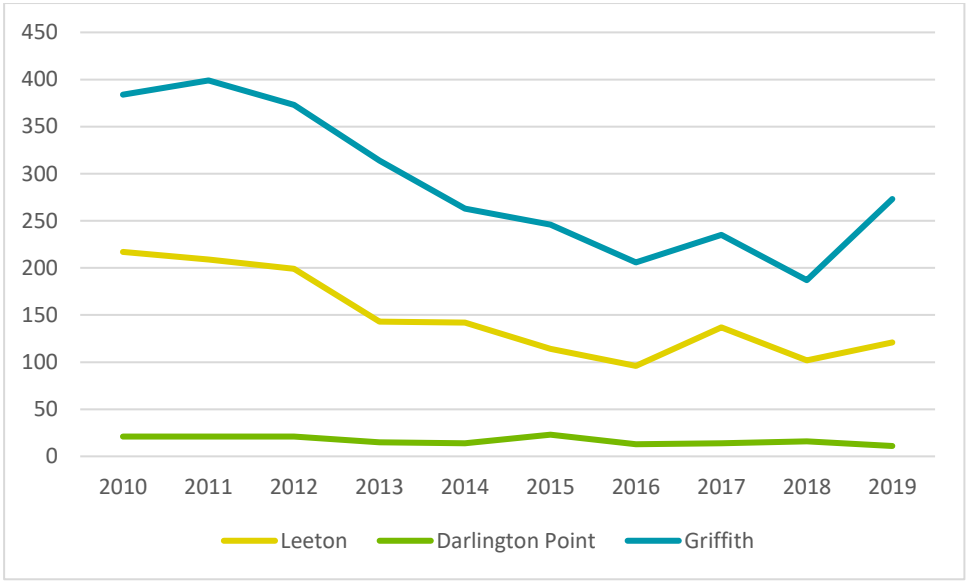
Source: CoreLogic Cordell Connect Database, 2019

3.3 Sales Data Analysis (observed demand)

Data gathered from historical sales aggregation platform RP data, assist in providing insights into data based trends within the study region. Figure 4 contains home sale volumes for the study region from 2010-2019 (March). As can be seen in the graph there has been a decline in exchange volumes across the region from 2010 to 2017/18 with recent increases in transaction in Griffith and Leeton.

Despite these changes in the nearby population centres, Darlington Point (UCL) has not seen the same level of transaction increase and has remained relatively flat in comparison to the other study areas.

FIGURE 4: STUDY REGION HOUSE SALE VOLUMES 2010-2019

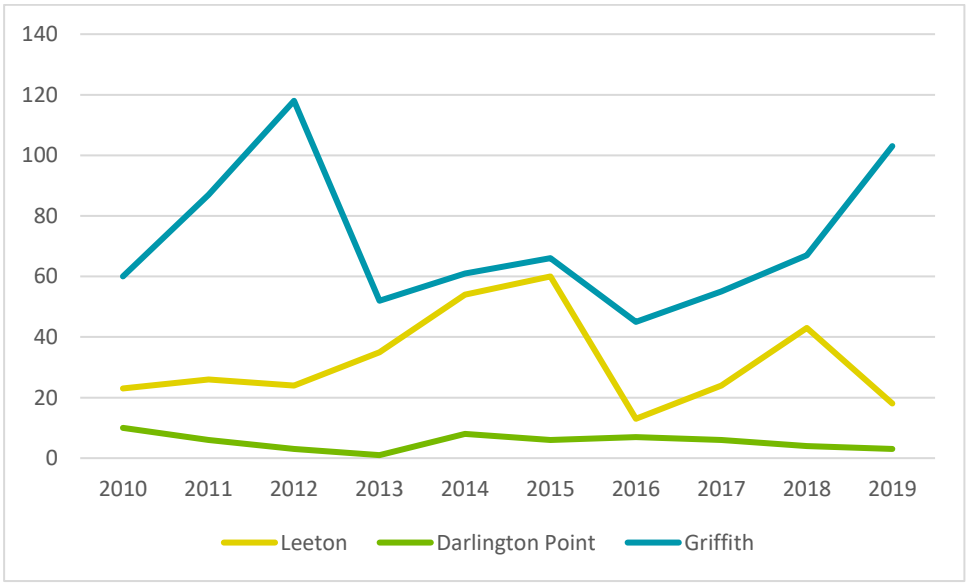


Source: RP Data 2019

Following on from house sale volumes Figure 5 contains land sales volumes within the study regions. Figure 5 shows that Griffith and Leeton have seen high volatility across the data period, 2010-2019, whilst Darlington Point has not followed these trends. Spikes in land sales volumes are typical as transactions spike when new subdivisions are released.

Recent uplift in Griffith suggest that new land has been released in late 2018/2019 to address potential shortfalls in residential land, which may ease constraints in the housing markets of Griffith and Leeton.

FIGURE 5: STUDY REGION LAND SALE VOLUMES 2010-2019

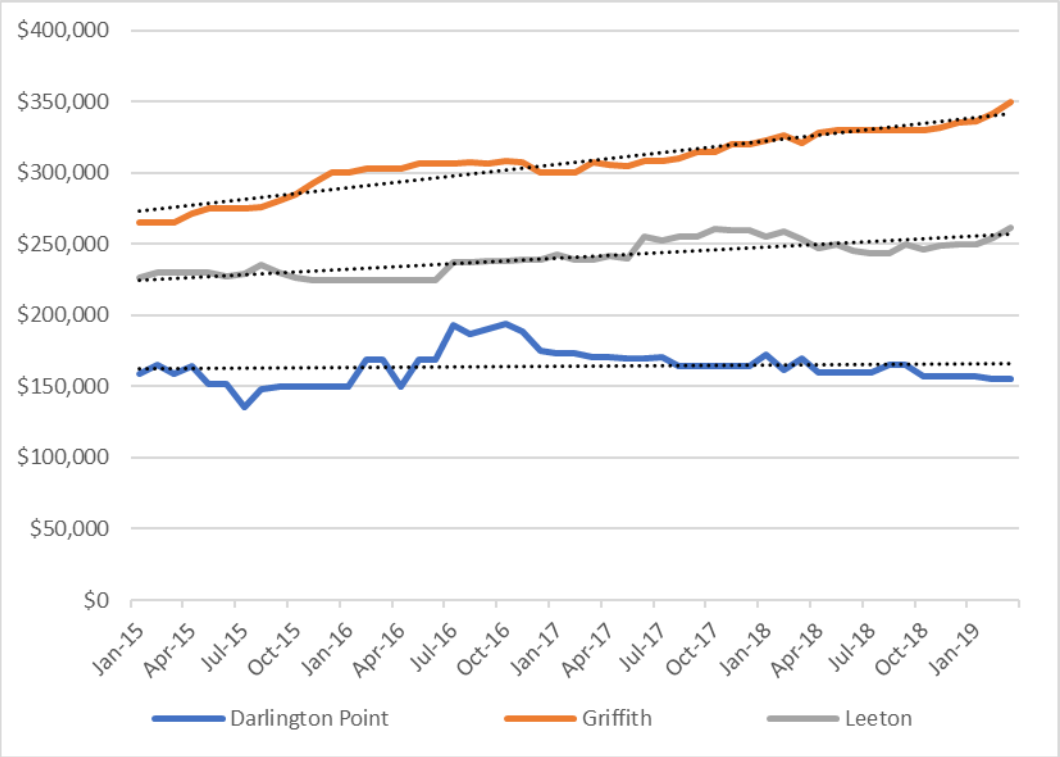


Source: RP Data 2019

Figure 6 contains median house price data for the study regions from Jan-2015 to Mar-2019, with the dotted lines representing the trendline for each area respectively. From the data we can see ongoing price increases in home prices across Griffith and Leeton, with trends across the last 6-months trending upward.

Across the same period there has been stagnation of house prices within Darlington point, contrary to the upwards trend in the other study areas.

FIGURE 6: STUDY REGION MEDIAN HOUSE PRICE 2015-2019



Source: RP Data 2019

3.4 Key Insights

- Local agent **consultation** indicated a preference for larger lifestyle lots in Darlington Point over residential sized lots
- **Supply pipeline** (Cordell) and ABS building approval data indicate a preference to develop within Griffith
- It is unlikely given the various sources of data that participants within the local **market** view houses within Darlington Point as a substitute for houses/land within Griffith or Leeton.
- The lack of co-movement in **sales** volumes and house prices indicate that Darlington Point exists within a separate regional market to that of Griffith and Leeton.
- Stagnant price trends in Darlington Point suggest lack of underlying demand for residential land

4. DEMAND ASSESSMENT

This section explores underlying demand patterns of population and preference in lot sizes within Darlington Point and the Study region. The section Identifies how population growth patterns will influence demand for residential land within Darlington Point.

4.1 Population Growth

Local Migration Patterns

Population growth is made of two main components natural increase (Births + Deaths) and net migration. Using ABS data collected in the 2016 Census of Households and Population, we can identify the different types and origins of recent migration to the study area. This will assist in understanding what type of residential users are entering the local market.

Data on the movement patterns across the study area are identified in Table 3, cross sectioning each of the municipalities within the study region with the migration type.

The table shows that there was an estimated net migration of 942 persons within the study region, with the majority of this fuelled by migration from overseas sources. With negative (more out than in) migration of 637 persons to other states and a small positive migration amounting to 153 persons from within NSW.

TABLE 3: 2016 ABS PLACE OF USUAL RESIDENCE MIGRATION DATA

	Intrastate	Interstate	Overseas	Total
Immigration				
Darlington Point	120	39	5	164
Murrumbidgee (A)	412	220	60	692
Leeton (A)	1,109	350	220	1,679
Griffith (C)	1,561	659	1,146	3,366
Study Area Total	3,082	1,229	1,426	5,737
Emigration				
	Intrastate	**Interstate**	**Overseas**	**Total**
Murrumbidgee (A)	488	224	-	712
Leeton (A)	975	450	-	1,425
Griffith (C)	1,954	1,192	-	3,146
Study Area Total	2,929	1,866	-	4,795
Net Migration				
	Intrastate	**Interstate**	**Overseas[1]**	**Total**
Murrumbidgee (A)	-76	-4	60	-20
Leeton (A)	134	-100	220	254
Griffith (C)	-393	-533	1,146	220
Study Area Total	153	-637	1,426	942

Source: 2016 ABS Census of Population and Households

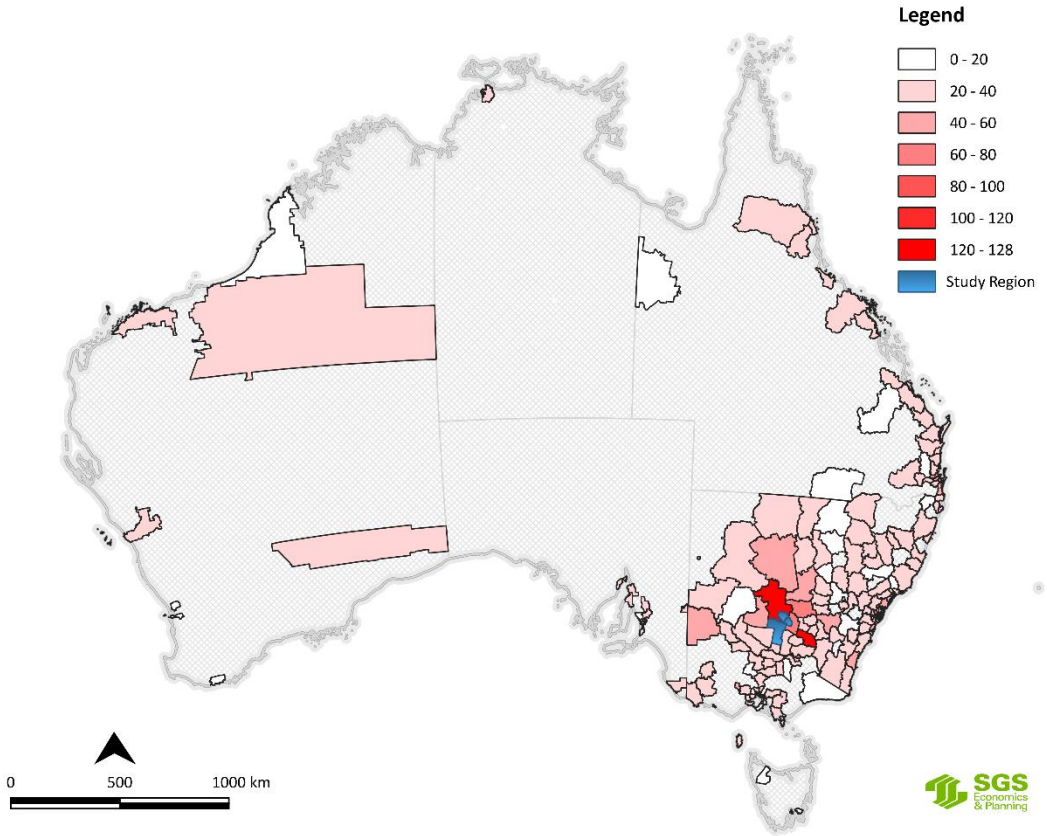
[1] The ABS does not record Emigration data for persons who have left country

The immigration patterns of new residents are displayed spatially below in Figure 7: Domestic Migration Origin by LGA, for the Study area as whole, indicating the origins of recent domestic migrants to the study region.

The spatial data indicates that most of the immigration to the study region comes from Intrastate sources, with the bulk of these movement originating from nearby regional municipalities such as Wagga Wagga (C) with 126 immigrants to the study area and Carrathool (A) with 126 Immigrants to the study area.

Movement from interstate regions includes sources such as East Pilbara (S) and Kalgoorlie/Boulder (C) in Western Australia and Mareeba (S) and Whitsunday (R) in Queensland.

FIGURE 7: DOMESTIC MIGRATION ORIGIN BY LGA



Source: SGSEP 2019

Given that largest source of net migration[2] was overseas persons, it is important to classify the origins of these persons.

Table 4 identifies migrant arrivals between 2011 and 2016, by their place of birth.

The data indications that the most common place of birth for new overseas arrivals was India with 244 persons newly residing within the study region. This was followed by Philippines (128), Taiwan (1020 and Afghanistan with 87 new persons.

The majority (80% or 935 persons) of the migration occurred to the Griffith (C) municipality, Leeton (A) had an additional 174 international migrants and Murrumbidgee (A) had 47 new international migrants.

[2] There is no overseas net migration as place of usual residence data only counts persons within Australia

TABLE 4: INTERNATIONAL MIGRATION ORIGIN (TOP 12 ORIGINS), 2011-2016 ARRIVALS

	Griffith (C)	Leeton (A)	Murrumbidgee (A)	Total
India	224	14	6	244
Philippines	53	72	3	128
Taiwan	99	3	0	102
Afghanistan	69	18	0	87
New Zealand	61	8	0	69
Malaysia	60	0	0	60
England	48	0	0	48
Pakistan	40	3	0	43
Samoa	38	0	0	38
Fiji	22	12	0	34
Italy	27	0	3	30
Total	**935**	**174**	**47**	**1156**

Source: 2016 ABS Census of Population and Households

Estimated Residential Population, Past and Future

Estimated Residential Population

Resident population growth is one of the main factors contributing to demand for residential land, as population increases so does the need to house the new people. The Estimated Residential Population (ERP) data series is produced by the ABS and is the official government estimates of population in a geography.

From 2006-2016 Murrumbidgee and Leeton have shown overall decreases in the number of residents over the 10-year period from 2006-2016 (-290 and -155 respectively) whilst Griffith has experienced the opposite trend (+1906). This data is identified in Table 5, along with the regional NSW data as a performance benchmark

TABLE 5: STUDY REGION POPULATION TOTALS AND GROWTH RATES (2006-2016)

	2006	2011	2016	2006-2016	CAGR
Regional NSW	2,486,529	2,609,580	2,707,935	221406	0.86%
Murrumbidgee	4,219	3,888	3,929	-290	-0.71%
Griffith	24,450	25,395	26,356	1,906	0.75%
Leeton	11,562	11,406	11,407	-155	-0.13%

Source: stat.data.abs.gov.au

Griffith has experienced a similar growth rate in comparison to Regional NSW whilst Murrumbidgee and Leeton have both had negative growth.

Population estimates for Darlington Point are also available using summation of SA1 ERP figures for the three SA1's which comprise Darlington Point (UCL)[3]. The ABS estimated the population of Darlington Point in 2018 of 901 persons and from 2011-2016. The town declined by an estimated 100 persons and a further 50 persons between 2016 and 2018. This data is identified in Table 6 on the following page.

[3] The three SA1's which comprise Darlington Point (UCL) are: 1125731, 1125732 and 1125733

TABLE 6: DARLINGTON POINT POPULATION TOTALS AND GROWTH RATES (2011-2018)

	2011	2012	2013	2014	2015	2016	2017	2018	11-16	CAGR
Darlington Point	1,055	1,024	1,027	999	939	953	923	901	-102	-2.23%

Source: ABS Estimated Residential Population

Although Murrumbidgee experienced an overall negative growth level between 2006-16, there was growth of an additional 40 people between 2011 and 16. However, over the same period Darlington Point declined in population by approximately 100 people. Suggesting that any growth in Murrumbidgee is not likely to occur within Darlington Point.

Population Forecasts

There are no official population projections provided for Darlington Point, with the Department of Planning and Environment (DPE) providing LGA level projections as the lowest geography. The projections for the study region are identified below in Table 7.

TABLE 7: DEP STUDY REGION MAIN SERIES POPULATION PROJECTION (2016-2036)

	2016	2021	2026	2031	2036	16-36	CAGR
Griffith	25,950	26,250	26,350	26,300	26,150	+200	0.04%
Leeton	11,750	11,850	11,900	11,850	11,700	-50	-0.02%
Murrumbidgee	3,700	3,550	3,400	3,300	3,150	-550	-0.80%

Source: Department of Environment and Planning

From this table DPE expects moderate growth of 200 persons in Griffith, a small decline of 50 persons in Leeton and a large decline of 550 person in Murrumbidgee.

DPE projections are provided in three types (Low, Medium and High) for each region. The DPE population projections for Murrumbidgee are identified in Table 8 below by series type.

TABLE 8: MURRUMBIDGE POPULATION PROJECTION (2016-2036)

	2016	2021	2026	2031	2036	16-36	CAGR
Low	3,700	3,500	3,300	3,150	2,950	-750	-1.13%
Medium	3,700	3,550	3,400	3,300	3,150	-550	-0.80%
High	3,700	3,600	3,500	3,450	3,400	-300	-0.42%

Source: Department of Environment and Planning

The projections from DPE estimate there will be a population decline across Murrumbidgee for all scenarios. The low growth scenario estimated 750 people leaving the region or an approximate 20% decline in population the medium scenario estimates a decline of 550 persons, or 14% population decline, and the High growth scenario estimated decline of 300 persons or 8% population decline.

Similarly, SGS has produced projections for Darlington Point over the same period, using data from the ERP and DPE population projections. Under four different scenarios, Darlington Point is forecasted to have negative to minimal growth over the 2011-2036 period. These scenarios are identified on the follow page in Table 9

With the trend based (Recent ERP growth apportioned to LGA projections) Darlington Point is expected to contract by a further 100 people to 2036 reaching a population of 853. Under the medium growth scenario (5 additional population per year), population growth of 0.5% of 100 people overall would see Darlington Point recover to population level of 1,053 roughly the

population in 2011. A high growth scenario (10 additional population per year) would see population grow by 200 people to 2036 and each a population peak of 1,253 persons.

TABLE 9: DARLINGTON POINT POPULATION (2016-2036)

	2016	2021	2026	2031	2036	16-36	CAGR
Trend based	953	928	903	878	853	-100	-0.55%
No Growth	953	953	953	953	953	0	0.00%
Medium Growth	953	978	1,003	1,028	1,053	100	0.50%
High Growth	953	1,003	1,053	1,103	1,153	200	0.96%

Source: SGSEP 2019, based on DEP NSW Population projections

Based on current patterns within the region the most likely of these four scenarios to occur are the trend based or no growth scenarios, with limited projected population growth across the broader region and lack of evidence that Darlington Point would feed of growth in Griffith. The forecasts scenarios suggest that there will be a further population decline following the pattern of consistent population decline in Darlington Point over the last 7 - years (2011-2018).

4.2 Observed Preferences

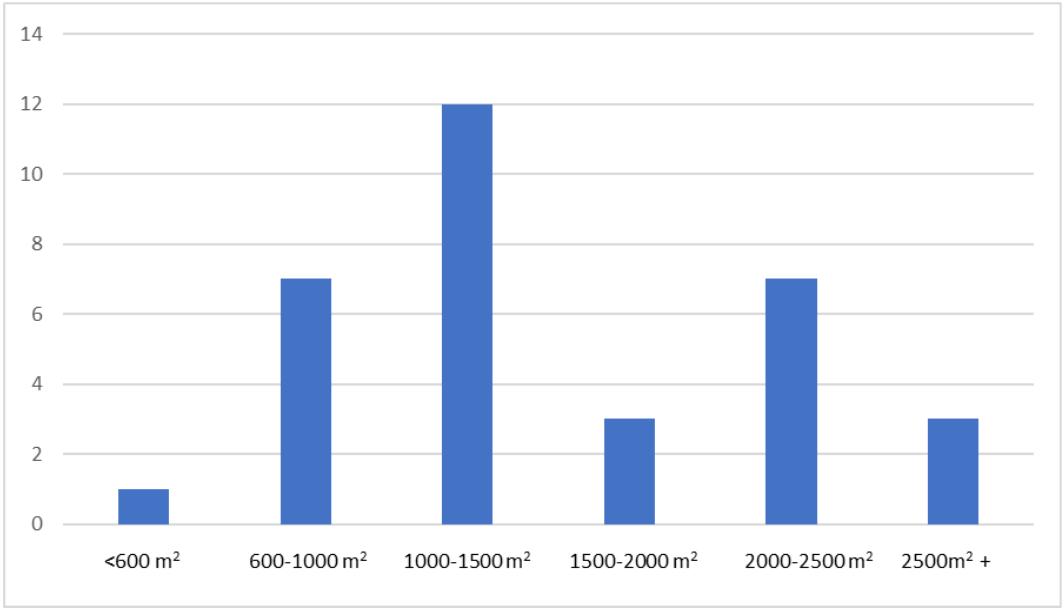
Transaction Data

Data extracted from RPdata for Darlington point between 2006 and 2016 indicate the type of land transactions that have occurred over this period. This data can assist in providing an insight into the likely lot sizes the market considers suitable for the area.

Figure 8 contains this data and is displayed in incremental lot sizes from below the minimum lot size for Darlington Point according to the Murrumbidgee LEP, up to land transaction above 2500m^2.

The data indicated a preference of lots sizes between 1,000-1,500 m^2 and between 2,000 - 2,500 m^2 as the most commonly transacted types. The least common type was lots sized below 600 m^2, likely a result of the LEP subdivision provisions.

FIGURE 8: DARLINGTON POINT LAND TRANSACTIONS BY LOT SIZE 2006-2016



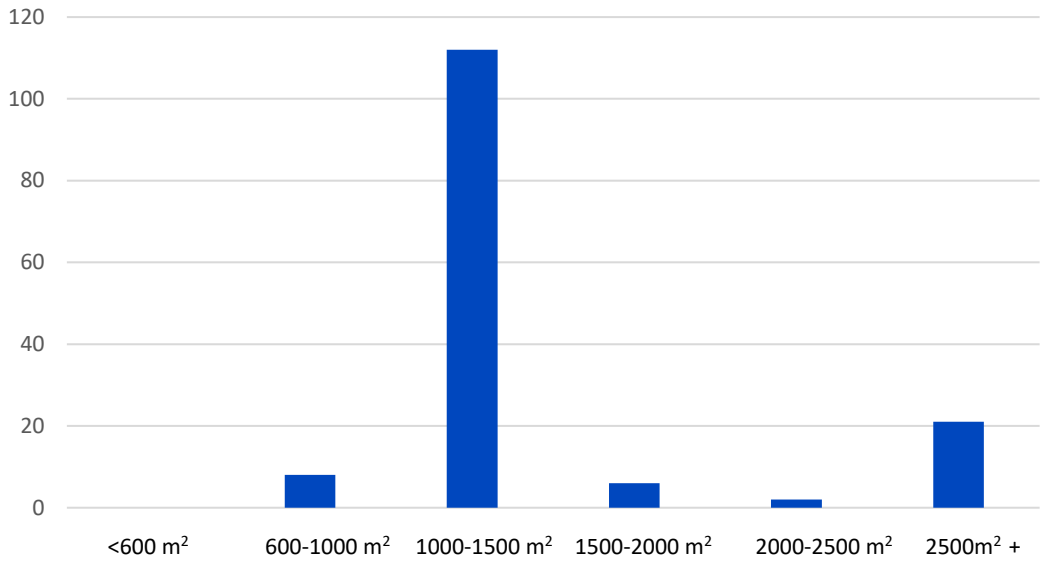
Source: RPData 2019

Lot Consumption Data

Observed land use patterns from aerial imagery over several years identifies observed preferences in the study region. The distribution of lot consumption by size provides insight into buyer preferences, with the additional fact of the land being consumed (dwelling constructed) where in transaction data a single vacant lot may be transacted multiple times prior to construction.

Figure 9 identifies the lot consumption data in Leeton, from the graph it is easy to see a clear preference for lots sized between 1,000-1,500 m^2 with 112 observed consumptions over the reference period. The next most common lot preference in Leeton was 2,500 m^2 and above with approximately 20 lot consumptions over the reference period.

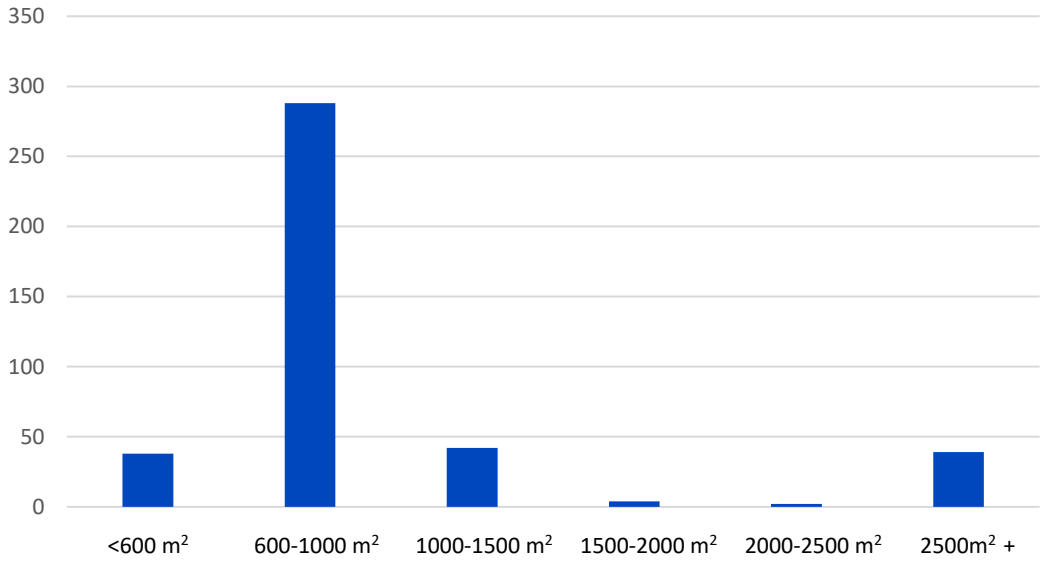
FIGURE 9: LEETON LAND CONSUMPTION BY LOT SIZE 2012-2018



Source: RPData 2019

Figure 10 contains the same distribution for lot consumption in Griffith, the data indicates a clear preference for lots between 600-1,000 m^2 with over 285 lots consumed of this size over the reference period. There was roughly even distribution over lots sized between <600 m^2, 1,000-1,500 m^2 and 2,500 m^2 across the same time frame with approximately 40 lots consumed in each band.

FIGURE 10: GRIFFITH LAND CONSUMPTION BY LOT SIZE 2011-2018



Source: RPData 2019

4.3 Key Insights

- There has been net emigration from Murrumbidgee between the last two census', with much of the local population heading to nearby larger regional centres.
- There was a net migration of 945 people between 2011-16 discounting overseas movers across the study region, with most of the migration focused in Griffith and Leeton.
- There has been significant population declines within both Darlington Point (UCL) and Murrumbidgee (A) in recent history.
- The official state population projections indicate that there will be limited population growth in the region, and this constrain the ability for Darlington Point to grow.
- Population forecasts produced by SGS identify a trend based scenario or no growth scenario as the most likely outcomes for Darlington Point (UCL)
- There is observed preference of large land sizes in Darlington Point (UCL). This is the lot sizes that are identified in the proposal.

5. TAKE-UP ANALYSIS

This section explores the current land consumption patterns across the study region, with a focus on urban areas. This data is them coupled with estimated land available for residential development to identify a supply figure for each type of residential land in the study region.

5.1 Land Consumption

Using Aerial imagery, SGS has undertaken a lot count to identify land consumption trends in the study region. This process assists in identifying trends in land consumption patterns that can be difficult to infer from sales volumes and planning approvals alone.

For example, a development approval may identify a new construction, but not identify whether an existing structure was demolished in order to construct it. In this case, this would not count as land consumption as the lot was already fully utilized for this purpose.

Similarly, sales volumes can only account for the transaction of land and do not identify whether the land is utilised for residential purpose, on-sold or left vacant.

Background Data

One of the key aspects of undertaking this type of analysis is defining a timeframe suitable to undertake the analysis, to long between reference points and you fail to capture recent trends and to short timeframes will lead to failure to identify long term trends. For this study SGS has chosen to take a reference period of approximately 7-8 years (dependent on aerial timeframe) in order to capture housing market trends consistent with data presented in other section of the report. The relevant aerial reference times are identified in Table 10: Study Area Aerial Reference Points.

TABLE 10: STUDY AREA AERIAL REFERENCE POINTS

Study Area	Start	End	Source
Leeton	12/11/2012	20/12/2018	Google Earth
Darlington point	12/11/2012	20/12/2018	Google Earth
Griffith	23/01/2011	28/08/2018	Nearmap

Source: SGSEP, 2019

It is also important to identify how potential residential land will be used, ideally based of its zoning. Using data interpreted from Local Environmental Plan 2014 (LEP) for each study area, SGS has estimated the outcome of land supply following development for each study region.

This data is contained in Table 11 and identifies minimum lot sizes, subdividable lots and Major Subdivisions. This is done to identify land which will need to undergo certain levels of development (roads, drainage, green space etc.) prior to residential use, this process is simplified utilizing benchmarks which proportion part of the land supply for these uses.

The mechanism through which this is apportion is as follows:

- Lots between the minimum lot size and subdividable lot attribute 100% of their area to the aggregated land supply,
- Lots which are sized between the Subdividable Lot and Major Subdivision classification count 85% of their area to the land supply and;

- Lots greater than the Major Subdivision only count 70% of their area to the land supply.

TABLE 11: RESIDENTIAL LOT SIZES BY ZONE (HA.)

	Minimum Lot Size	Subdividable Lot	Major Subdivision
Leeton (UCL)			
General Residential (R1)	0.075	0.15	0.8
Medium Density Residential (R3)	0.05	0.1	0.2
Low Density Residential (R2)	0.12	0.4	2
Large Lot Residential (R5)	0.12	0.4	2
Darlington Point (UCL)			
Village (RU5)	0.06	0.2	2
Griffith (UCL)			
General Residential (R1)	0.07	0.15	0.5
Large Lot Residential (R5)	0.3	0.6	2
Village (RU5)	0.7	0.15	0.5

Source: SGSEP, 2019 with LEP data

Land Consumption

Recent land consumption for each of the study areas is identified in Table 12[4] Across the reference period there was a total of 71.3 ha of land consumed across the entire study region. Most of the land consumed located in either Griffith (62.2%) or Leeton (37%). This means that less than 1% of residential land consumption has occurred within Darlington Point across the reference period.

Most land consumption in Griffith was of General Residential (R1) zoning and in Leeton the most common type of land consumption was Low Density Residential (R2).

TABLE 12: LAND CONSUMPTION BY STUDY AREA AND ZONE (HA.)

Zone	Land Consumption
Leeton (UCL)	
General Residential (R1)	3.92
Medium Density Residential (R3)	0.77
Low Density Residential (R2)	17.07
Large Lot Residential (R5)	4.64
Total	26.40
Darlington Point (UCL)	
Village (RU5)	0.54
Griffith (UCL)	
General Residential (R1)	27.24
Large Lot Residential (R5)	14.15
Village (RU5)	2.97
Total	44.36

Source: SGSEP, 2019

[4] This data is displayed Spatially in Figure 16, Figure 18 and Figure 20 in appendix

Vacant Land

Vacant land for the purposes of residential housing has been identified in Table 13[5] by study area and land zoning. In order to be considered vacant the identified lot must either have no existing dwelling on it, be of sufficient size, in proximity to other residential areas or structured in a way that indicates it is in supply (a 2 ha. Lot with a single dwelling in corner and remaining land not utilized for production).

A total of 492.02 ha of vacant residential zoned land was identified across the study region with a split of 59.1% in Griffith, 36.5% in Leeton and 4.3% in Darlington Point.

In Griffith the most common type of vacant land was General Residential (R1) and in Leeton the most common type was Low Density Residential (R2).

TABLE 13: VACANT LAND BY SUTDY AREA AND ZONE (HA.)

	Minimum Lot Size	Subdividable Lot	Major Subdivision	Total
Leeton (UCL)				
General Residential (R1)	2.42	1.11	21.76	25.29
Medium Density Residential (R3)	0.00	0.44	0.00	0.44
Low Density Residential (R2)	1.16	0.00	108.53	109.69
Large Lot Residential (R5)	0.00	2.10	42.28	44.38
Total	3.58	3.65	172.57	179.80
Darlington Point (UCL)				
Village (RU5)	1.64	9.37	10.31	21.32
Griffith (UCL)				
General Residential (R1)	10.64	2.83	202.82	216.29
Large Lot Residential (R5)	3.29	0.81	51.06	55.15
Village (RU5)	0.00	0.86	18.60	19.46
Total	13.93	4.50	272.48	290.91

Source: SGSEP, 2019

[5] These are also identified spatially in Figure 15, Figure 17 and Figure 19 in appendix

Estimated Supply

Taking the estimated land consumption and identified vacancy data in combination it is possible to estimate the likely supply of residential land for the region.

This data is identified below in Table 14, according to the data there is an estimated 3,005 lots worth of residentially zoned land within the study region with approximately 2,203 lots worth of vacant residential land located within Griffith, 677 lots worth of land in Leeton and 126 worth in Darlington Point.

Most of the potential residential land in Griffith will come from General Residential (R1) zoned land and Leeton will primarily come from Low Density Residential (R2) zoned Land.

Given recent consumption patterns of land in Darlington Point there will be a supply of 126 lots, which is consistent with the trend that is expected to approximately 192 years. Land consumption in Darlington Point (UCL) would need to increase 10 fold to reduce the supply of land to less than 20 years.

TABLE 14: ESTIMATED SUPPLY OF RESIDENTIAL LAND STUDY REGION BY ZONE

	Average Lot Consumption Size (Ha.)	Vacant Land Yield (Ha.)	Supply (Lots)	Supply (Years)
Leeton (UCL)				
General Residential (R1)	0.13	18.60	146.93	28.93
Medium Density Residential (R3)	0.11	0.38	3.41	2.98
Low Density Residential (R2)	0.17	77.13	451.78	27.57
Large Lot Residential (R5)	0.42	31.38	74.47	41.32
Total	-	127.48	676.61	-
Darlington Point (UCL)				
Village (RU5)	0.13	16.82	125.60	191.62
Griffith (UCL)				
General Residential (R1)	0.08	155.02	1,940.37	34.73
Large Lot Residential (R5)	0.36	39.71	109.44	17.12
Village (RU5)	0.09	13.75	153.04	28.30
Total	-	208.49	2,202.85	-

Source: SGSEP, 2019

These estimates are in line with data that was identified within the Darling Point Structure Plan 2017, these estimated are identified below in Table 15.

TABLE 15: EXISTING LAND SUPPLY UNDER HISTORIC GROWTH (2 LOTS PER ANNUM)

Lot Type	Total Area	No. of Additional Lots	Years Supply
Standard Residential (600m²)	40.85ha	340.4**	170.2
Large Lot Residential (2ha+)	67.29ha	23.6	11.8
Total	**108.14ha**	**364**	**182**

Source: Darlington Point Structure Plan Author: Habitat Planning, 2017

6. DISCUSSION SECTION

6.1 Case Studies

Three case study examples have been chosen as potential large lifestyle lot development scenarios. The sites chose are identified in Figure 11,Figure 12 and Figure 13.

Estate composition

Table 16: Case Study Development attributes Table identifies various development attributed of the case study estates, with comparison to the proposed structure of the residential expansion in Darlington Point.

The total land size for each of these estates range from 9.07 ha to 22.1 ha, however there are similarities in the amount of land which is allocated to local infrastructure (common land) such as roads, drains, curbs and other. The share of common land in the three case study areas ranges from 7-11% which is dependent on estate layout.

TABLE 16: CASE STUDY DEVELOPMENT ATTRIBUTES TABLE

	Average Size	Median Size	Lots	Residential Area	Total Area	Common Land	Common Share
Melville Cres Griffith	5,343	4,586	21	112,198	121,104	8,907	7.4%
Lansdowne Rd Leeton	4,320	4,005	21	90,719	101,595	10,876	10.7%
Serencroft Dr Leeton	6,710	6,406	33	221,451	237,838	16,386	6.9%

Source: SGSEP, 2019

A hypothetical Rural Lot in which the Darlington Point proposal follows the trends in the case study estates is identified in Table 16: Case Study Development attributes Table with the common share of land set to the average across the three case studies. A lot size of 2,500 m^2 is chosen as the testing value to identify potential lot yield of the site, this is the next most common sized lot transacted from the demand assessment in Figure 8: Darlington Point land Transactions by Lot Size 2006-2016, this scenario would yield approximately 29 lots.

TABLE 17: DARLINGTON POINT DEVELOPMENT ATTRIBUTES TABLE

	Average Size	Median Size	Lots	Residential Area	Total Area	Common Land	Common Share
Proposed Darlington Point	938	912	56	52,530	79,340	26,810	33.8%
Lifestyle Lot Scenario	2,500	2,500	29	72,741	79,340	6,598	8.3%

Source: SGSEP, 2019

Estate Take-up

Take-up rated within the case study areas are identified in Table 18, with the hypothetical Darlington Point scenario following averaged development patterns across the three case studies. The patterns from the development of these estates indicate a stronger take-up rate at the beginning of the subdivision compared to the full completion time-line.

The method for identifying how these estates develop is whether the demander (purchaser) of the lot goes on to build on the land, otherwise if the land is transacted again and the built upon at that point it is considered taken-up. This is narrow in on how long the estates take to

"fill-out" and disregards any effects of speculator investment or other exogenous factors outside latent demand for this type of large lot residential demand.

Based on the patterns exhibited in these estates, if the hypothetical lifestyle lot Darlington Point scenario happened, then 50% of the land may be undertaken over the first four years after construction, with the remaining lots being consumed over the follow 11 years.

TABLE 18: TAKE-UP RATE IN CASE STUDY AREAS

	Start	Halfway (Median)	End (or Ongoing)	Development Time	Lots P.A Phase 1	Lots P.A Total
Melville Cres Griffith	2000	2003	2016	16	3.5	1.3
Lansdowne Rd Leeton	2006	2012	2019	13	1.8	1.5
Serencroft Dr Leeton	2000	2004	2015	15	4.6	2.1
Lifestyle Lot Scenario	2020	2024	2035	15	3.6	0.5

Source: SGSEP, 2019 with RP Data

FIGURE 11: LANSDOWNE ROAD ESTATE LEETON

Source: Nearmap

FIGURE 12: MELVILLE CRESENT LARGE LOT ESTATE GRIFFITH

Source: Nearmap

FIGURE 13: SERENCROFT DRIVE LARGE LOT ESTATE LEETON

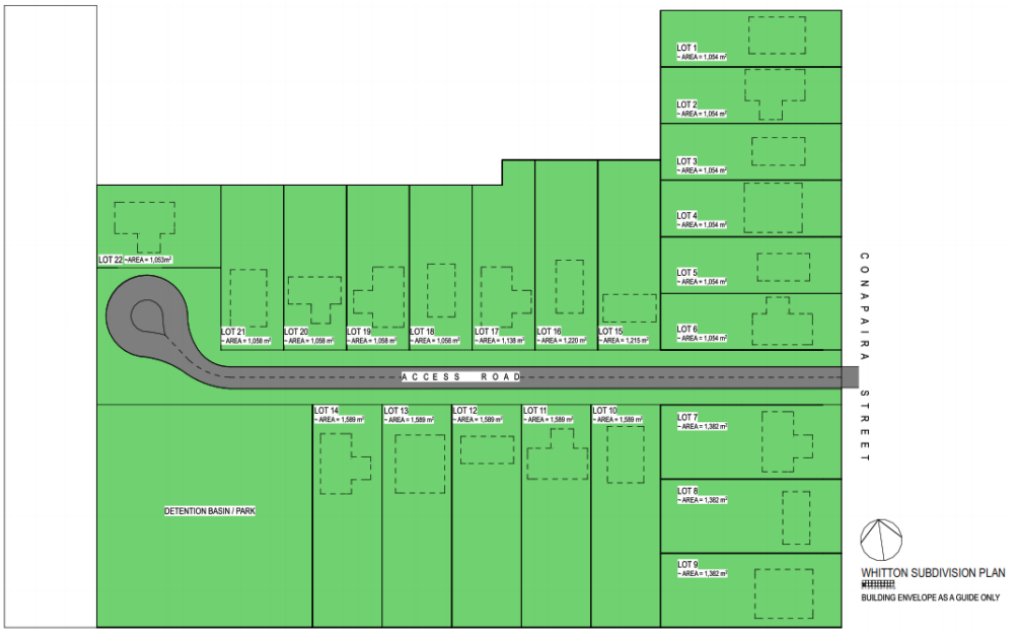
Source: Nearmap

Whitton Development EOI

In February 2019, Leeton Shire Council identified a parcel of land in the town of Whitton located 17km to the North-East of Darlington Point. The residential subdivision was for 22 lots with an approximate average size of 1,255 m^2, the project was put out to EOI to developers, builders and potential purchases but failed to garner sufficient interest to justify the subdivision. The implications of the project's outcome and its proximity to Darlington Point, provides a clear regional example of the viability of the proposed Darlington Point project.

The layout of the proposed development in Whitton is identified below in Figure 14.

FIGURE 14: PROPOSED WHITTON DEVELOPMENT



Source: Leeton Shire Council

6.2 Key Insights

- The life cycle of a large lot estate across the region from beginning to end is approximately 15 years, with a large proportion of lots sold within the primary marketplace being built upon thereafter.
- There is a higher yield of total land for larger lot estates in comparison to the current Darlington Point proposal, with lifestyle estates averaged approximately 8.3% of total land for infrastructure and common space versus 33.8% of land under the current proposal.
- Reduced capital costs, would result in a lower break-even price for council in terms of price per m^2, based on recent sales data in Darlington Point the construction costs would need to be reduced by approximately 40% or more in order for the project to break even (under a life style lot scenario), significantly lower than the $55.17 per sqm to break even under the current proposal.

7. CONCLUSIONS

Local Market

Consultation with a Local Real Estate agent informed the preferences in Darlington Point are for larger lots (when available) and that smaller residential lots are primarily sold within Griffith.

Most building approvals are happening in Griffith, there is a very low volume in Darlington Point, and this will likely not change without a substantial shift within market conditions. Cordell data points to pipeline activity located within Griffith, this may be due to the capital costs of projected not meeting criteria or other reasons.

There is no clear co-movement in Darlington Point and Griffith for both sales volumes and prices. Price in Darlington Point have remained at this point and have trended down recently, whilst Griffith and Leeton and gone up. This suggests lack of underlying demand for residential land within Darlington Point.

Demand Assessment

There is no population based argument to suggest there is unmet demand in Darlington Point for additional residential land. Negative population growth and a net outflow of migrants (Intrastate and Interstate), along with population projections provided by DEP suggest that over the next 20 years there is likely to be less people living in Darlington Point.

Population projections contained within the Darlington Point Structure plan, do not reflect current population trends and there is little evidence that a capacity led population projection is appropriate for Darlington Point.

Observed preferences in lot size data trend to larger lots than those identified in the current proposal, with 1000-1500 m and 2000-2500+ the preferred types, lack of historical demand for the proposed product is the best evidence for potential future demand.

Take-Up Analysis

Take-up analysis suggests there is already excess supply of residential land in Darlington Point and that there is also ample supply in Griffith and Leeton to address any potential shortfalls. The Darlington Point structure plan 2017 also suggested this and included potential land outside of the Darlington Point (UCL) which is not considered in this analysis.

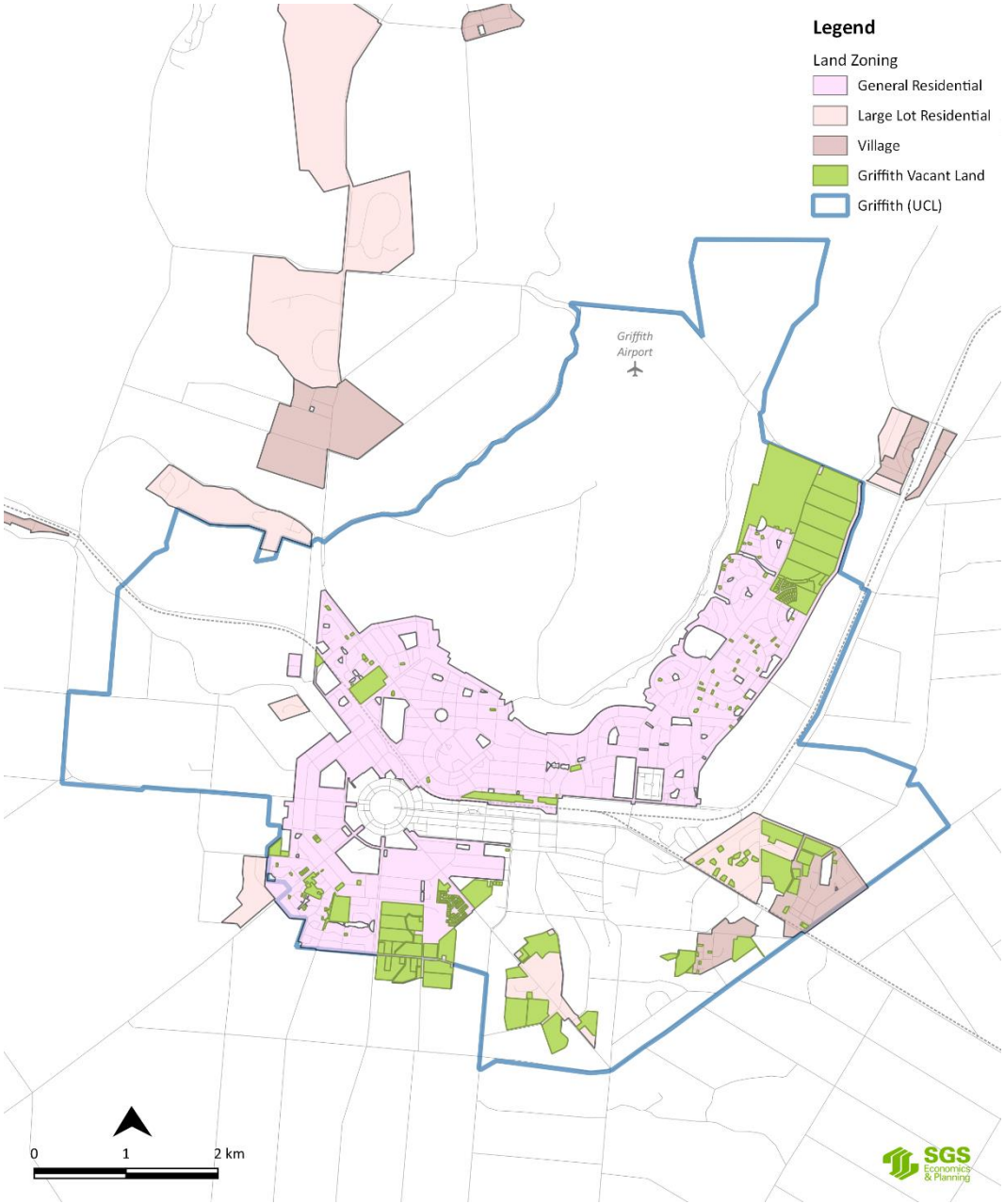
Discussion

Case studies suggests that larger lots likely are more viable and have an approximate development timeline of 15 years. Most lots would likely sell to people looking to build in the area, with an estimate of approximately 50% of lots being purchased to be built upon in the first four years (with a construction lag).

Pricing of the subdivided lots under a lifestyle lot scenario would result in a lower required selling price per m^2 of land assuming construction costs are lower. This option would present a less capital intensive option and therefore less risky solution to council.

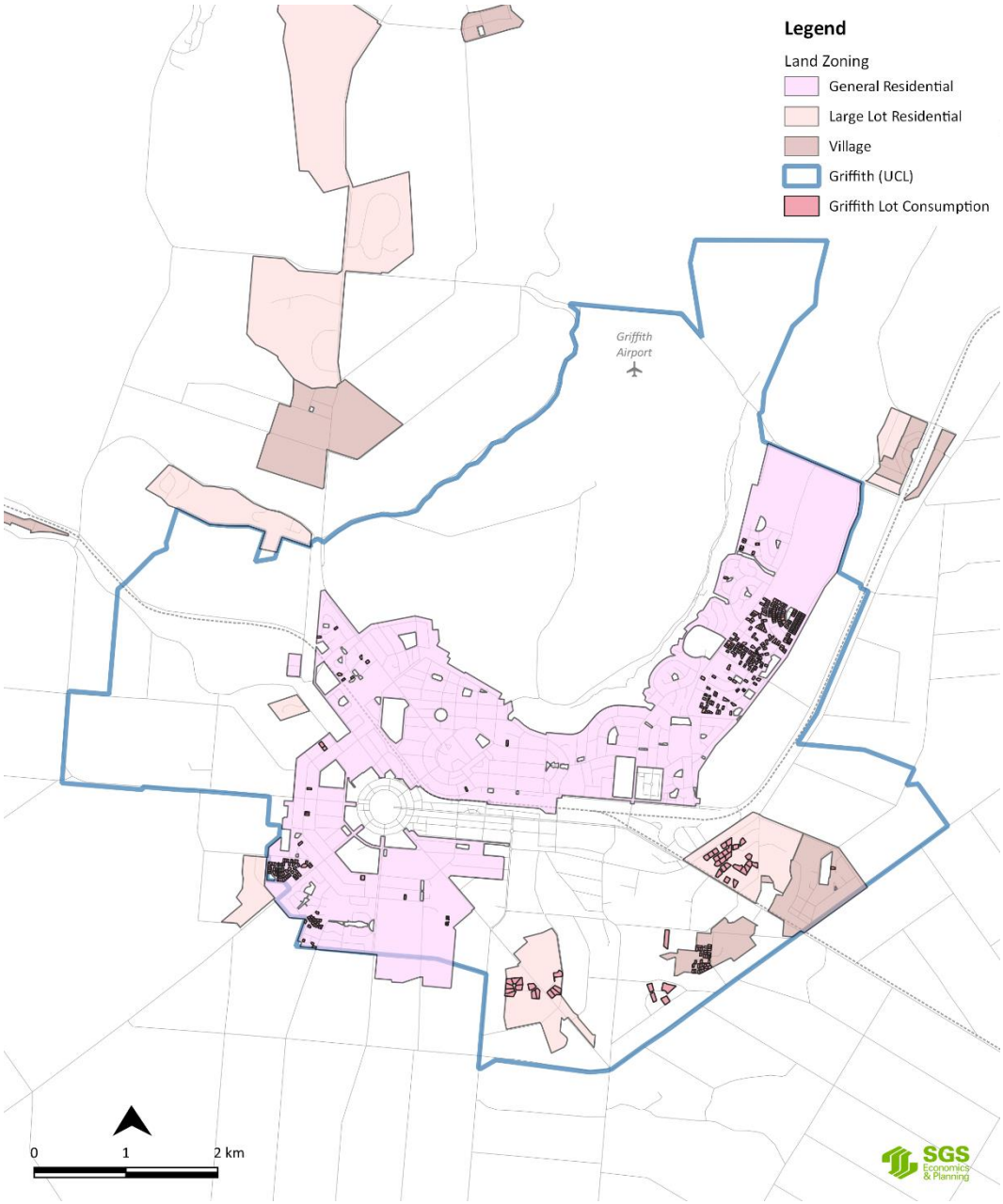
APPENDIX 1

FIGURE 15: GRIFFITH VACANT RESIDENTIAL LAND AUGUST 2018



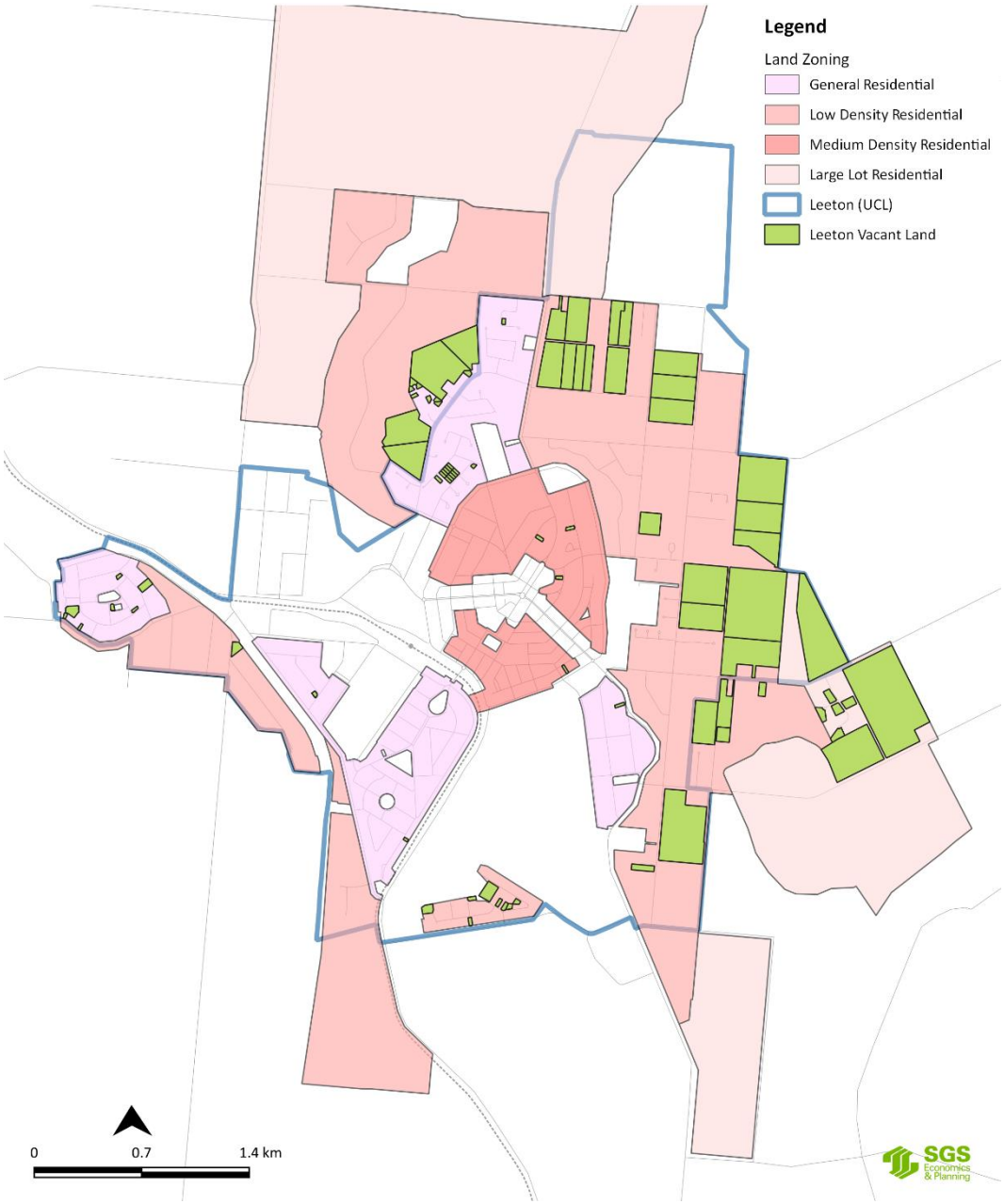
Source: SGSEP, 2019

FIGURE 16: GRIFFITH RESIDENTIAL LAND CONSUMPTION JANUARY 2011 - AUGUST 2018



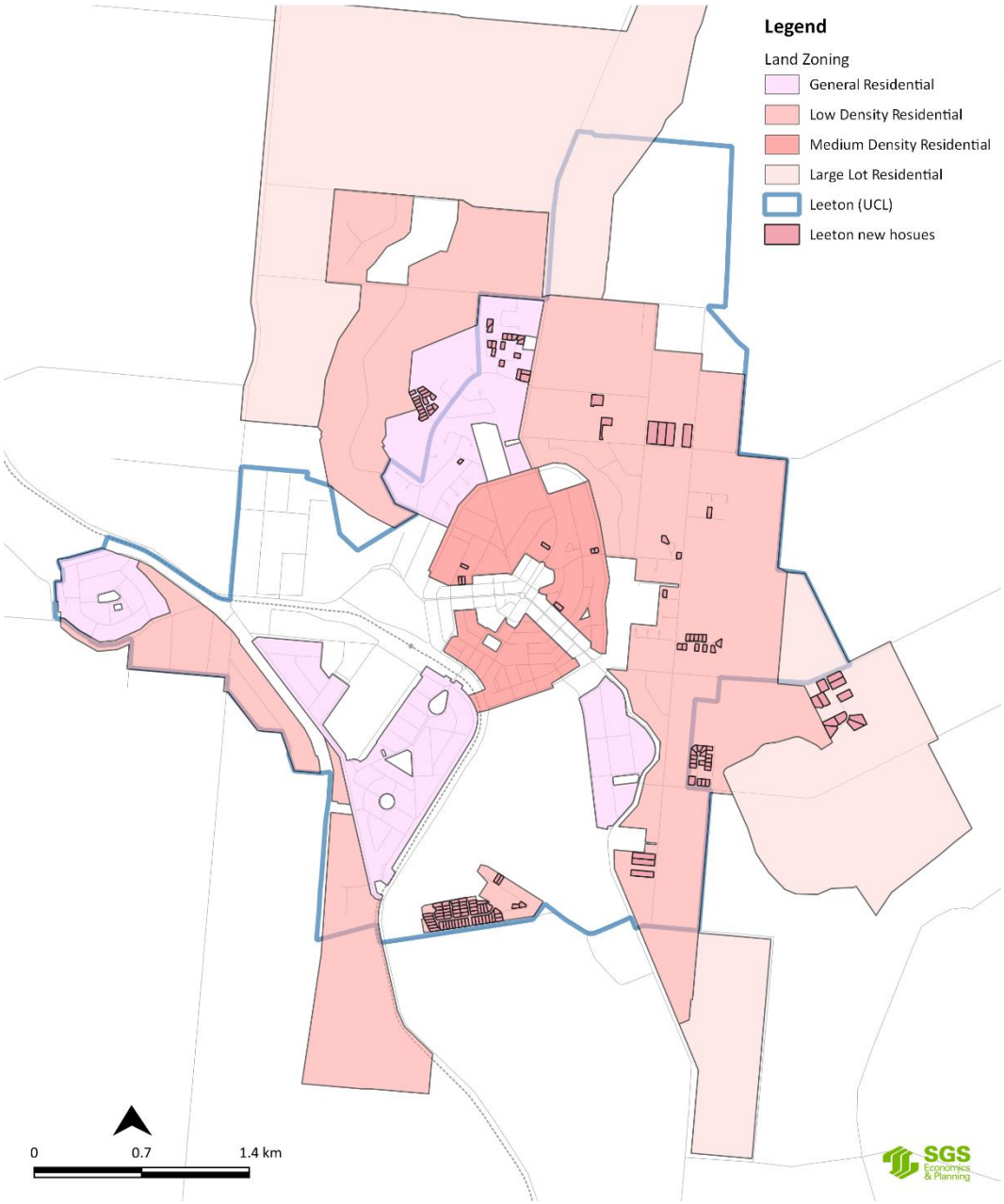
Source: SGSEP, 2019

FIGURE 17: LEETON VACANT RESIDENTIAL LAND DECEMBER 2018



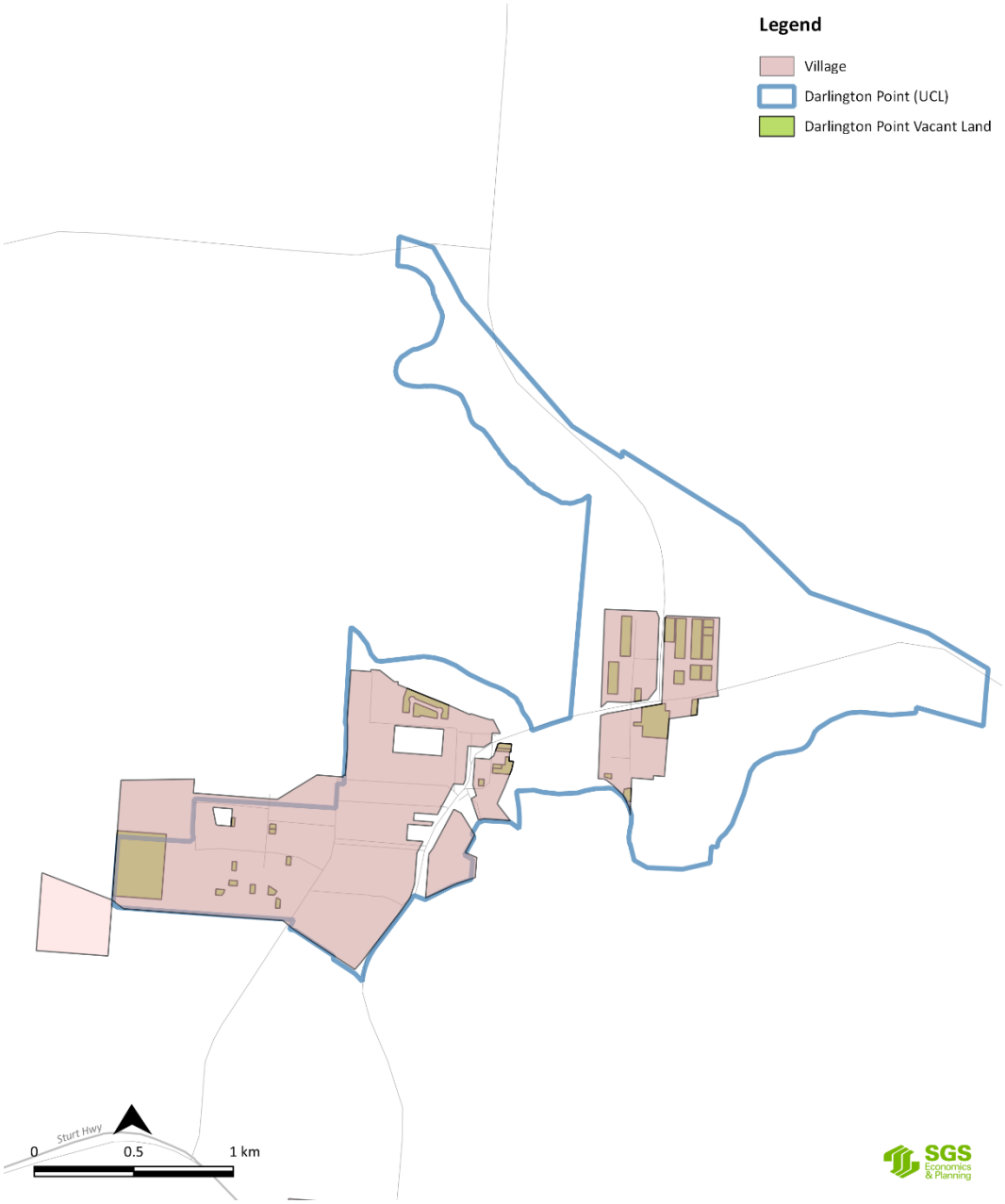
Source: SGSEP, 2019

FIGURE 18: LEETON RESIDENTIAL LAND CONSUMPTION NOVEMBER 2012 - DECEMBER 2018



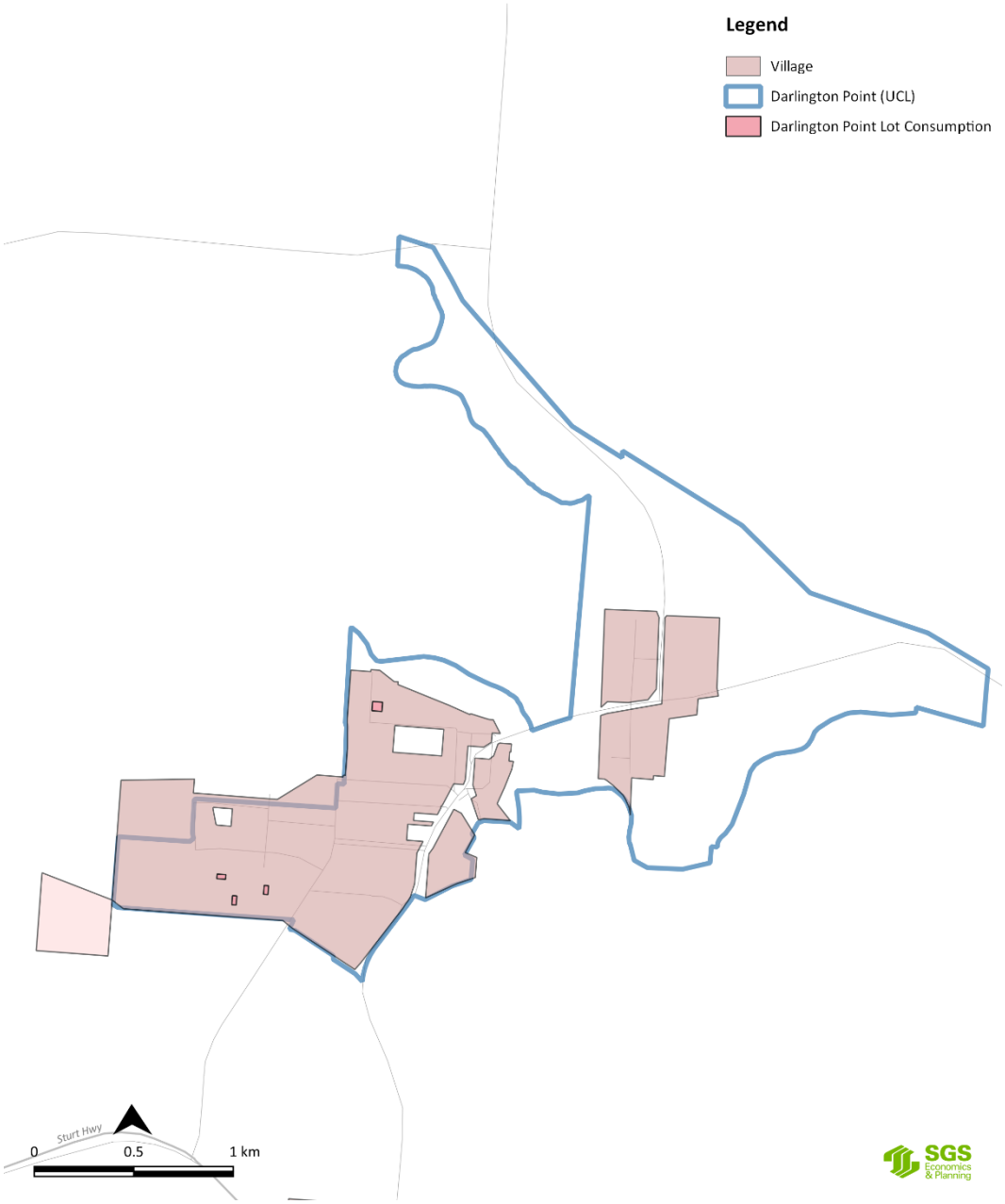
Source: SGSEP, 2019

FIGURE 19: DARLINGTON POINT VACANT RESIDENTIAL LAND DECEMBER 2018



Source: SGSEP, 2019

FIGURE 20: DARLINGTON POINT RESIDENTIAL LAND CONSUMPTION NOVEMBER 2012 - DECEMBER 2018



Source: SGSEP, 2019

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Commonwealth Environmental Water Office

Australian Government

Commonwealth Environmental Water Office

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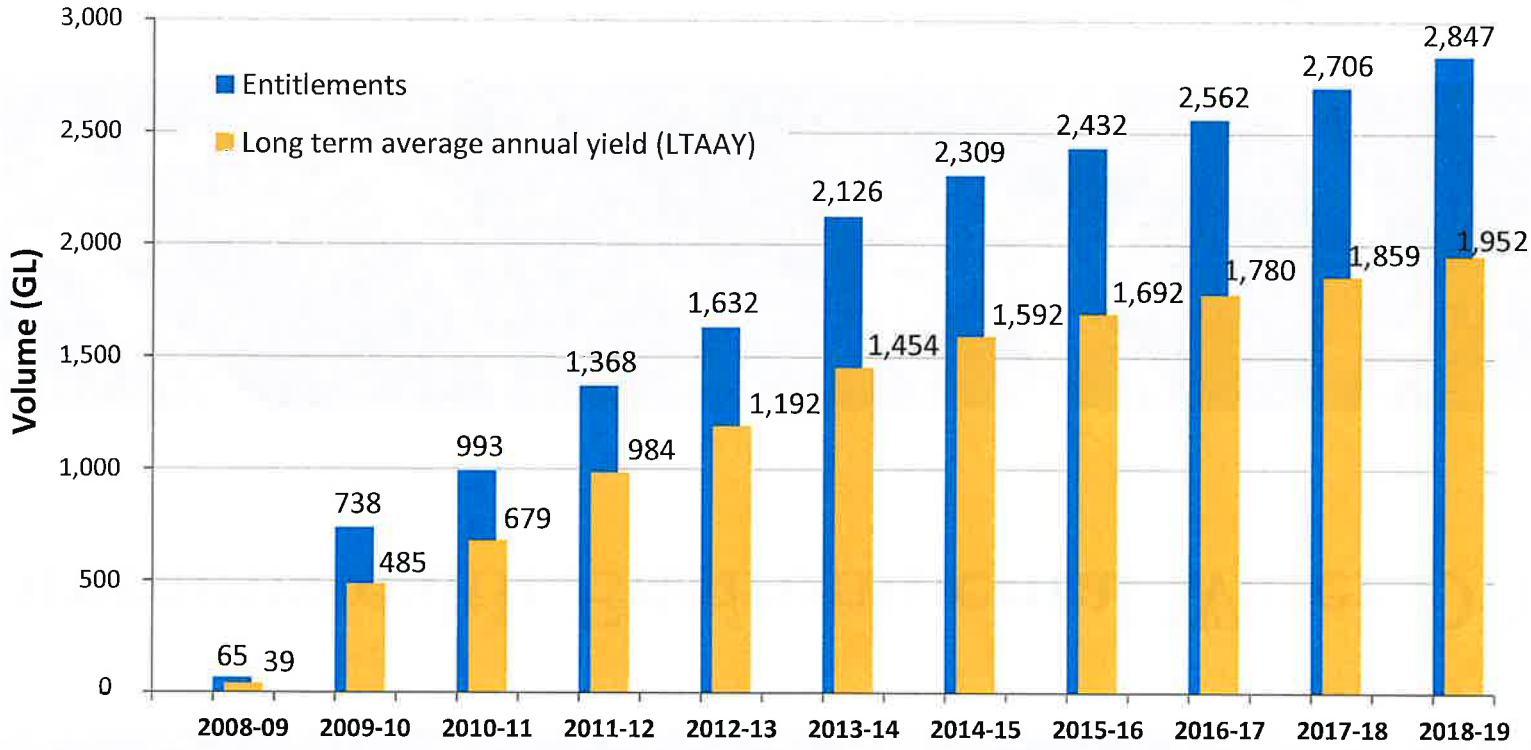
Attachment # 3-Item # 5

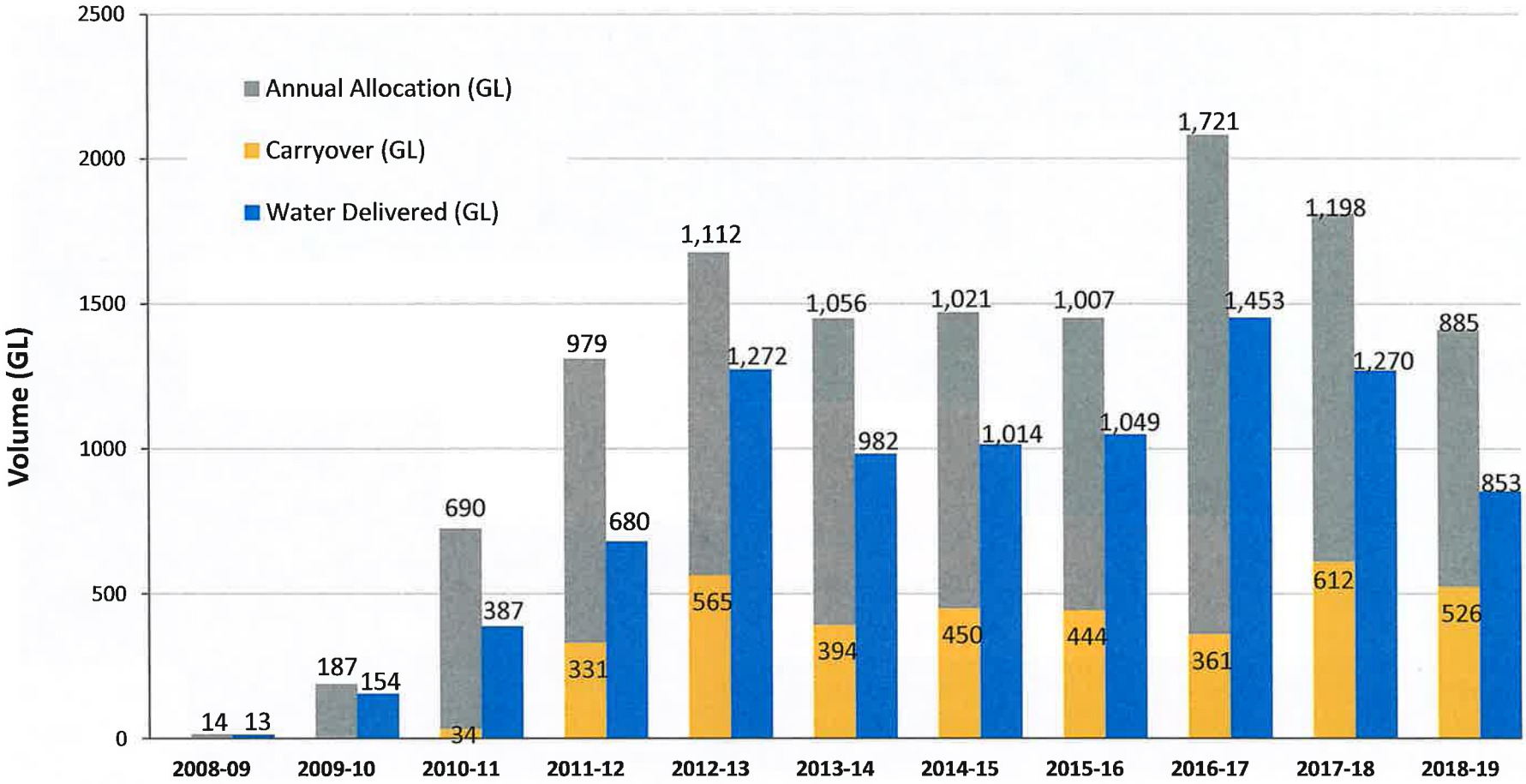
Commonwealth Environmental Water Holdings



Value of Holdings	~$3,340,000,000
Water *used* (since 2009)	9,082 GL

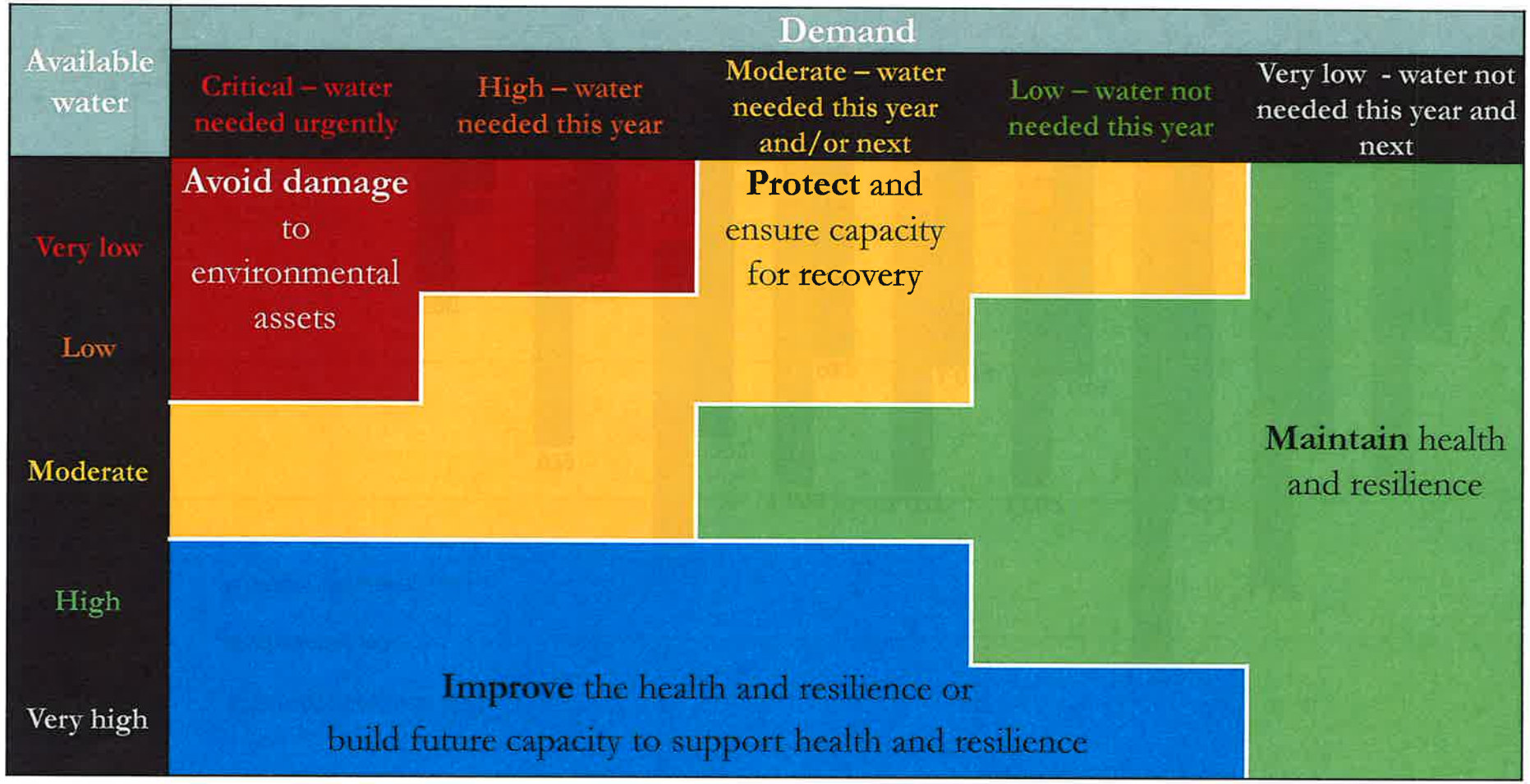
Australian Government
Commonwealth Environmental Water Office

Water Availability and Use



Australian Government
Commonwealth Environmental Water Office

How do we use our water?



Australian Government
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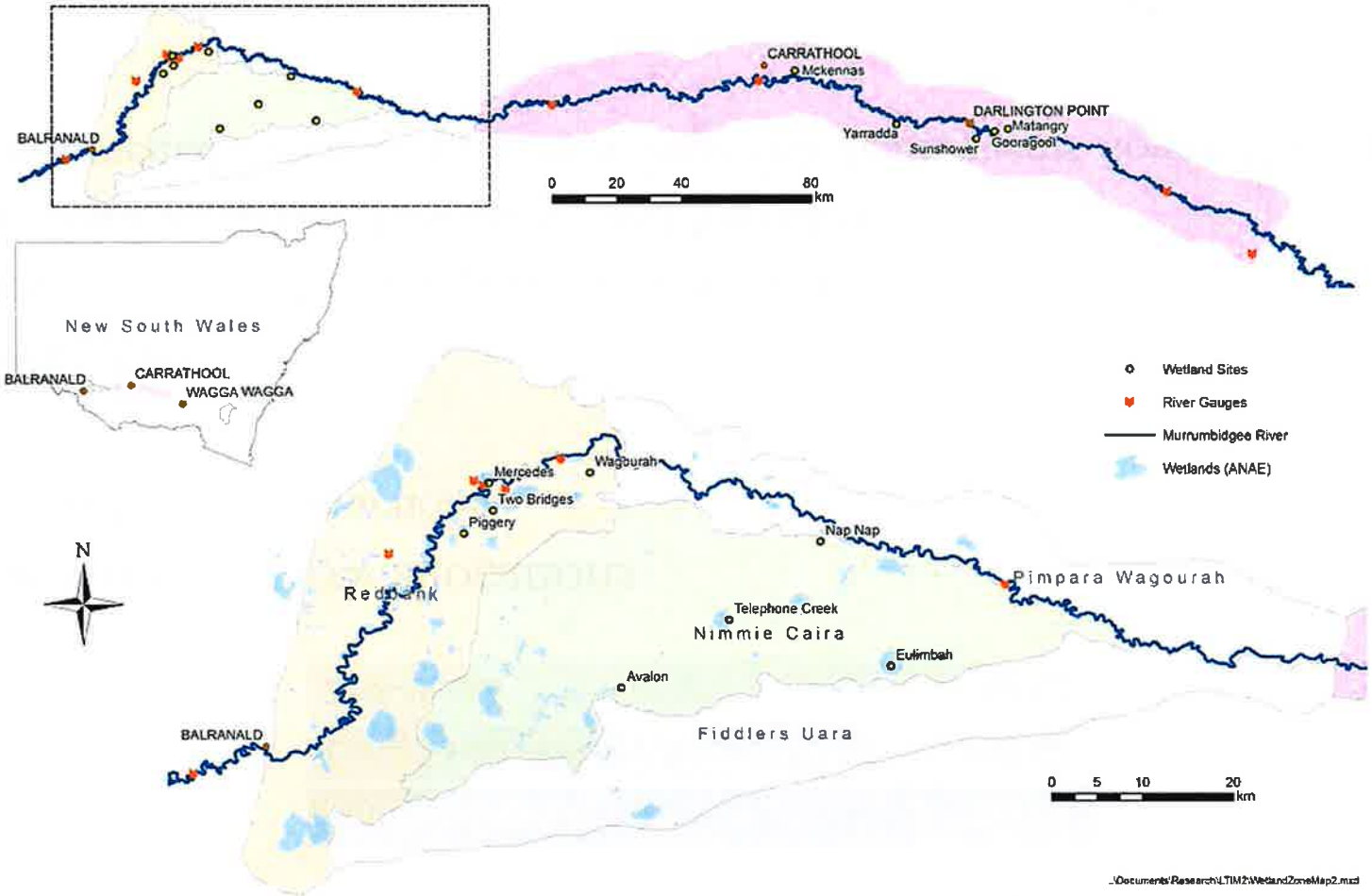
Murrumbidgee system



Australian Government

Commonwealth Environmental Water Office

Water use in the Murrumbidgee in 2018-19

Entitlements	758 GL
Long Term Average Annual Yield	**407 GL**
2018-19 use	**62 GL**

- Dry year with very low allocations
  - achieved 16 watering actions

- Key highlights:
  - Southern bell frog breeding events (Nimmie-Caira)
  - 5 waterbird rookeries (Lowbidgee and Yarradda)
  - Environmental water use prevented large fish death events (lower Murrumbidgee)

Watering plans for this year in the Murrumbidgee

- Very dry year with very low allocations

- Objectives
  - Protect key refuge sites in wetlands (eg: Fivebough and Tuckerbil)
  - Protect threatened species
  - Support migratory water bird habitat
  - Maintain vegetation
  - Manage holdings for the future

2019-20 Allocation	51.7 GL
Carryover Total (post evaporation loss)	47.1 GL

Water use scaled for seasonal conditions (examples)

Example location	Demand for water	Conditions				
		Very dry	Dry	Moderate	Wet	Very Wet
Mid-Murrumbidgee wetlands	**Pumping up to 16 GL to individual sites for refuge habitat and wetland vegetation**	*Avoid damage:* support critical fauna and flora habitat requirements	*Protect and ensure capacity for recovery:* Support survival of waterbirds and native aquatic species including fish, turtles, frogs and invertebrates.		Option unlikely to be required under these conditions (natural inundation)	
Lowbidgee - Yanga National Park	**Up to 30 GL wetland and 10 GL rookery**	Option a priority but unlikely (not enough water)	*Protect and ensure capacity for recovery:* maintain and improve wetland vegetation diversity and condition; provide habitat to support survival of native fish, waterbirds and other aquatic species like frogs; provide hydrological connectivity.		*Bird breeding event contingency:* Maintain wetland water levels and acceptable levels of water quality for a naturally-triggered breeding event.	
Lowbidgee Full System Floodplain Watering	**Up to 393 GL of Lowbidgee supplementary allocations will be prioritised for use if made available.**	Supplementary water not available under these conditions			Improve or maintain the character, condition and resilience of floodplain vegetation communities. Basin-wide waterbird habitat & future population recovery.	

Currently ~ here

Australian Government

Commonwealth Environmental Water Office

The types of outcomes our water has achieved

- More than 750 watering events in the last 4 years
- Iconic Murray Cod breeding in large numbers in the Lower Darling
- Helped bring endangered species back from near extinction (eg Murray Hardyhead)
- Helped waterbird populations recover in sites like Booligal and the Macquarie Marshes
- Kept freshwater flowing to the Coorong from the River Murray for over two years
- Sustained native fish in the Northern Basin
- Provided critical relief for communities during the drought

Australian Government
Commonwealth Environmental Water Office

Questions?

Connect with us

Erin Lenon (0427 682 309) is the Local Engagement Officer for the Murrumbidgee.

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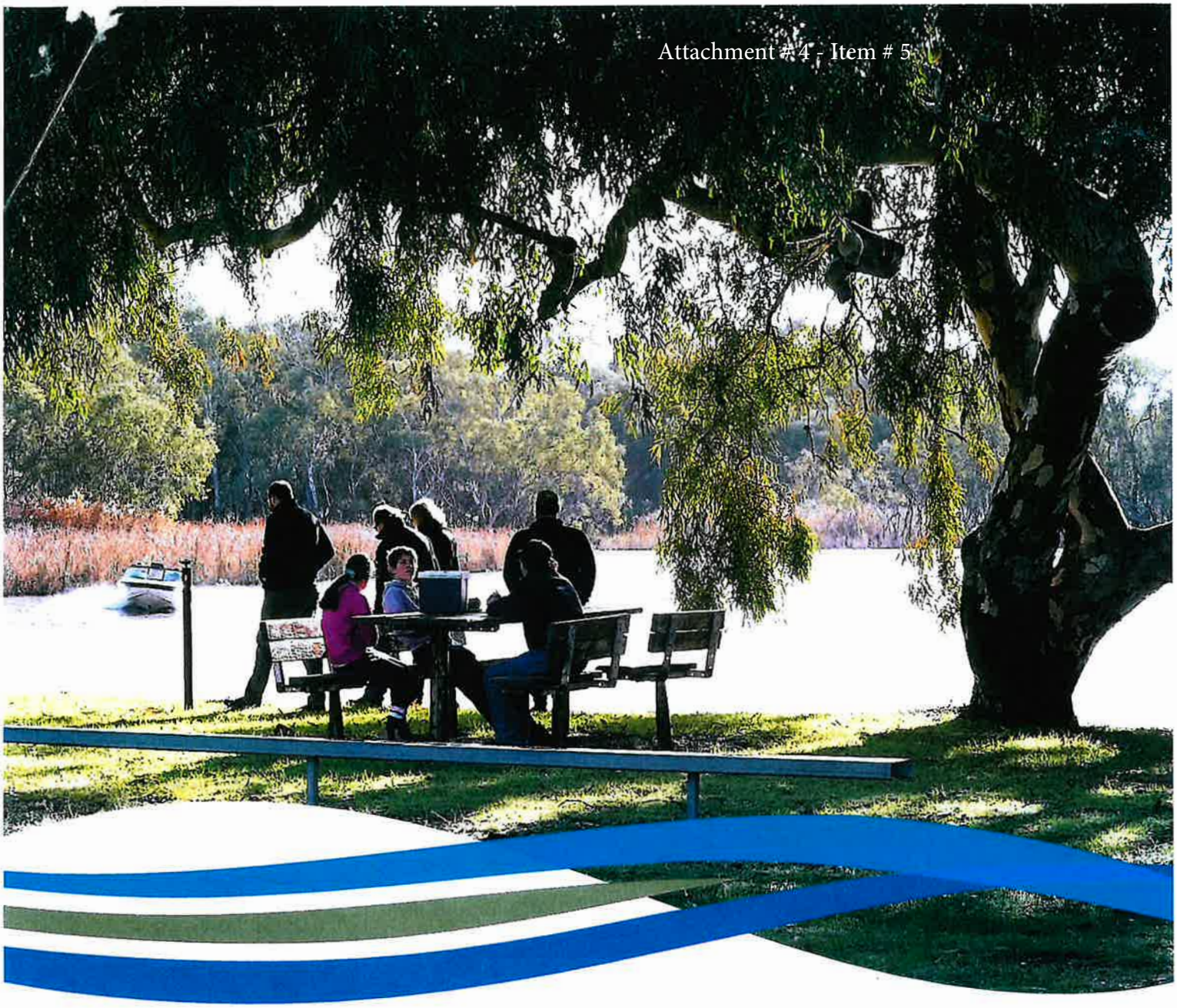
Australian Government
Commonwealth Environmental Water Office

Councils in Region 9:

- Griffith City Council
- Hay Shire Council
- Hilltops Shire Council
- Leeton Shire Council
- Lockhart Shire Council
- Murrumbidgee Shire Council
- Narrandera Shire Council
- Wagga Wagga City Council
- Coolamon Shire Council
- Cootamundra-Gundagai Shire Council
- Junee Shire Council
- Queanbeyan-Palerang Council
- Snowy Valleys Council
- Temora Shire Council
- Weddin Shire Council
- Yass Valley Council



Yanco Creek System

Sustainable Diversion Limit Adjustment Mechanism Projects

COMMUNITY ENGAGEMENT PLAN
Consultation Draft

For projects delivered by NSW Department of Planning, Industry and Environment under the Sustainable Diversion Limit Adjustment Mechanism (SDLAM) of the Murray-Darling Basin Plan with funding from the Australian Government's Department of Agriculture.

NSW GOVERNMENT

Australian Government
Department of Agriculture

Yanco Creek System

Sustainable Diversion Limit Adjustment Mechanism Projects

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PUB19/426. © State of New South Wales through Department of Planning, Industry and Environment 2019. The information contained in this publication is based on knowledge and understanding at the time of writing (August 2019). However, because of advances in knowledge, users are reminded of the need to ensure that the information upon which they rely is up to date and to check the currency of the information with the appropriate officer of the department or the user's independent adviser.

Acknowledgement of Country

The Department of Planning, Industry and Environment acknowledges that First Nations peoples are the traditional custodians of the Murray–Darling Basin. The department pays respect to Elders past, present and future and acknowledges their deep cultural, social, environmental, spiritual and economic connection to their lands and waters. We also recognise the unique, diverse and enduring knowledge of First Nations peoples.

Acknowledgement

We acknowledge the independent and frank advice given by the Yanco Creek and Tributaries Advisory Council Inc. (YACTAC) to help make this engagement with the community effective and genuine.

About this consultation draft

People are understandably interested when there are changes proposed to the waterways they use and value. This consultation draft offers ideas about how people can influence future decisions about and outcomes from two sustainable diversion limit adjustment mechanism (SDLAM) projects that could affect the Yanco Creek System. Your feedback will be considered and used to shape the final engagement plan.

Setting the scene

The Yanco Creek System links two of Australia's largest rivers—the Murrumbidgee and Murray—through over 800 km of interconnected waterways:

- Yanco Creek
- Colombo Creek
- Billabong Creek
- Forest Creek.

These local waterways support a large number of uses and values:

- domestic, stock and irrigation water supply for over 180 farms
- town water supply to Morundah, Urana, Oaklands, Jerilderie, Conargo and Wanganella
- recreation, such as fishing, waterskiing and photography
- First Nations cultural heritage, including opportunities for First Nations peoples to access and connect to Country
- historical significance associated with pastoralism and irrigation development
- biodiversity conservation, encompassing important wetlands and populations of threatened species.

Before dams and irrigation, Yanco Creek only connected with the Murrumbidgee River during floods and, as the name suggests, Billabong Creek was regularly reduced to deeper waterholes in summer.

Because of river regulation, these waterways became permanently flowing streams, with sections of still and fast flowing water, and deep and shallow water. Many native plants and animals are well adapted to the new water regime.

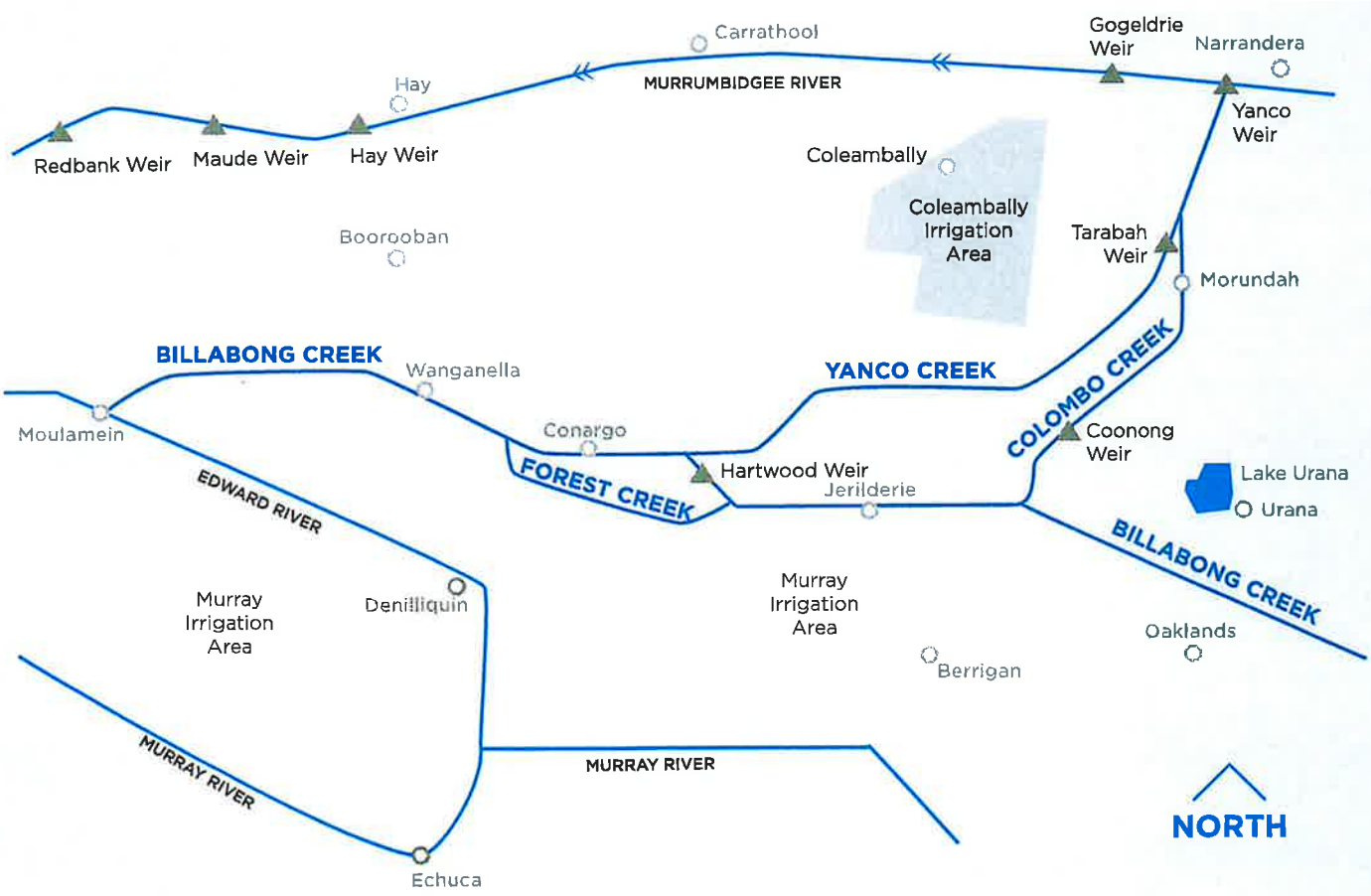


Figure 1: Yanco Creek system

Get involved—it's important!

This engagement plan provides information about how you can participate in the development of two SDLAM projects that could affect the Yanco Creek System.

The projects are:

- improved flow management works at the Murrumbidgee River–Yanco Creek offtake
- modernising supply systems for effluent creeks–Murrumbidgee River.

Find information on the Yanco SDLAM projects at industry.nsw.gov.au/water-yanco-creek

With your feedback we will design the projects to deliver the best possible results for all stakeholders, and make the largest acceptable contribution to the sustainable diversion limit (SDL) offset for the Murrumbidgee Valley. We can never expect 100% support but we will aim for a solid majority.

The proposed projects are not a done deal and alternatives to the current concept designs will be investigated, including the "do nothing" option.

About the SDLAM

The Basin Plan defines how much water can be taken from the Murray-Darling Basin while leaving enough to maintain the health of rivers, creeks, lakes and wetlands.

In order to achieve this balance, the Basin Plan aims to return 2,680 gigalitres of water to the environment—the total recovery target.

The Murray-Darling Basin Authority has determined that 605 gigalitres of the target can be offset through the SDLAM by way of projects that deliver equivalent environmental outcomes without requiring additional water to be removed from productive use.

- ✓ 286 gigalitres of the recovery target can be offset in NSW through the SDLAM
- ✓ 45% of water recovery in NSW has been through infrastructure projects
- ✓ 55% of water recovered in NSW has been through water purchased

The adjustment mechanism could provide an offset of 162 gigalitres across the Murrumbidgee Valley, which would mean that additional water purchases may not be necessary.

The Water division of the Department of Planning, Industry and Environment is the NSW lead for SDLAM projects.

Get information on all SDLAM projects led by us at industry.nsw.gov.au/water-yanco-creek

Our approach to community engagement

We are committed to effective and genuine engagement with the community because it will lead to better outcomes, improved service delivery and enhanced community satisfaction.

Our approach will:

- **be holistic**
- **be co-designed**
- **be guided by advisory groups**
- **involve regular community contact**
- **ensure integrity**
- **be delivered through a local project team.**

HOLISTIC

Delivery of the SDLAM projects has been separated into stages and gateways that will be open to public scrutiny:

- **Stage 1 is pre-construction.** A project agreement for Stage 1 funding was signed by the Australian and NSW governments in February 2019.
- **Stage 2 is construction.** There is no existing commitment by either government to enter a Stage 2 funding agreement for construction.

Governments will make an investment decision at the end of Stage 1 on whether to proceed to construction. The community will be informed of the decision, and the reasoning behind it.

We will approach Stage 1 as holistically as possible by considering social, environmental, economic and cultural factors in all decision-making.

There will be trade-offs and we will need to make some difficult decisions, but with your input and feedback, we hope to strike the right balance.

	GATEWAY	DESCRIPTION	TIMEFRAME	PROJECT DELIVERABLES
Stage 1 pre-construction	0	Initiation	**By the end of 2019**	✓ Community engagement plan **WE ARE HERE**
	1	Strategic options	**Until April 2020**	✓ Service need definition ✓ Options analysis ✓ Preliminary cost-benefit analysis
	2a	Business case	**Until April 2021**	✓ Final business case ✓ Risk register ✓ Detailed cost plan ✓ Detailed cost-benefit analysis
	2b	Statutory and other approvals	**By June 2022**	✓ Environmental impact statement ✓ Aboriginal cultural heritage impact plan ✓ Stage 2 implementation plan

CO-DESIGN

YACTAC has agreed to work with us to co-design community engagement on the Yanco SDLAM projects to make it purposeful, inclusive, timely, transparent and respectful.

We have identified YACTAC as the projects' key stakeholder and an appropriate partner because the organisation:

- is a long-standing and highly professional group
- represents all water access licence holders on the Yanco Creek System
- is funded by voluntarily contributions to an environmental levy
- has intimate knowledge of local people, water policy and the environment
- has significant interest in and ability to advise on the SDLAM projects.

ADVISORY GROUPS

While YACTAC is our key stakeholder, there are many other important groups with an interest in the Yanco Creek System.

COMMUNITY AND INDUSTRY | **FIRST NATIONS** | **LOCAL GOVERNMENT** | **STATE GOVERNMENT** | **AUSTRALIAN GOVERNMENT**

To understand and respond to the interests of important stakeholders, we propose to create three advisory groups to discuss and analyse issues that are most significant to them:

- Yanco Community Advisory Group
- Yanco Aboriginal Advisory Group
- Yanco Technical Advisory Group.

Advisory groups will provide non-binding advice to the department. We'll collaborate with them and incorporate their advice into our recommendations and decisions to the greatest possible extent.

Members will be responsible for bringing messages to and from advisory groups and their own constituents.

YACTAC will be a member of all three advisory groups.

Over the next two to three years the advisory groups will provide advice based on best available information and for a range of purposes, including:

- water modelling
- options analysis
- social, cultural and environmental impact assessments
- design specifications and costings
- operating rule development
- statutory approvals.

They will also shape and endorse the indicators we use to measure success and targets we aspire to reach.

Find information on proposed membership and terms of reference of the groups at industry.nsw.gov.au/water-yanco-creek

Our intent is for membership to be comprehensive and representative.

We expect the advisory groups to be running before the end of 2019. Our first action will be to call for membership by advertising in local papers and writing to important stakeholders.

REGULAR COMMUNITY CONTACT

We understand that not everyone with an interest in the projects will be available or want to participate in an advisory group. We will provide access to relevant information and opportunities for all interested people to have a say.

Our engagement approach will include regular contact with the community and opportunities for people to review and comment on project deliverables at each gateway.

We will organise and advertise drop-in sessions with the project team and provide avenues for online and written submissions.

Convene advisory groups to identify

- opportunities to be explored
- problems to be solved
- decisions to be made

Provide information the community needs to participate, and seek feedback on drafts and proposals through

- an accessible and informative website
- advertised consultation periods
- drop-in community sessions
- online and written responses

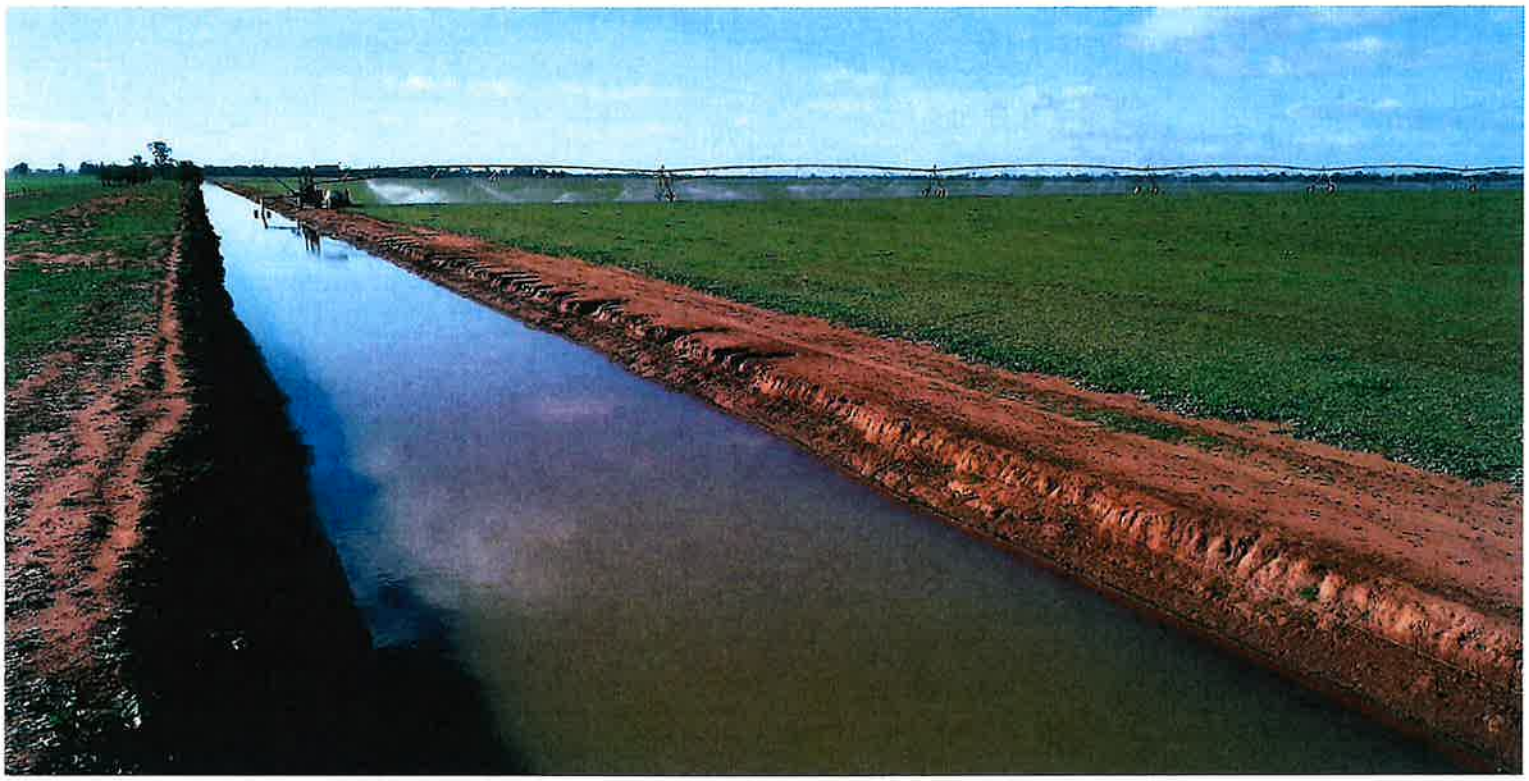
Analyse and consider all community feedback by

- listening to and acknowledging concerns and aspirations
- taking into account new ideas and alternative views

Publish decisions and the impact of community engagement to

- be answerable for decisions
- communicate how community input affected the decision

Stage 1 is the most important stage for community engagement. This consultation draft is evidence of our intent and commitment at the very start of the Yanco SDLAM projects.



INTEGRITY

We will regularly compare what we proposed to do with actual activities, and attribute the community impact on major decisions.

We will provide transparency by:

- faithfully recording what stakeholders say
- engaging independent facilitators and reviewers
- openly sharing information and results
- celebrating progress and success with stakeholders.

We will provide accountability by:

- doing what we say we will do
- measuring and making the impact of community engagement visible to stakeholders
- setting clear measures of progress and success
- publicly reporting our performance.

LOCAL PROJECT TEAM

We've established a project team that is accessible and approachable, and with relevant skills and experiences in areas such community engagement, civil engineering and environmental impact assessment.

YACTAC has also agreed to be an independent and objective source of information to the community about the SDLAM projects.

How to have your say on this draft

To cater for the different levels of understanding of the SDLAM projects in the community, we aim to improve awareness and support for the projects over time. This is the purpose of our proposed engagement approach, and we want your feedback to make it successful.

This consultation draft will be available for community input for one month, with the opening and closing dates to be advertised on our website, in local newspapers and on radio. We encourage you to read the consultation draft and share your thoughts with us.

To have your say, you can:

- attend a drop-in community session, to be held at Conargo, Deniliquin, Jerilderie, Morundah, Moulamein, Narrandera, Urana and Wanganella. Information on dates and venues will be advertised
- *visit our website at industry.nsw.gov.au/water-yanco-creek*
- provide a written response during the consultation period, addressed to:
  Department of Planning, Industry and Environment
  Yanco SDLAM Projects
  PO Box 205
  Deniliquin NSW 2710

Once we've analysed and considered all community feedback with help from YACTAC, we'll publish the agreed engagement plan on our website.

Our advisory groups will periodically review the engagement plan and propose improvements.

The same engagement and improvement approach will be used to draft and finalise all our projects' key deliverables.

Key questions we'd like your input on

1. **What's the best way to keep you informed of the SDLAM projects?**
2. **Do you think the three project advisory groups are a sensible way to understand and respond to the interests of important stakeholders?**
3. **Do you think our proposed membership of the advisory groups is comprehensive and representative?**
4. **How would you like advisory group members to keep the organisations they represent informed?**
5. **What will convince you that our engagement is effective and genuine?**

Contact Details

Water division of the Department of Planning, Industry and Environment

DAVID LESLIE

Principal Project Officer. David lives in Deniliquin and has 30 years' experience in forestry, community engagement and catchment management.

DAVID CLARKE

Senior Project Officer. David lives in Deniliquin and has expertise in river operations and over 20 years' experience working with local communities.

ROD HARDWICK

Senior Project Officer. Rod lives at Albury and has over 20 years' experience in environmental management and community engagement.

DAN HUTTON

Senior Project Officer. Dan lives at Deniliquin and has worked in remote and regional communities for over 30 years in land, environmental and water management and community engagement.

Contact Details

Department of Planning, Industry and Environment

Phone: 03 5881 9900
Email: yanco.sdlprogram@industry.nsw.gov.au
Postal address:
Department of Planning, Industry and Environment
Yanco SDLAM Projects
PO Box 205
Deniliquin NSW 2710

Yanco Creek and Tributaries Advisory Council Inc.

BOB CRAWFORD

President. Bob has been involved in farming, local government and catchment management for 50 years. He has also served on various state panels, the Community Consultative Committee of the MDBC, and was the inaugural chairman and CEO of the Hawkesbury-Nepean Catchment Management Trust.

MARK WETTENHALL

Vice President. Mark's grandfather came to the Jerilderie district to manage Coree Station and the family has been here ever since. Mark is a third-generation farmer, holds a Bachelor of Rural Science Honours and has been a YACTAC committee member for 20 years.

TANYA THOMPSON

Executive Officer. Tanya has lived in the district since 1990 and holds various qualifications in teaching, business and management and AICD director training. Tanya has been advocating for local community groups for over 25 years.

DR DALE MCNEIL

Environment Manager. Dale is an experienced ecological researcher and natural resource manager. He has worked for over twenty years in scientific research and NRM programs. He has provided expert ecological advice to regional, state and Australian government agencies, ministers and other clients. He is also experienced in catchment and regional planning, social values assessments, and community consultation and facilitation.

Contact Details

Yanco Creek and Tributaries Advisory Council Inc. (YACTAC)

Phone: 0408 833 801
Email: yactac.tanya@outlook.com

MDA Motions from Region 9

ENSURE ROBUSTNESS AND INTEGRITY OF SUSTAINABLE DIVERSION LIMIT ADJUSTMENT MECHANISM PROGRAM

MDA REGION 9 RECOMMENDS THAT the Murray Darling Association lobbies the Federal and State Governments to immediately and proactively heed the Productivity Commission's recommendation for better governance and integrated delivery of the Sustainable Diversion Limit Adjustment Mechanism Projects. The 605GL suite of projects is ambitious and in order to prevent large amounts of taxpayer funds being wasted on projects that may not deliver the anticipated environmental outcomes, it is recommended that projects be independently and critically reviewed before they are approved. Further, realistic implementation timeframes should be applied (and legislation adjusted accordingly) to ensure the Basin benefits from meaningful, sustainable results rather than being left with disappointing outcomes through the reckless rushing through of projects to meet an arbitrary policy deadline.

As an example, the Yanco SDLAM Projects are estimated to cost $85M and deliver between 12 to 28 GL per annum of environmental watering benefits. However, there are grave concerns from credentialed environmentalists and the local Wiradjuri community that the proposed works will effectively compromise rather than enhance biodiversity in the system, most especially the installation of an offtake regulator at the head of the Creek . Governments and communities need confidence through independent review that the environmental outcomes of the Yanco Projects will be genuinely achievable and should feel satisfied that the available funding isn't being opportunistically leveraged to deliver capital works projects seeking to primarily improve the business cases of Water NSW and various irrigation companies.

UNDERSTAND AND RESPOND TO THE UNINTENDED CONSEQUENCES OF CURRENT WATER TRADING POLICIES / RULES / REGULATIONS

Water is a lifegiving force and a critical input into Australia's farming endeavours. Even though it can be bought and sold, water should never be considered a commodity. With Australia being a dry country, every drop of water counts and must be used responsibly, including across the Murray Darling Basin. A responsible citizenry and responsible governments must ensure that a megalitre released from a dam will realise as close to a megalitre on the farm, with minimal losses.

Formal Irrigation areas or schemes were nation building investments originally funded through significant taxpayer investment from the late 1800s. Their true value needs to be understood and appreciated in today's dollars, as well as their full potential as vehicles to more efficiently deliver Basin Plan outcomes. Arguably worth multi-billions of dollars, and well capable of providing optimal agricultural production with least loss of water, the Basin's irrigation areas instead being systematically eroded by a suite of government policies that fail to recognise the value of the whole as opposed to the value of the parts (individual farms).

The development of an unregulated water trading market, compounded by loose land use planning and energy strategies whose integration extends only to the location of transmission lines, is undermining the sustainability and true potential of nation building irrigation schemes to deliver optimal farm production in the Basin using the least amount of water.

The current lack of transparency and loose operations surrounding the sale and purchase of water makes it practically impossible for rural communities with water dependent economies to effectively navigate and plan their desired futures. There is also growing awareness that the notion that 'water will go to the highest value crop' is not necessarily in the best interest of the nation or Basin communities, be that socially, economically or environmentally.

What must absolutely be avoided in the Basin is a farming and food/fibre processing sector that has all its eggs in one basket. The Basin needs to foster resilience through diversity, which gives appropriate latitude to responsibly harness the wet years and sustainably endure the dry years.

MDA REGION 9 RECOMMENDS THAT Federal and State governments need to

i) **recognise, value, protect and honour the significant investment by taxpayers over many decades to establish irrigation schemes to feed the nation, and**

ii) **immediately place a moratorium on the development or opening of new irrigation farms downstream of long established irrigation areas until the Basin Plan objectives are fully met and the full implications (environmental, economic and social) of the further geographic distribution of water entitlements is properly researched and understood.**

iii) **ensure that existing irrigation schemes are optimally utilised and are not subject to ongoing exacerbating swiss cheese effect through poor and / or silo-ed policy decisions and ineffectual land use planning that fails to consider implications for the Basin Plan.**

iv) **engage meaningfully with and have genuine regard to the findings of the ACCC Inquiry into water trading that is underway, and**

v) **support the call for a transparent National Water Trading Platform which will serve as a single source of information on water, from allocations through to sales, as well as**

vi) **the routine provision of disclosure statements by the larger water holders (such as any person or entity that owns more than upwards of 2% of available entitlements in an area).**

vii) **recognise and properly evaluate the compounding effects of an unregulated water trading environment and the implementation of the Murray Darling Basin Plan on the viability and sustainability of established nation building irrigation schemes that would be unaffordable to replicate today and consider how these should be optimised to ensure the most responsible use of available water for agricultural endeavour. In particular, the advantages of a diversified agricultural sector within established irrigation systems to GDP, and its associated local economic and community resilience, should be weighed up against the risk of shifting water to monoculture-based 'high value' crops on greenfield (cheaper) lands downstream of the established irrigation schemes.**

DELAY WATER RESOURCE PLAN FOR THE GREATER GOOD OF THE BASIN

It is noted that the development and accreditation of the Basin Governments Water Resource Plans is behind schedule. **MDA REGION 9 RECOMMENDS THAT the MDA lobbies Basin governments to extend the 2019 deadline for those plans where there are complex changes required and there are material risks to the quality of the plans.**

PROTECT PRIME IRRIGATION LAND FROM BEING STERILISED THROUGH SILO-ED ENERGY POLICIES

Development Applications for the construction of large scale solar farms in regional areas have risen in recent years. While the move to renewable energy sources is viewed as a positive for long-term environmental outcomes, it should not come at the cost of productive farmland, particularly those tracts of Basin lands located within nation building irrigation areas that form the food bowls of Australia. Most importantly, Basin Governments should recognise that irrigation farms should never be viewed in isolation of the whole irrigation area and its associated infrastructure when making decisions about the location of solar farms.

MDA REGION 9 RECOMMENDS THAT the MDA lobbies

i. **the NSW State Government (and any Basin Governments from other States with similar issues) to revise its Infrastructure SEPP to have regard to the contribution of established irrigation areas - that offer the most efficient use of scarce water and would be unaffordable to replicate - to Australia's food security and to generating export earnings for the State and the Nation when assessing and determining applications for large scale solar farms.**

ii. **Basin Governments, should schemes still be approved, to make compulsory development contributions by solar companies commensurate with the loss of a typical crop to the wider processing and freight economy, for the life of the solar project.**

Chief Executive Officer's Report

August 2019

Emma Bradbury
ceo@mda.asn.au

1. Appointments

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31/07/2019	Stronger Country Communities Funds	Webinar
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19/08/2019	MAV – Cr Coral Ross, Rosemary Hancock and Kerry Thompson	Melbourne
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The Murray Darling Basin Authority and the Commonwealth Environmental water Holder provided information on operational and ecological management strategies. A range of ecologists showed a system under critical pressure, while growth predictions presented by the almond industry and councils all combined to highlight the environmental, economic and social interconnectedness of our Basin regions.

Hearing from the ABA, communities and investors are excited by the economic opportunities presented by the growth in permanent plants. However, there is increasing recognition that relying solely on the market to supply water doesn't factor in the immense risks associated with total water availability and deliverability.

A key issue emerging from the discussion clearly illustrated that the crisis in the Darling River is placing immense pressure on the Murray River and its communities.

Outcomes from the day recognised the need for enhanced interagency collaboration as the tension between demand and deliverability increases.

This was one of the most technically wide ranging, thought provoking, possibly even confronting events we have facilitated. I am genuinely hopeful that this will be the beginning of a

conversation in which we are able to bring together leaders in water management, in water trade at community level to address the challenges of our system constraints.

As the Connecting Catchments and Communities (CCC) program evolves, the MDA is becoming more proactive in capturing and acting on its outcomes.

Identification of a range of the issues and challenges explored at the CCC is reflected in the Ministerial Council (MinCo) resolution on constraints, with Vic and NSW to do independent modelling.

The MDA wrote letters to all Ministers on MinCo incorporating some of the concerns raised at the CCC event.

The MDA continues to seek meetings and engage with relevant agencies and departments calling for more work to be done to ensure integrated planning and management of regional growth and water allocations and management.

Comms and Engagement Officer Jess Maher and Policy Officer James Marshal presented findings at the SEGRA conference in Barooga.

2.2 The Hon Minister Michael McCormack - Acting Prime Minister

National President Cr David Thurley and I met with the Deputy Prime Minister The Hon Minister Michael McCormack in Wagga Wagga on Friday 16/08/2019.

The following items were discussed

- **MDA National Conference** - 22nd – 24 October 2019 in Toowoomba. Minister McCormack noted his interest in the program and in attending the event. Unfortunately, it is a parliamentary sitting week for the lower house, precluding him from doing so. Minister McCormack suggested that Minister McKenzie, Minister for Agriculture may be interested and that he will suggest to Ms McKenzie to consider the opportunity.
- **National Water Grid Authority taskforce** – Minister McCormack committed to providing a speaker to the National Conference from the Authority taskforce.
- **Municipal Engagement Officers** – The project proposal for the MCE funding was discussed. Minister McCormack acknowledged that the MDA was increasingly being relied upon by Basin governments and communities 'to do more with less' and encouraged the MDA to apply to Minister Littleproud for the funding and to write to him (Minister McCormack) separately also.

2.3 Municipal Association of Victoria – Monday 19 August, Melbourne.

Meeting with MAV President Cr Coral Ross, Water Policy Officer Rosemary Hancock and CEO Kerry Thompson (apology).

Discussions included

- Response to the Independent Social and Economic Panel ToR. Concerns re governance, non-disclosure of interests, and consultation time frame.
- MDA National Conference 2019
- Opportunities for a closer working relationship between MAV and MDA incl possibility of an MOU for consideration

- Implementation of a CRM (Customer Relationships Management) system
- Membership growth and benefits

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In a session exploring current actions addressing challenges in the Basin, the MDA presentation focussed on the Connecting Catchments and Communities program as inter-regional events aimed at enhancing water literacy and exchanging information between councils, communities and agencies across the Basin.

The audience included representatives from local government, Charles Sturt University, the Basin Socio Economic panel, MDBA and more, who were all very engaged in the presentation and asked a wide range of interesting questions. The audience was particularly interested in how we, at the MDA, engage with communities and facilitate events where community voices are heard.

The event highlighted that there is a great need for more Basin literacy and community engagement.

Managing Environmental Change in the Murray Darling Basin: implement best practice landscape scale planning and management

On Wednesday 21, the CEO attended the conference and presented as a panellist considering the topic: *Managing Environmental Change in the Murray Darling Basin: implementing best practice landscape scale planning and management*. The session was facilitated by Ashley Bland, Director, Constructive Energy & SEGRA National Steering Committee, with other panellists Peter Waterman, Adjunct Professor, Institute for Land, Water and Society (ILWS), Charles Sturt University and Dr Chris Yeats, Executive Director, Geological Survey of NSW, Department of Planning and Environment, NSW Government.

3 National Conference

Opening address to be provided by Northern Basin Commissioner and A/Inspector-General for the Murray Darling Basin.

4 Reflecting Growth in Engagement

Notable Increase to the MDA newsletter subscriptions.

- Thomas Carrigg from ACCC
- Richard Alcorn from Parliament of Australia
- Charles Everist from Victorian Farmers Federation
- Professor David Goldney from Western Australia

5 Correspondence Out

The Ministerial Council Meeting held in Canberra on Sunday 4 August was followed by factious media coverage and an unusual delay of some 3 ½ days in releasing the Communique, suggesting a possible return to division and disunity on the Basin Plan at Ministerial level.
Murray-Darling Ministerial Council – 4 August 2019 Communique

With the Council of Australian Governments due to meet on the following Friday, the CEO took the opportunity to write to all Basin government First Ministers, Water Ministers and their opposition counterparts, and Local Government Ministers to state our support for the united outcome and clear steps determined by the Ministerial Council, and urging all Basin Governments to set aside any disunity and stay the course, to work together to ensure the integrity of the Basin Plan is uncompromised and that its implementation is adaptive and timely, delivers a healthy working Basin for all.

Please click here for a copy of that letter.

We were pleased to note that we have received a positive response to many of the (individually addressed) letters and that at COAG, leaders from the Murray-Darling Basin reaffirmed their commitment to the Murray-Darling Basin Plan and worked through next steps in its implementation. Further, Basin leaders agreed to a joint response to the Productivity Commission's Murray-Darling Basin Plan: Five-Year Assessment and endorsed the establishment of an Inspector-General of Murray-Darling Basin Water Resources, to improve transparency, accountability and community confidence in the delivery of the Basin Plan.

Council of Australian Governments – 9 August 2019 Communique

List of recipients

The Hon. Scott Morrison MP	Prime Minister
The Hon. Daniel Andrews MP	Premier, Victoria
The Hon. Gladys Berejiklian	Premier, New South Wales
The Hon. Steven Marshall MP	Premier, South Australia
The Hon. Annastacia Palaszczuk	Premier, Queensland
Andrew Barr MLA	Chief Minister, ACT
The Hon. David Littleproud MP	Federal Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management
The Hon. Melinda Pavey MP	New South Wales Minister for Water, Property and Housing
The Hon. Dr Anthony Lynham MP	Queensland Minister for Natural resources, Mines and Energy

The Hon. David Speirs MP	South Australian Minister for Environment and Water
The Hon. Lisa Neville MP	Victorian Minister for Water
Ms Terri Butler MP	Federal Shadow Minister for Environment and Water
Clayton Barr MP	New South Wales Shadow Minister for Water
Dale Last MP	Queensland Shadow Minister for Natural Resources, Mines and Energy
Dr Susan Close MP	South Australian Shadow Minister for Environment and Water
Steph Ryan MP	Victorian Shadow Minister for Water
The Hon. Joel Fitzgibbon MP	Federal Shadow Minister for Agriculture and Resources
The Hon. Mark Coulton MP	Federal Minister for Regional Services, Decentralisation, and Local Government
The Hon. Stirling Hinchliffe MP	Queensland Minister for Local Government
The Hon. Shelley Elizabeth Hancock	NSW Minister for Local Government
The Hon. Adem Somyurek MP	Victorian Minister for Local Government
The Hon. Stephan Knoll MP	South Australian Minister for Transport, Infrastructure and Local Government

6 Membership

20208	31/07/2019	Post	Coolamon Shire Council	Declining Membership
20209	31/07/2019	Post	Whyalla city council	Declining Membership
20210	31/07/2019	email	City of Adelaide	Declining Membership
20211	5/08/2019	Post	Glen Innes Severn Council	Declining Membership
20212	12/08/2019	Post	Bogan Shire Council	Declining Membership
20213	20/08/2019	Post	Copper Coast Council	Declining Membership
20214	20/08/2019	Post	City of Greater Bendigo	Declining Membership
20216	20/08/2019	Post	City of Marion	Declining Membership
20217	15/08/2019	Phone	Hindmarsh Shire	Membership Enquiry
20218	20/08/2019	Email	South Burnett RC	Declining Membership

Membership engagement continues to present a challenge for the association. Discussions with our Victorian state counterparts MAV identified several shared challenges, with some discussion on strategies to quantify and communicate member benefits.

7 Projects

MDA Basin Communities Leadership Program

Preparations for exchange of contracts with the Department of Agriculture continue. All information and documentation have been provided by the MDA and approved by the Department.

8 Organisational development

Business update: The MDA strategic plan 2016-19 set a goal of becoming a strong, viable, self-sustaining organisation. Since the strategic planning workshop earlier this year, the board have committed to invest in the association's resources and capability (388-4.3) to achieve this goal and to deliver on our purpose overall.

In March/April, I have drafted an internal Organization and Human Resource Plan 2020 to guide the development of the team. It should be noted that the plan is and must remain adaptive to respond to the evolving needs of the business as they emerge.

Since April this year, we have recruited to three new positions. These positions are

- Communication and Engagement Officer
- Policy Officer and
- Executive Assistant.

All positions are currently part time. The incumbent personnel are Jess, James and Cathy respectively. All three continue to make a tremendous contribution to development of the organisation in a seemingly chaotic environment of rapid and dynamic change both the internally to the business, and externally in response to a busy Basin environment.

We are currently recruiting for a further two positions

- Leadership Training Coordinator, and
- Grants and Submissions Writer

We are also currently working with a local NDIS provider and social enterprise support officer to provide an employment opportunity for a higher-needs employee.

I have negotiated an increase on our existing lease to now occupy half of the first level of the building we are in – taking in 4 offices, a storeroom and a collaboration hub, at a very modest increase to the original cost of the 2 office lease. We have installed desks, phones and data points to accommodate up to a total of 10 personnel, which is adequate to accommodate our projected growth over the coming 12 months at lease. Option for further expansion is built in if required. Additional costs of expansion now will be limited to wages and the desktop computers, at approx. $2k per station commissioned only upon appointment of personnel.

All MDA personnel, archives and assets are now located on the one premises, realising a saving of approximately $2500 per year.

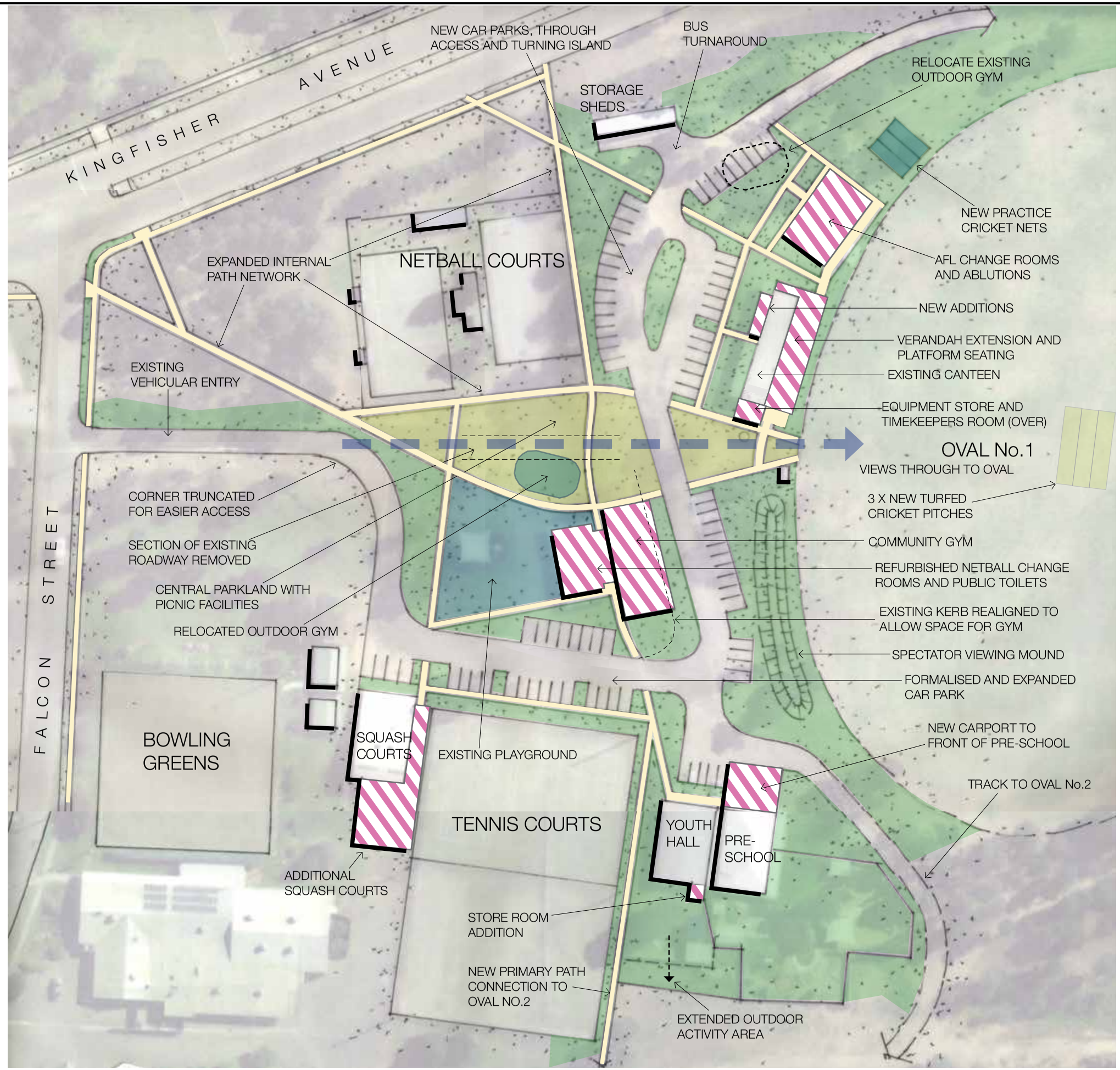
These changes are both operational and incremental, often seeming too inconsequential to report on a month to month basis. However, when considered together the development of the MDA as a business is in an exciting, and clearly strategic period of growth.

It should be noted that the current growth and development of the MDA is absent external grants, funding or projects.

Please click here to see a photo-board of the current MDA office space.

Emma Bradbury

Chief Executive Officer



Attachment # 7 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION	ARCHITECT	PROJECT	TITLE	JOB NUMBER:	DRAWING NUMBER:
				STEVEN MURRAY ARCHITECT Registration No. 4450 35 BOONAH STREET, GRIFFITH NSW 2680 PH/FAX: (02) 6964 7798 Email: stevenmurray54@gmail.com www.stevenmurrayarchitecture.com	PROPOSED BUILDING PROJECTS AT COLEAMBALLY NO.1 OVAL SPORTS PRECINCT COLEAMBALLY NSW	SITE PLAN CLIENT: MURRUMBIDGEE COUNCIL		A01
							DATE: 4-9-19	SCALE: ~1:1000
							DESIGNED: REDBELLY LA	DRAWN: REDBELLY LA
								PAGE SIZE: A3
								CHECKED: SM

Chief Executive Officer's Report

August 2019

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The Ministerial Council Meeting held in Canberra on Sunday 4 August was followed by factious media coverage and an unusual delay of some 3 ½ days in releasing the Communique, suggesting a possible return to division and disunity on the Basin Plan at Ministerial level.
Murray-Darling Ministerial Council – 4 August 2019 Communique

With the Council of Australian Governments due to meet on the following Friday, the CEO took the opportunity to write to all Basin government First Ministers, Water Ministers and their opposition counterparts, and Local Government Ministers to state our support for the united outcome and clear steps determined by the Ministerial Council, and urging all Basin Governments to set aside any disunity and stay the course, to work together to ensure the integrity of the Basin Plan is uncompromised and that its implementation is adaptive and timely, delivers a healthy working Basin for all.

Please click here for a copy of that letter.

We were pleased to note that we have received a positive response to many of the (individually addressed) letters and that at COAG, leaders from the Murray-Darling Basin reaffirmed their commitment to the Murray-Darling Basin Plan and worked through next steps in its implementation. Further, Basin leaders agreed to a joint response to the Productivity Commission's Murray-Darling Basin Plan: Five-Year Assessment and endorsed the establishment of an Inspector-General of Murray-Darling Basin Water Resources, to improve transparency, accountability and community confidence in the delivery of the Basin Plan.

Council of Australian Governments – 9 August 2019 Communique

List of recipients

The Hon. Scott Morrison MP	Prime Minister
The Hon. Daniel Andrews MP	Premier, Victoria
The Hon. Gladys Berejiklian	Premier, New South Wales
The Hon. Steven Marshall MP	Premier, South Australia
The Hon. Annastacia Palaszczuk	Premier, Queensland
Andrew Barr MLA	Chief Minister, ACT
The Hon. David Littleproud MP	Federal Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management
The Hon. Melinda Pavey MP	New South Wales Minister for Water, Property and Housing
The Hon. Dr Anthony Lynham MP	Queensland Minister for Natural resources, Mines and Energy

The Hon. David Speirs MP	South Australian Minister for Environment and Water
The Hon. Lisa Neville MP	Victorian Minister for Water
Ms Terri Butler MP	Federal Shadow Minister for Environment and Water
Clayton Barr MP	New South Wales Shadow Minister for Water
Dale Last MP	Queensland Shadow Minister for Natural Resources, Mines and Energy
Dr Susan Close MP	South Australian Shadow Minister for Environment and Water
Steph Ryan MP	Victorian Shadow Minister for Water
The Hon. Joel Fitzgibbon MP	Federal Shadow Minister for Agriculture and Resources
The Hon. Mark Coulton MP	Federal Minister for Regional Services, Decentralisation, and Local Government
The Hon. Stirling Hinchliffe MP	Queensland Minister for Local Government
The Hon. Shelley Elizabeth Hancock	NSW Minister for Local Government
The Hon. Adem Somyurek MP	Victorian Minister for Local Government
The Hon. Stephan Knoll MP	South Australian Minister for Transport, Infrastructure and Local Government

6 Membership

20208	31/07/2019	Post	Coolamon Shire Council	Declining Membership
20209	31/07/2019	Post	Whyalla city council	Declining Membership
20210	31/07/2019	email	City of Adelaide	Declining Membership
20211	5/08/2019	Post	Glen Innes Severn Council	Declining Membership
20212	12/08/2019	Post	Bogan Shire Council	Declining Membership
20213	20/08/2019	Post	Copper Coast Council	Declining Membership
20214	20/08/2019	Post	City of Greater Bendigo	Declining Membership
20216	20/08/2019	Post	City of Marion	Declining Membership
20217	15/08/2019	Phone	Hindmarsh Shire	Membership Enquiry
20218	20/08/2019	Email	South Burnett RC	Declining Membership

Membership engagement continues to present a challenge for the association. Discussions with our Victorian state counterparts MAV identified several shared challenges, with some discussion on strategies to quantify and communicate member benefits.

7 Projects

MDA Basin Communities Leadership Program

Preparations for exchange of contracts with the Department of Agriculture continue. All information and documentation have been provided by the MDA and approved by the Department.

8 Organisational development

Business update: The MDA strategic plan 2016-19 set a goal of becoming a strong, viable, self-sustaining organisation. Since the strategic planning workshop earlier this year, the board have committed to invest in the association's resources and capability (388-4.3) to achieve this goal and to deliver on our purpose overall.

In March/April, I have drafted an internal Organization and Human Resource Plan 2020 to guide the development of the team. It should be noted that the plan is and must remain adaptive to respond to the evolving needs of the business as they emerge.

Since April this year, we have recruited to three new positions. These positions are

- Communication and Engagement Officer
- Policy Officer and
- Executive Assistant.

All positions are currently part time. The incumbent personnel are Jess, James and Cathy respectively. All three continue to make a tremendous contribution to development of the organisation in a seemingly chaotic environment of rapid and dynamic change both the internally to the business, and externally in response to a busy Basin environment.

We are currently recruiting for a further two positions

- Leadership Training Coordinator, and
- Grants and Submissions Writer

We are also currently working with a local NDIS provider and social enterprise support officer to provide an employment opportunity for a higher-needs employee.

I have negotiated an increase on our existing lease to now occupy half of the first level of the building we are in – taking in 4 offices, a storeroom and a collaboration hub, at a very modest increase to the original cost of the 2 office lease. We have installed desks, phones and data points to accommodate up to a total of 10 personnel, which is adequate to accommodate our projected growth over the coming 12 months at lease. Option for further expansion is built in if required. Additional costs of expansion now will be limited to wages and the desktop computers, at approx. $2k per station commissioned only upon appointment of personnel.

All MDA personnel, archives and assets are now located on the one premises, realising a saving of approximately $2500 per year.

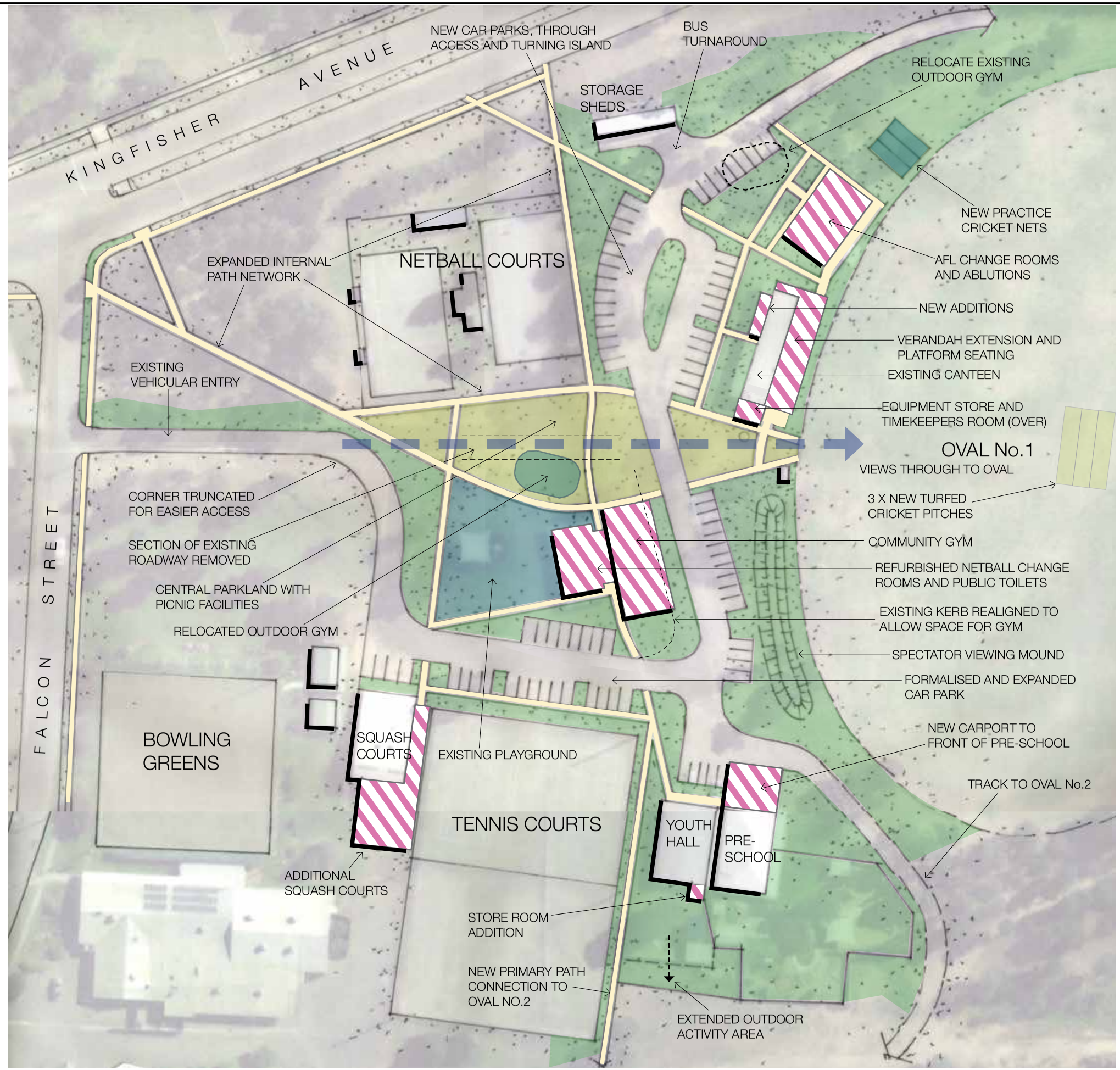
These changes are both operational and incremental, often seeming too inconsequential to report on a month to month basis. However, when considered together the development of the MDA as a business is in an exciting, and clearly strategic period of growth.

It should be noted that the current growth and development of the MDA is absent external grants, funding or projects.

Please click here to see a photo-board of the current MDA office space.

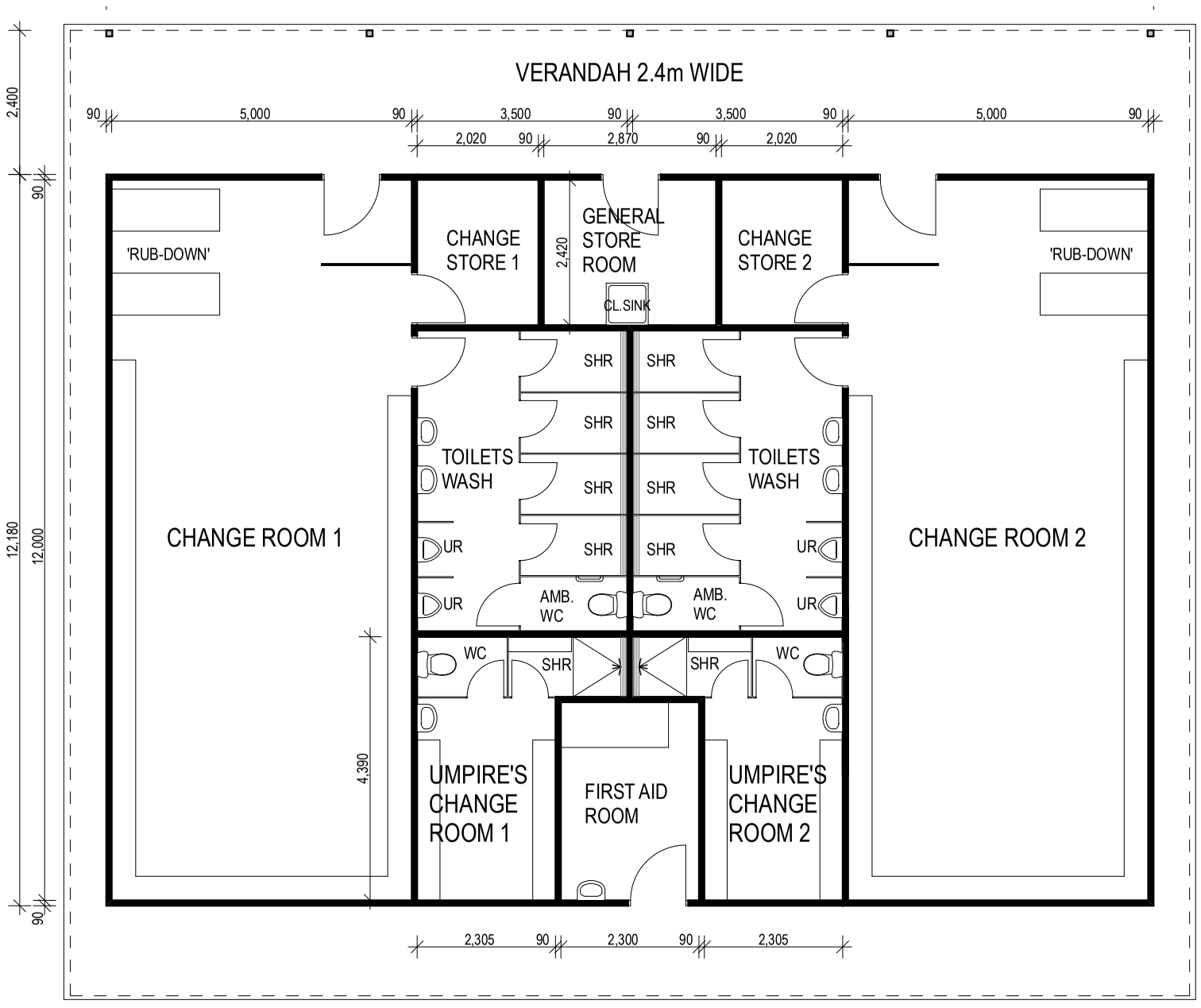
Emma Bradbury

Chief Executive Officer



Attachment # 7 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION	ARCHITECT	PROJECT	TITLE	JOB NUMBER:	DRAWING NUMBER:
				STEVEN MURRAY ARCHITECT Registration No. 4450 35 BOONAH STREET, GRIFFITH NSW 2680 PH/FAX: (02) 6964 7798 Email: stevenmurray54@gmail.com www.stevenmurrayarchitecture.com	PROPOSED BUILDING PROJECTS AT COLEAMBALLY NO.1 OVAL SPORTS PRECINCT COLEAMBALLY NSW	SITE PLAN CLIENT: MURRUMBIDGEE COUNCIL		A01
							DATE: 4-9-19	SCALE: ~1:1000
							DESIGNED: REDBELLY LA	DRAWN: REDBELLY LA
								PAGE SIZE: A3
								CHECKED: SM



FLOOR PLAN - AFL CHANGE/ABLUTIONS BLOCK 1:100 SCALE

FLOOR AREA = 212.5 Sq.m

BRIEF

Football Requirements

- Refurbished and/or New change rooms & amenities to service Oval 1
- Changerooms, Toilets, 2 Disabled toilets with Showers and Baby Change facilities & miscellaneous facilities to service 3 grades (6 teams) of AFL Football on same day to include, Toilets, Umpires Facilities, First Aid Facilities, Changeroom/Rub Down room, Lockable Storage for different User groups in Changeroom/Rub Down room or nearby, General Storeroom.
- Note: Public Toilet access to be available at all times.

BRIEF AMENDED AS FOLLOWS: -

1) TWO (2) 'ACCESSIBLE' TOILETS/SHOWER/BABY CHANGE ROOMS RELOCATED TO NETBALL FACILITY. UMPIRES ROOMS TO BE USED BY NETBALL AND AFL OFFICIALS

Attachment # 8 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION

ARCHITECT

STEVEN MURRAY ARCHITECT
Registration No. 4450
35 BOONAH STREET,
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PH/FAX: (02) 6964 7798
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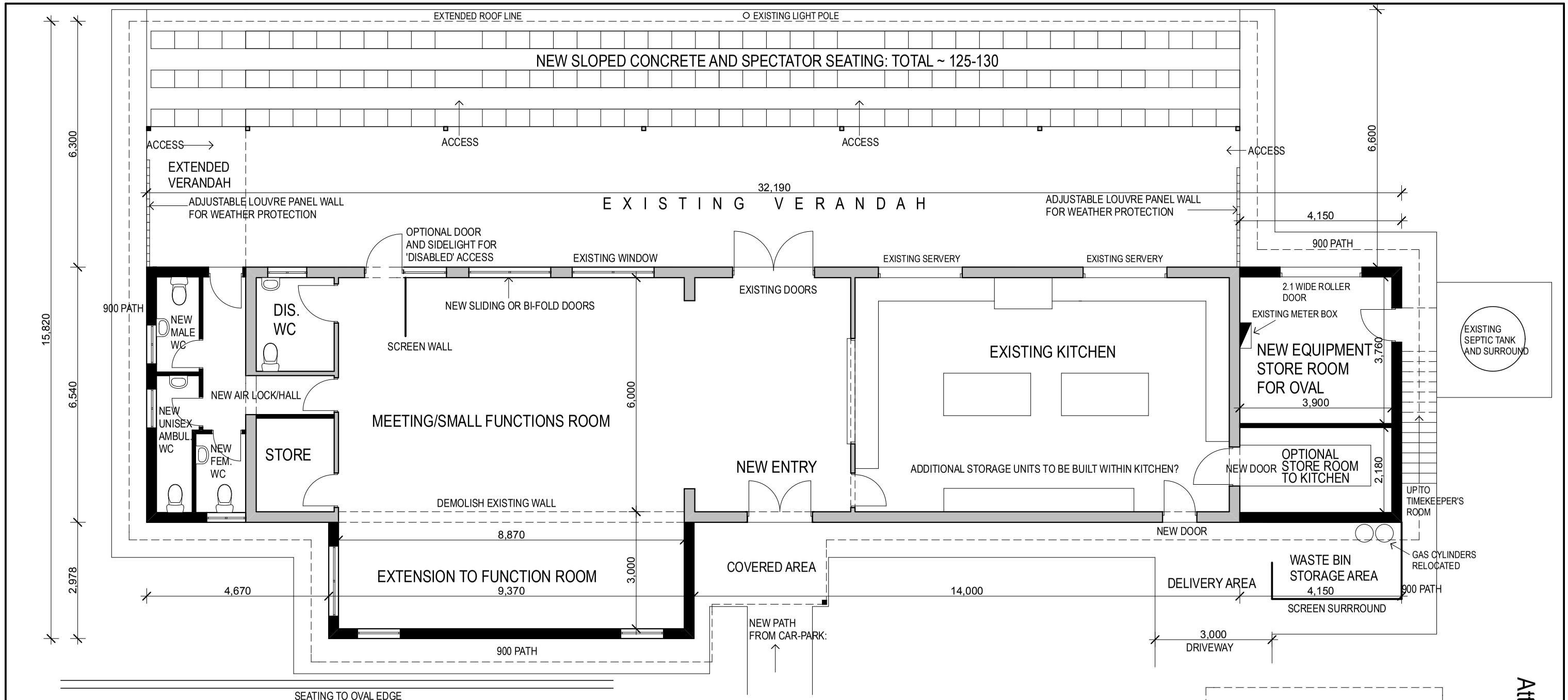
www.stevenmurrayarchitecture.com

PROJECT: PROPOSED AFL CHANGE AND ABLUTIONS BUILDING AT COLEAMBALLY NO.1 OVAL COLEAMBALLY NSW

TITLE: DISCUSSION DRAWING NO.2 FLOOR PLAN

CLIENT: MURRUMBIDGEE COUNCIL

JOB NUMBER:		DRAWING NUMBER: A02
DATE: 14-8-19	SCALE: 1:100	PAGE SIZE: A3
DESIGNED: SM	DRAWN: SM	CHECKED: SM

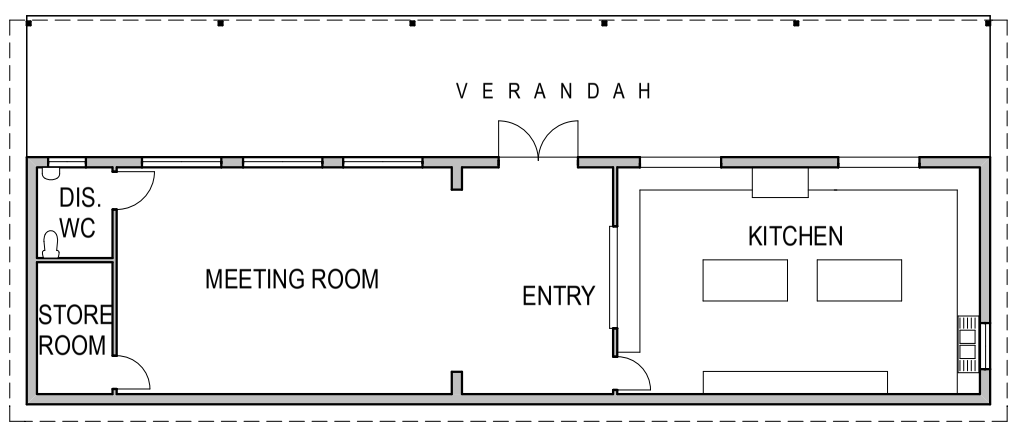


PROPOSED GROUND FLOOR PLAN: OPT.1- 'STAND ALONE' BUILDING

1:100 SCALE

AREA OF BUILDING ADDITIONS = 71.8Sq.m

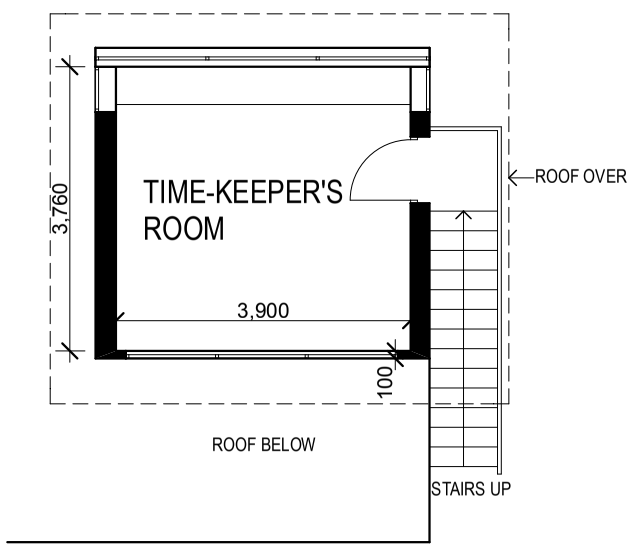
AREA OF NEW COVERED EXTERNAL SEATING = 75.7Sq.m



EXISTING PLAN

1:200 SCALE

SEPTIC TANK AND SURROUND



PROPOSED 1ST FLOOR PLAN

1:100 SCALE AREA = 18.1 PLUS STAIRS

Attachment # 9 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION

ARCHITECT
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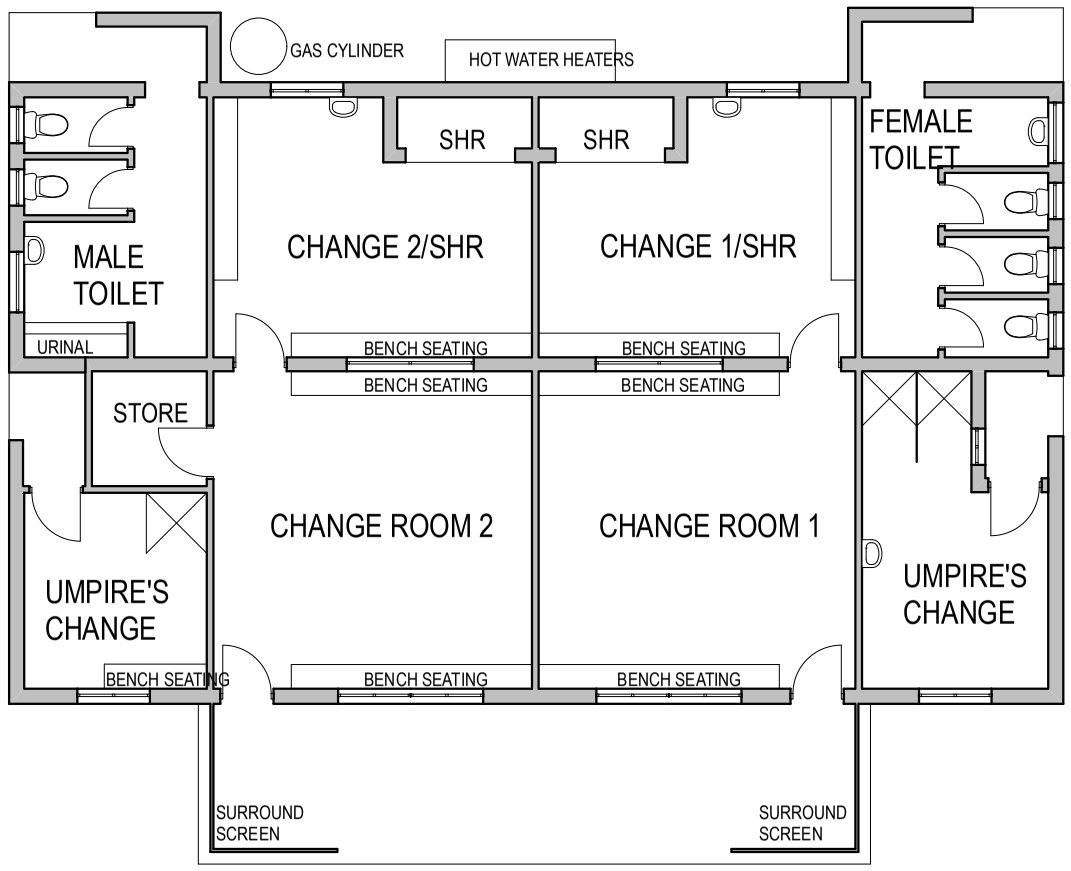
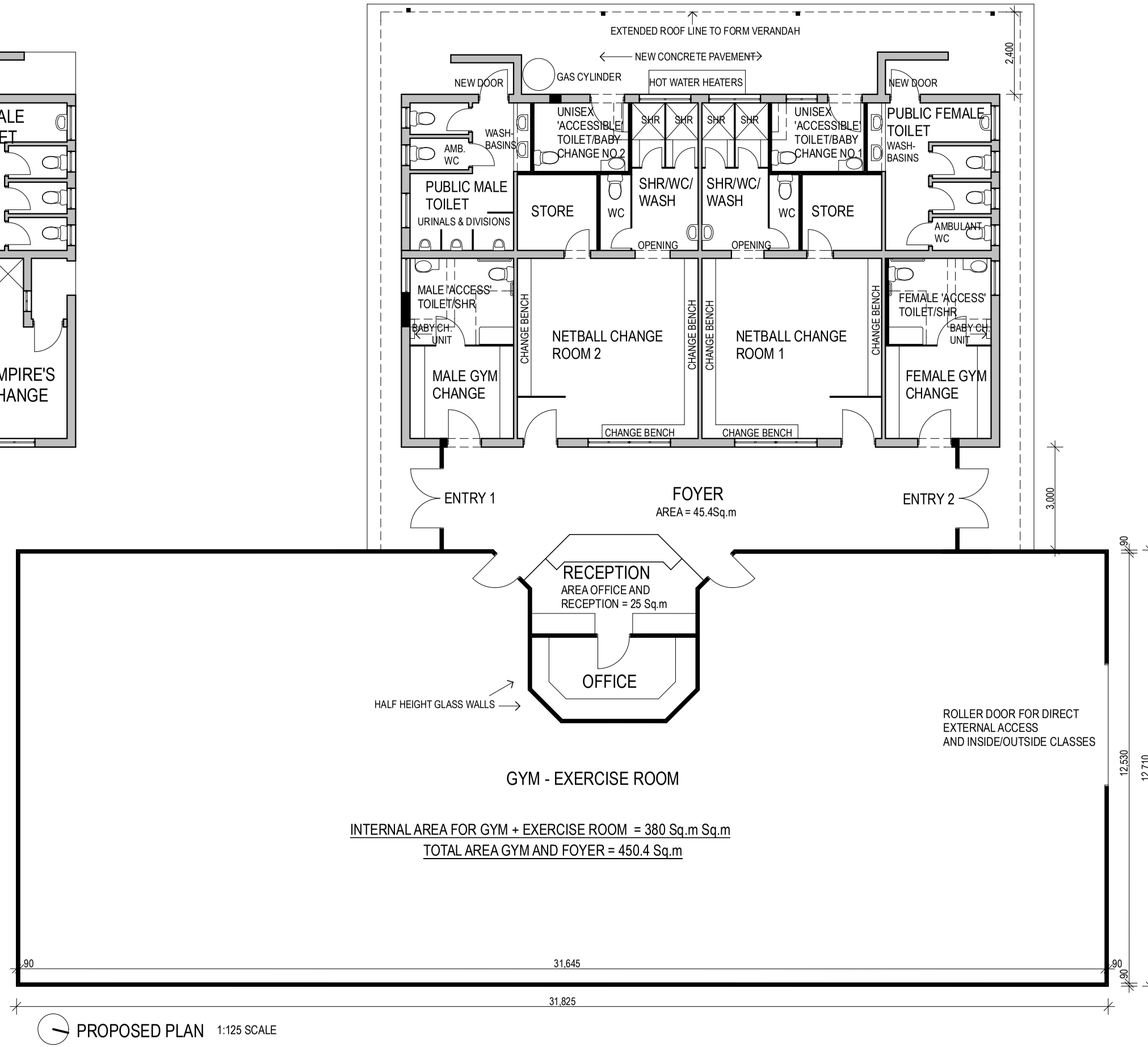
Email: stevenmurray54@gmail.com
www.stevenmurrayarchitecture.com

PROJECT: PROPOSED ALT'S & ADD'S TO CLUBROOMS AT COLEAMBALLY NO.1 OVAL, COLEAMBALLY NSW	TITLE: DISCUSSION DRAWING NO. 4 FLOOR PLAN: 'STAND-ALONE	JOB NUMBER: 04-2017	DRAWING NUMBER: A03
	CLIENT: MURRUMBIDGEE COUNCIL	DATE: 22-7-19	SCALE: AS SHOWN
		PAGE SIZE: A3	
		DESIGNED: SM	DRAWN: SM
		CHECKED: SM	



EXISTING PLAN
1:125 SCALE

AREA = 179 Sq.m



PROPOSED PLAN 1:125 SCALE

GYM - EXERCISE ROOM

INTERNAL AREA FOR GYM + EXERCISE ROOM = 380 Sq.m Sq.m
TOTAL AREA GYM AND FOYER = 450.4 Sq.m

Attachment # 10 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION

ARCHITECT

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GRIFFITH NSW 2680
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PROJECT
PROPOSED GYM & ALTERATIONS TO NETBALL CHANGE ROOMS AT COLEAMBALLY NO.1 OVAL, COLEAMBALLY NSW

TITLE
DISCUSSION DRAWING NO.3
FLOOR PLANS

CLIENT
MURRUMBIDGEE COUNCIL

JOB NUMBER:		DRAWING NUMBER: A04
DATE: 4 - 9 -19	SCALE: 1:125 ON A3	PAGE SIZE: A3
DESIGNED: SM	DRAWN: SM	CHECKED: SM

EXISTING TENNIS FENCE

OUTSIDE FACE OF BRICK WALL USED AS PRACTICE WALL FOR TENNIS

EXISTING TENNIS FENCE

NEW VERANDAH EXTENDED TO NEW OPTIONAL ENTRY

OPTIONAL NEW ENTRY

GALLERY

GLASS WALL

GLASS WALL

3,450

MALE CHANGE/ SHR/TOILETS

SQUASH COURT NO. 1

NEW SQUASH COURT NO.3

NEW SQUASH COURT NO.4

10,000

VERANDAH

CLUBROOM

GALLERY

SQUASH COURT NO. 2

FEM. CHANGE/ SHR/TOILETS

13,320

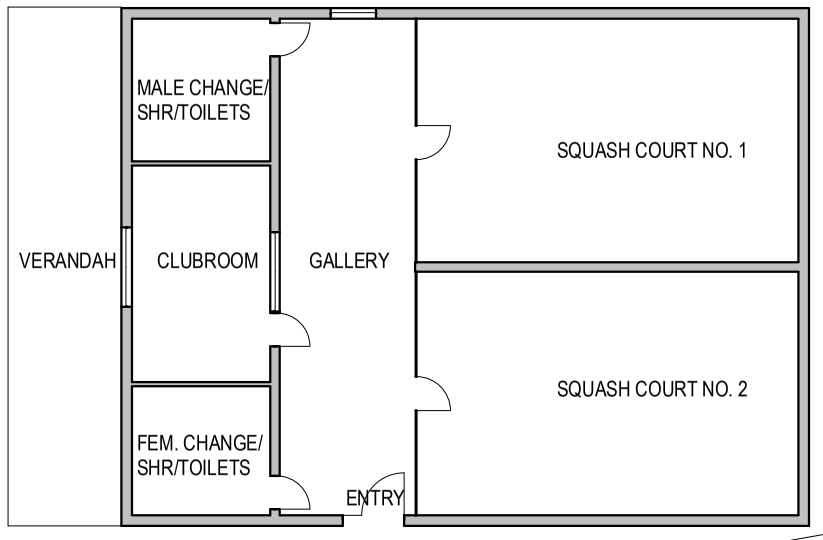
TENNIS COURTS

ENTRY

APPROXIMATE LINE OF BOUNDARY

PROPOSED PLAN
1:100 SCALE

ADDITIONAL FLOOR AREA = 228 Sq.m
ADDITIONAL VERANDAH = 16.75 Sq.m



EXISTING PLAN
1:200 SCALE

FLOOR AREA = 249 Sq.m
VERANDAH = 41 Sq.m

APPROXIMATE LINE OF BOUNDARY

Attachment # 11 - Item # 5

CONSULTANTS	REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION

ARCHITECT
STEVEN MURRAY ARCHITECT
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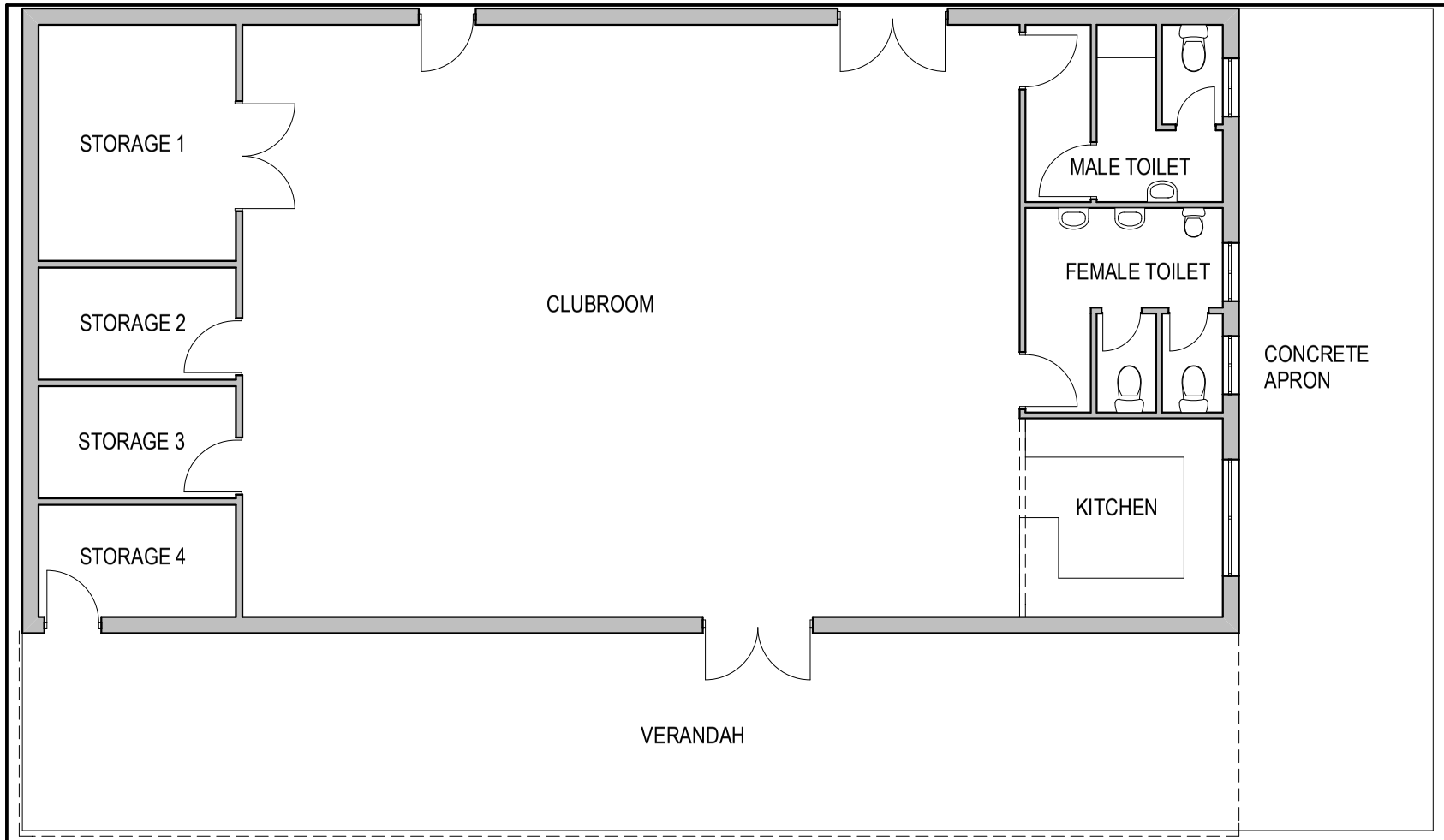
www.stevenmurrayarchitecture.com

PROJECT
PROPOSED ADDITIONS TO SQUASH COURTS BUILDING AT COLEAMBALLY NO.1 OVAL, COLEAMBALLY NSW

TITLE
DISCUSSION DRAWING NO.1
FLOOR PLANS

CLIENT
MURRUMBIDGEE COUNCIL

JOB NUMBER:		DRAWING NUMBER: A05
DATE: 22 -7 -19	SCALE: AS SHOWN	PAGE SIZE: A3
DESIGNED: SM	DRAWN: SM	CHECKED: SM



EXISTING PLAN
1:100 SCALE
FLOOR AREA = 181.4 Sq.m

PROPOSED PLAN
1:100 SCALE
AREA OF ALTERATIONS (TOILETS) = 18.8 Sq.m
AREA OF STORE ROOM ADDITION = 9.6 Sq.m

Attachment # 12 - Item # 5

CONSULTANTS

REVISION NUMBER	REVISION DATE	REVISION DESCRIPTION

ARCHITECT
STEVEN MURRAY ARCHITECT
Registration No. 4450
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Email: stevenmurray54@gmail.com
www.stevenmurrayarchitecture.com

PROJECT
PROPOSED ALTERATIONS & ADDITIONS TO YOUTH HALL AT COLEAMBALLY NO.1 OVAL, COLEAMBALLY NSW

TITLE
DISCUSSION DRAWING NO.1
FLOOR PLANS

CLIENT
MURRUMBIDGEE COUNCIL

JOB NUMBER:		DRAWING NUMBER: A06
DATE: 22-7-19	SCALE: 1:100 ON A3	PAGE SIZE: A3
DESIGNED: SM	DRAWN: SM	CHECKED: SM

Community Participation Plan (CPP)

	Name	Position	Signature	Date
Responsible Manager	**Kelly Tyson**	**Manager Planning & Environment**		
Authorised By	**John Scarce**	**General Manager**		

Document Revision History	
Date Adopted by Council:	
Minute No:	
Revision No:	
Previous Revisions:	N/A
Next Review Date:	
Review Date:	
Minute Number:	
Review Date:	
Minute Number:	

September 2019

1. Community participation in the planning system

1.1 What is our community participation plan?

Community participation is an overarching term covering how we engage the community in our work under the Environmental Planning & Assessment Act 1979 (EP&A Act), including legislative reform, plan making and making decisions on proposed development. Our CPP is designed to make it clearer for the community to understand how to participate in planning matters within Murrumbidgee Council.

The level and extent of community participation will vary depending on the community, the nature of the proposal under consideration and potential impacts of the decision. The community includes anyone who is affected by planning in Murrumbidgee Council.

This CPP also establishes our community participation objectives which we use to guide our approach to community engagement.

Table 1: What functions does the community participation plan apply to?	
Plan making and strategic planning	Including amendments to or the creation of strategic planning statements or strategies, planning proposals to amend the local environmental plan, updates to the development control plan or contribution plan.
Development Applications – assessing plans for individual sites.	When making decisions on a proposed development or planning enquiry/proposal, consideration is given to whether proposals are in accordance with plans, applicable policies and guidelines developed by Murrumbidgee Council or the Department of Planning, Industry & Environment (DPIE).

1.2 Who does this Community Participation Plan apply to?

Our CPP is a requirement of the EP&A Act (see division 2.6 and Schedule 1 of the EP&A Act) and applies to the exercise of planning functions undertaken by Murrumbidgee Council.

2. How can the community participate in the planning system?

2.1 Our community participation objectives are to:

(a) ensure our communities are able to input into planning decisions that affect them;
(b) promote awareness in the community about planning matters including development proposals;
(c) promote transparency and accountability to ensure planning decisions are based on best practice, are defensible and are in accordance with statutory requirements; and to
(d) ensure that Council in making planning and development decisions are open, transparent, equitable and inclusive.

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3. What is the role of exhibitions in the planning system?

Opportunities to participate in the planning and assessment process will respond to the nature, scale and likely impact of the proposal or project being considered or assessed. A regular and valuable way for the communities to participate in the planning system is by making a submission on a proposal during the formal exhibition period. Submissions can highlight positive aspects of a plan to be encouraged or raise areas of concern that may require further attention. You can also provide us with feedback at any time.

3.1 Exhibitions

A key technique we use to encourage community participation is formal exhibitions. During an exhibition we make available relevant documents that may include a proposed development that we are seeking community input on. In reaching decisions on proposals that have been exhibited, the Council balance's a wide range of factors to ensure that decisions are in the public interest. This includes considering the objects of the EP&A Act, the strategic priorities of the Government, the community's input, the land use priorities identified in strategic plans and applicable policies and guidelines.

3.2 When and how to make a submission

The following table outlines the types of plans or development applications that submissions are open for and how to go about making a submission.

Public exhibition - for plan making, ie a strategy or planning proposal	**How to make a submission**
As a minimum, exhibition material will be provided on Murrumbidgee Council's "Documents on Exhibition" webpage, and at the Coleambally, Darlington Point and Jerilderie Offices. Written notice will also be provided to key landowners and affected neighbours in accordance with Council Policy or Development Control Plan.	Submissions can be made in writing or emailed to mail@murrumbidgee.nsw.gov.au by 5pm on the nominated closing date for submissions. Details will be made available on the notification material. All submissions will be made public.
Public exhibition – for development applications Depending on the type of development and likely impacts, notification may include: • An email or letter to affected neighbours • Advertisement in the local newspaper • Exhibition material provided on Murrumbidgee Council's "Documents on Exhibition" webpage and at the Coleambally, Darlington Point and Jerilderie Offices	**How to make a submission** After viewing the information provided on Murrumbidgee Council's website (see development Applications on Exhibition) or viewing at one of our offices. If you have an interest in or think you may be affected by the development, you can make a submission to Council. Submissions should be sent to mail@murrumbidgee.nsw.gov.au by 5pm on the nominated closing date for submissions. Persons wishing to obtain more information about any application can contact Council by emailing mail@murrumbidgee.nsw.gov.au or by phoning 1300 676243 during business hours. Any objection must clearly specify the grounds of objection and the reasons. Council will consider the

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	merits of an objection in accordance with statutory requirements. Submissions must be in writing either by email or letter and submitted within the exhibition period. The submission must clearly identify the subject property and also include the name and contact details of the author. All submissions will be made public unless a specific request for confidentiality is made where names and addresses will be redacted.

Types of advertised development applications include:

- Removal, demolition or alteration of a heritage item or properties within a heritage conservation area
- Integrated development
- Designated development

Some of the issues that can be considered relate to the following matters:

- Overshadowing
- Privacy
- Traffic and access
- Public interest
- Visual impacts
- Noise, odour or other pollution
- Stormwater and drainage issues

3.3 Exhibition timeframes

Mandatory minimum exhibition timeframes	
Draft Community Participation Plan	28 days
Draft Local Strategic Planning Statements	28 days
Draft Regional Strategic Plans	45 days
Planning proposals for local environmental plans subject to a gateway determination	28 days or as specified by the gateway determination which may find, due to the minor nature of the proposal, that no public exhibition is required
Draft development control plans	28 days

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Draft contribution plans	28 days
Application for development consent in the following instances: • Where a variation to a development standard is proposed in accordance with Clause 4.6 of the Local Environmental Plan • Where a variation is proposed to a prescribed standard in the Development Control Plan or Council Policy. • Where the development is defined as hazardous or offensive in accordance with State Environmental Planning Policy No. 33 – Hazardous and Offensive Development. • Where the development is proposed by Council or on land in the care and control of Council. Any other occasion where Council feels that the public interest might be compromised or where impacts of a proposal warrant public notification.	14 days
Application for development consent for: • designated development • integrated development	28 days
Application for modification of development consent that is required to be publicly exhibited by the regulations	Up to 14 days based on scale and nature of the proposal
Environmental impact statement obtained under Division 5.1	28 days

Non-mandatory exhibition timeframes	
Draft Legislation, regulation, policies and guidelines	28 days based on the urgency, scale and nature of the proposal
State Environmental Planning Policies (SEPPs)	Discretionary based on the urgency, scale and nature of the proposal

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3.4 Key points to note about public exhibitions

- A public authority is not required to make available for public inspection any part of an environmental impact statement whose publication would, in the opinion of the public authority, be contrary to the public interest because of its confidential nature or for any other reason.
- Timeframes are in calendar days and include weekends.
- If the exhibition period is due to close on a weekend or a public holiday, we may extend the exhibition to finish on the first available work day.
- The period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.
- Any material submitted with a development proposal shall be treat as a public document and not intellectual property.

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FAQs – Community Participation Plan (CPP)

March 2019

This table of frequently asked questions on Community Participation Plans (CPPs) has been composed in response to questions put to the Department of Planning and Environment (the Department). This document will be updated as new questions arise.

Community FAQs

No.	Question	Answer
General Questions		
1	What is a CPP?	A CPP is intended to make it easier for the community to understand how to participate in planning matters in NSW. The requirement to prepare a CPP applies to relevant planning authorities under the Environmental Planning and Assessment Act 1979 (EP&A Act). A CPP must set out how and when a planning authority will engage with its community on the planning functions it performs. A CPP must also set out the minimum public exhibition timeframes relevant to the planning authority that are provided in Schedule 1 to the EP&A Act. All other requirements for a CPP are set out in Division 2.6 of the EP&A Act. It is important to note that a CPP should describe at a high-level, how and when a planning authority engages in its planning functions. It does not need to outline specific engagement strategies for each type of planning proposal or project.
2	What is the status of the Department's CPP?	The Department exhibited a draft CPP on behalf of the Planning Minister and Planning Secretary between October and December 2018. Feedback on the draft was received through community workshops, one-on-one engagement and formal submissions. This feedback is being considered with a view to finalising the Departments CPP.
3	Does the Department's draft CPP cater to the different stages of all projects and proposals?	The Departments CPP describes how and when it engages the community at all stages of the planning process for its planning functions.
4	How can the community get involved in the CPP?	The community can get involved in the development of the Department's CPP and implementation of the measure across NSW by: – Emailing the team at legislativeupdates@planning.nsw.gov.au. – Calling the hotline on 1300 305 695 and asking to speak to a CPP project team member. – Contacting your local council or other NSW planning authorities. – Visiting any Service NSW centre where staff will answer any questions you have or connect you to an appropriate officer who can.

FAQs – Community Participation Plan (CPP)

March 2019

No.	Question	Answer
5	How will the Department monitor and evaluate their engagement against the CPP?	The Department intends to monitor and evaluate its engagement activities by reference to the measurable actions outlined for the five community participation objectives in the Department's draft CPP. It is intended that the community will also be able to use these actions to measure and assess the Department's community participation initiatives. Section 2.24(3) of the EP&A Act states that a CPP will be reviewed periodically.
6	What is the Department's role in the implementation of the CPP measure?	In addition to the development of our own CPP, which other planning authorities can use as a template, the Department will assist councils and other planning authorities through an implementation program to develop their CPPs before the deadline of December 2019.
CPP minimum requirements		
7	What are the minimum requirements for a CPP?	The minimum requirements for a CPP include: – Detail how and when a planning authority will undertake community participation when exercising relevant planning functions as specified in section 2.21 (2) of the EP&A Act. – Have regard to the community participation principles outlined in section 2.23 (2) of the EP&A Act. – Set out the minimum mandatory public exhibition timeframes and notification requirements for the planning authorities relevant planning functions as per Schedule 1 of the EP&A Act and acknowledge that there are mandatory notification requirements provided in the regulations, the EP&A Act and potentially a CPP. – Be publicly exhibited for a minimum of 28 days. – Be published on the NSW planning portal by 1 December 2019
8	Who needs to prepare a CPP?	Section 2.21(1) of the EP&A Act states that the following planning authorities must prepare a CPP and are subject to the community participation requirements: – The Minister for Planning, – The Planning Secretary, – The Greater Sydney Commission, – The Independent Planning Commission,

No.	Question	Answer
		– a Sydney district or regional planning panel (See question 9), – a council, – a local planning panel (See question 9), – a determining authority under Part 5, – a public authority. **Note:** For many public authorities, except councils, the need to prepare a CPP is only triggered where they prepare an environmental impact statement (EIS) under Part 5 of the EP&A Act. This is only likely to occur when another party/body is proposing to carry out the development as in most cases these activities will be State significant infrastructure and dealt with as such under the EP&A Act. Public authorities may still wish to prepare a CPP in case such a situation should arise.
9	Will a separate CPP need to be prepared for local planning panels, Sydney district or regional planning panels?	We note councils undertake the majority of community participation initiatives on behalf of local and regional planning panels and their CPP will address these functions. This is similar to the way that the Planning Secretary's CPP outlines community participation initiatives that the Department undertakes on behalf of the Planning Secretary and the Planning Minister. For this reason, the Department is considering whether a regulation should be made to remove the obligation for these panels to prepare a CPP. If this occurs then the relevant council's CPP will apply to those panels.
10	Can councils include engagement for planning functions not listed in 2.21(2) of the EP&A Act in their CPP?	In addition to the minimum requirements for a CPP, as per 2.22(2) of the EP&A Act, a CPP may also prescribe additional mandatory requirements for community participation. Councils may also wish to outline consultation processes for planning functions that have no mandatory requirement for public exhibition. These could include planning policy initiatives or complying development where consultation is undertaken by the Department in developing the code and not for subsequent complying projects.
11	Do all development applications need to be exhibited for 14 days?	No. Schedule 1 of the EP&A Act states that development application's be exhibited for 14 days unless a planning authority sets a different timeframe in its CPP or states in its CPP that for specified development applications no public exhibition is required for. For example, councils may state in their CPP that no public exhibition is required where a proposal fully complies with their controls.

March 2019

No.	Question	Answer
12	How can councils have regard to the Community Participation Principles?	When developing a CPP planning authorities demonstrate that they have regard to the community participation principles in Section 2.23(2) of the EP&A Act. The principles are: a) The community has a right to be informed about planning matters that affect it. b) Planning authorities should encourage effective and on-going partnerships with the community to provide meaningful opportunities for community participation in planning. c) Planning information should be in plain language, easily accessible and in a form that facilitates community participation in planning. d) The community should be given opportunities to participate in strategic planning as early as possible to enable community views to be genuinely considered. e) Community participation should be inclusive and planning authorities should actively seek views that are representative of the community. f) Members of the community who are affected by proposed major development should be consulted by the proponent before an application for planning approval is made. g) Planning decisions should be made in an open and transparent way and the community should be provided with reasons for those decisions (including how community views have been taken into account). h) Community participation methods (and the reasons given for planning decisions) should be appropriate having regard to the significance and likely impact of the proposed development. These principles are consistent with the model for engagement set by the International Association for Public Participation and represent best practice engagement for planning matters. The Department's exhibition draft CPP can be used as a template for how to demonstrate regard to the principles in the EP&A Act.

March 2019

No.	Question	Answer
13	What are the different ways that councils can prepare a CPP?	Councils can meet the CPP requirements in two ways. **Option 1 – Rely on or update an existing plan (strategy) under section 402 of the *Local Government Act* (LG Act)** To reduce the need for multiple community documents, councils have the option to use an existing Community Strategic Plan (CSP) or Community Engagement Strategy (CES) under section 402 of the LG Act to satisfy the requirements of a CPP. In most instances it is likely that councils existing CSP or CES will need to be updated to meet the CPP requirements as outlined in Question [3]. When amending a CSP or CES to meet the requirements of a CPP it is recommended that a council state in the amended plan or strategy that it has been prepared to satisfy the requirements of a CPP under the EP&A Act and acknowledge which sections are being used to meet the CPP requirements. It is also important that an existing CSP or CES makes it clear that either the entirety or part of the document has been prepared to satisfy the legislative requirements for a CPP and is to be treated as such. The amendments to either the CSP or CES (which will collectively become known as the CPP) must then be exhibited for 28 days in accordance with the minimum public exhibition requirements for a draft CPP in Schedule 1 to the EP&A Act. **Option 2 – Prepare a standalone CPP** Councils can prepare a standalone CPP and are encouraged to use the Department's exhibition draft CPP as a template. Councils may contact the legislative updates team with any questions in relation to Option 1 and 2. The Department has worked closely with the Office of Local Government's community engagement team who are briefed on the CPP requirements. Councils may also consider speaking with their Office of Local Government community engagement representatives for support on their overall engagement strategy.
14	Can councils use their Development Control Plan (DCP) to meet the requirements of a CPP?	No. A DCP cannot be used as a CPP even where a DCP sets out the minimum mandatory exhibition timeframes. Where councils have a DCP or part of a DCP that deals with community participation for their planning functions this material can be used their CPP. In these circumstances once the CPP is made council would then be able to amend that part of the DCP as community participation requirements will be set out in the CPP.

March 2019

No.	Question	Answer
15	What are the options for non-council planning authorities to prepare their CPP?	All non-council planning authorities that are required to prepare a CPP must prepare a standalone CPP and are encouraged to use the Departments exhibition draft CPP as a template.
16	Will the form, content and procedures for CPPs be prescribed in the regulations?	There is legislative scope to prescribe regulations to set the form, content and procedures for making and publishing CPPs, their amendment and reporting on their implementation. At this stage it is not intended to make any regulations in relation to the form, content and procedures.
CPP engagement and finalisation		
17	What are the exhibition requirements for CPPs?	Draft CPPs, or amendments made to existing plans or strategies prepared under section 402 of the LG Act to meet the CPP requirements, must be exhibited for 28 days as set out in Schedule 1 of the EP&A Act.
18	How do public exhibition requirements in a CPP interact with public consultation conditions in a gateway determination	A CPP sets out the mandatory minimum public exhibition periods for relevant planning functions. A planning proposal subject to a gateway determination must be exhibited for a minimum period of 28 days or: a. If a different period of public exhibition is specified in the gateway determinations for the proposal – the period so specified, or b. If the gateway determination specifies that no public exhibition is required because of the minor nature of the proposal – no public exhibition. Some community consultation requirements may be determined for a planning proposal at a gateway determination. In some circumstances this may be limited to the period of public exhibition. It is recommended planning authorities set out their community consultation approach for planning proposals in their CPP but note these may be subject to the requirements of the gateway determination.
19	When should councils and other planning authorities start preparing their CPP?	All community participation plans must be in place and published on the ePlanning portal by 1 December 2019. The Department recommends commencing development of CPP's in the first half of 2019. This will allow time for their finalisation noting the need to publicly exhibit draft CPPs for a minimum period of 28 days.
20	Does the Department need to endorse or approve a planning authority's CPP?	No. Once a planning authority has developed their finalised CPP it must be published on the NSW planning portal. A CPP will be considered valid if the plan has not been challenged in proceedings commenced in the Land and Environment Court (LEC) within 3 months of it being published on the NSW planning portal.

No.	Question	Answer
21	How will the Department monitor and evaluate a councils CPP?	To ensure compliance and consistency, the Department will undertake a review and audit of CPP's in 2020. Additionally, consideration is being given to the creation of regulations to set requirements for reporting on implementation.

1.1 Building and Supporting a Diverse Community:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.1.1	Improve and increase community and public transport access and availability options throughout the Council area including services outside our Local Government Area	**Action: 1.1.1.1: Actively liaise and coordinate with public transport providers to ensure improved public transport services** • Initiate 3 meetings with public transport providers annually to better understand community transport needs and issues – 30 June 2019 **Action 1.1.1.2: Undertake analysis of public and/or community transport needs to assist in planning service provision** • Incorporate a community transport analysis into the Community Services Plan to be developed – 30 June 2019	OM CCSM	No action as at 30 June 2019. Ongoing	Limited public transport in Local Government area. Community transport needs identified and further funding being sought.
Strategy 1.1.2	Engage and encourage the disadvantaged members of Murrumbidgee communities by supporting the work of regional government agencies and NGOs	**Action 1.1.2.1: Partner with organizations to develop a strategy supporting the supply of affordable accessible and adaptable housing** • Initiate discussions with key stakeholders including Waddi Housing Inc. to identify the role Council can play in regards to developing such a strategy – 30 June 2019	CCSM	Discussions held with potential private developer in Darlington Point.	

		Action 1.1.2.2: Identify suitable land for residential development by other stakeholders	MPE	33% complete. Darlington Point Structure Plan in place.	Council wide Strategic Landuse Plan funding received. Project to commence 2019/2020
Strategy 1.1.3	Foster and provide community opportunity through the performing and visual arts	**Action 1.1.3.1 Identify a program or program of events in partnership with arts and community groups within Murrumbidgee** • Work with stakeholders including Western Riverina Arts to identify and cost the potential for a program to be developed – 30 June 2019	CCSM	"Murrumbidgee Arts Kinship Enterprise" MAKE group formed under the Respite Program to foster community arts.	
Strategy 1.1.4	Build a culture of respect for diversity and differences	**Action 1.1.4.1 Support programs that celebrate and strengthen multiculturalism in the community** • Work with key stakeholders to identify ways and programs that Council can celebrate and strengthen community diversity and multiculturalism – 30 June 2019	CCSM	No action as at 30 June 2019	
		Action 1.1.4.2 Conduct Australian Citizenship ceremonies in accordance with guidelines set by the Department of Immigration. • Deliver citizenship ceremonies at all three towns annually – 30 June 2019	EA	Ongoing	Citizenship ceremonies conducted in Darlington Point and Jerilderie only. 3 ceremonies in past year, with 6 conferees.

1.2 Protecting and Embracing Cultural Identity and Heritage:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.2.1	Provide opportunities for our community to showcase their heritage and diversity	**Action 1.2.1.1 Work with key stakeholders to promote and celebrate Murrumbidgee's heritage and diversity** • Promote Harmony Day – 21 March 2019 • Partner with key stakeholders to promote targeted events and promotions – 30 June 2019 • Promote NAIDOC week – July 2019	CCSM	Promotion of events undertaken.	Advertising of events on Council's Facebook Page
Strategy 1.2.2	Value-add to our historic places and spaces	**Action 1.2.2.1 Create/include Murrumbidgee's heritage assets into Councils asset and risk registers –** June 2019	AM	Ongoing	Combining and updating current Asset Registers
Strategy 1.2.3	Unique historic stories from across the Council area are celebrated and protected	**Action 1.2.3.1 Partner with key stakeholders to collect and collate Murrumbidgee's unique stories** • Create/identify/incorporate Murrumbidgee's significant indigenous sites and history into Councils Tourism and Heritage documents and planning – 30 June 2020	EDM	Commenced	Information and images being collated for Australian Tourism Data Warehouse/ Council website and new Council Official Visitors Guide.

1.3 Creating Community Opportunities and Equitable Access to Council and Community Services and Programs:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.3.1	Foster current sporting, social, recreational and cultural events and activities increasing participation and inclusion.	**Action 1.3.1 Develop/publish/ distribute a yearly calendar of community events using the results of the community services analysis and plan –** 31 January 2019	EDM	Ongoing	Calendar of events on Council website/ Thrive Riverina website, social media and newsletter and Visit NSW website
		Action 1.3.2 Proactively manage Council's social media forums and plans to promote participation, events and activities - 30 June 2019	Media & Communications Officer	Ongoing	299 posts on social media. MCO commenced July 2019.
		Action 1.3.3 Support planned cultural and wellbeing activities and events in the Murrumbidgee Local Government Area -30 June 2019	EDM	Ongoing	16 posts on social media to promoting cultural and wellbeing activities
		Action 1.3.4 Consider developing a "Welcome to Murrumbidgee" pack for new residents - 31 December 2018	EDM	Ongoing	Information being collated across entire Council area.
		Action 1.3.4 Develop a database of all community services and identify service groups -30 June 2019	CCSM	Commenced	Current databases being combined and updated.
		Action 1.3.5 Create a brochure of all community services groups across the Murrumbidgee Local Government Area -30 June 2019	CCSM	Commenced	Brochures being combined and updated.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 1.3.6 Promote and celebrate national events • Deliver 1 IWD event annually • Deliver 3 Youth events – 1 per town annually	CCSM	International Women's Day Event not held. Youth Week activities held in Jerilderie.	Grant funding not available for IWD. Bus advertised for travel to Jerilderie from other towns – no expressions of interest.
		Action 1.3.7 Plan activities for Murrumbidgee's ageing population • Deliver Seniors Week annually – 4 – 15 April 2019 • Maintain respite, meals on wheels, home modifications and community transport services- 30 June 2019	EA/CCSM CCSM	Completed Ongoing	Two Seniors Week events held. Community Services maintained – additional funding being sought.
		Action 1.3.8 Support existing service providers to present activities and social initiatives for senior residents • Initiate 4 meetings with target service providers annually – January 2019 • Initiate 4 meetings with community transport service providers – January 2019	CCSM	Completed for Respite Groups under Murrumbidgee Council Multi Service Outlet	Meetings to be arranged with The Berrigan and District Home & Community Support Services, Berrigan & District Aged Care Association and Valmar Support Services, Lockhart.
		Action 1.3.9 Promote a published calendar of events specifically for senior residents – 31 January 2019	CCSM	Completed for Respite Groups under Murrumbidgee Council MSO	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.3.2	Encourage the development of a range of sporting options, particularly for young people, and enhance the capacity of community organizations and sporting groups to access external grants and funding opportunities.	**1.3.2.1 Develop new events to attract those with interests in special areas** • Continue to meet with stakeholders to source 'special interest' opportunities, events -30 June 2019	EDM	Impracticable – no budget allocated to develop and deliver a new event. Action should read – support attraction of new events.	Promotion of Destination NSW Incubator Fund to Community.
Strategy 1.3.3	Provide opportunities for the towns to interact more to ensure a greater sense of connectedness including fostering, supporting and recognizing volunteers and their organizations within the community	**Action 1.3.3.1 Promote recognition of volunteers and diversity in the community** • Promote volunteer organisations and the benefits of volunteering on Councils social media platforms-30 June 2019 **Action 1.3.3.2 Strengthen an awards program for volunteers in Councils current events schedule** • Partner with the community to deliver the following awards in all towns: Australia Day – 26 January 2019	Media and Communications Officer EA/CCSM	Ongoing Completed	Ceremonies held in all 3 towns.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 1.3.3.3 Host an annual volunteer information session in partnership with community and sporting groups • Partner with local sporting and volunteer groups and run three volunteer sessions – one per town-30 June 2019 • Insert 2 articles on volunteering in community newsletter – 30 June 2019 **Action 1.3.3.4 Encourage and support aged care facilities across Murrumbidgee and/or encourage private enterprise development of a retirement facility** -30 June 2019	CCSM CCSM CCSM	Volunteer sessions held with Community Services volunteers only as at 30 June 2019 Ongoing Balmeringa Senior Citizens Units recipient of Stronger Communities Fund Grant. Four (4) blocks transferred to Independent Living Units in Jerilderie to aid development and discussions held with Cypress View Lodge, Coleambally	Information to be included as received.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.3.4	Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities	**Action 1.3.4.1 Establish, manage and promote membership of a Youth Council(s)** • Investigate the establishment of youth councils in Murrumbidgee – 30 June 2019	CCSM	No action as at 30 June, 2019	Fusion Group in Coleambally supported with use of Council Facilities
		Action 1.3.4.2 Partner with other organisations to deliver more events in Youth and Senior Weeks – April 2019	CCSM	Activities held on stand-alone basis	Neighbouring Councils contacted regarding partnering in Youth Week activities – no interest received
		Action 1.3.4.3 Provide support for employment opportunities for people with disabilities through partnerships with relevant organisations • Initiate meetings with relevant stakeholders to see how Council might work with them – 30 June 2019	CCSM	No action as at 30 June, 2019	Meetings to be arranged with relevant organisations.
		Action 1.3.4.3 Review Council's Disability Inclusion Action Plan 1. Review and amend Disability Inclusion Action Plan with KPIs – 30 June 2019	CCSM	Not completed.	Current plan not due to be reviewed until 2021.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.3.5	Strengthen community pride through honours and awards nominations and ensure Council-provided grants and in kind support is efficiently and equitably distributed to support community and sporting groups efforts and activities	**Action 1.3.5.1 Conduct/host workshops assisting community organisations in fund raising, grant writing, governance and other support activities** • Deliver 3 fund or grant writing workshops for community groups annually- 30 June 2019 • Develop Community Grants policy and guidelines – 31 December 2018	 EDM CCSM	 Commenced No action	 Promotion of grant writing workshop in Griffith. Current policy to be reviewed and updated.
Strategy 1.3.6	Ensure Murrumbidgee libraries are a cultural, recreational and learning centres of the communities of Murrumbidgee	**Action 1.3.6.1 Partner with Western Riverina Libraries to provide and enhance library services** • Undertake a library user profile review to inform service development and delivery – 31 December 2018 • Implement quarterly customer service review for Murrumbidgee Library users – 30 June 2019 • Partner with Western Riverina Libraries to develop and promote education opportunities in all Murrumbidgee towns using shared resource **Action 1.3.6.2 Identify and pursue grant opportunities** - 30 June 2019	 CCSM CCSM CCSM CCSM	 No action No action	 Undertaken by Western Riverina Libraries Undertaken by Western Riverina Libraries Author visits being arranged by Jerilderie Library and Western Riverina Libraries In conjunction with WRL

1.4 Enhancing Health and Wellbeing:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.4.1	Manage and maintain the amenity of parks, garden and the environs of all Council communities	**Action 1.4.1.1 Review/Develop a parks and gardens Plan including proactive maintenance schedules and budgets** - 30 June 2019	OM	Not commenced	Maintenance schedules and levels of services to be updated in Asset Management Plans.
Strategy 1.4.2	Ensure that we have access to a broad range of mental health services	**Action 1.4.2.1 Liaise with health service providers at least annually** - 30 June 2019 **Action 1.4.2.2 Lobby for increased mental health services in Murrumbidgee Local Government Area** – 30 June 2019 **Action 1.4.2.3 Initiate or attend relevant interagency committees on mental health initiatives and programs –** 30 June 2019	GM GM GM		Mental health services provided in conjunction with local GP's and Community Health in Council area. Griffith Mental Health Services and Information Map distributed.
Strategy 1.4.3	Promote and support health services	**Action 1.4.3.1 Identify key stakeholders and partners involved in supporting and promoting health services across Murrumbidgee –** 30 June 2019	GM	Ongoing	Surgeries and housing provided for doctors in all three towns.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.4.4	Maintain public health inspection and licensing programs and compliance	**Action 1.4.4.1 Undertake compliance activities in accordance with current public health regulations –** 30 June 2019	MPE	Completed annually	Part of annual reporting and compliance requirements
Strategy 1.4.5	Diversify engagement to increase awareness and participation in education including investigating opportunities for developing partnerships with TAFE and regional universities	**Action 1.4.5.1 Council works with education and training organizations to support skills focused groups and training opportunities in the Murrumbidgee Local Government Area** – 30 June 2019	CCSM/EDM	Ongoing	
Strategy 1.4.6	Support the continuity of health services from public and private sector across Murrumbidgee	**Action 1.4.6.1 Ensure we retain our local GP** • Assist GP with Accreditation by providing furniture and fitting upgrades on Council premises and maintaining surgeries and dwellings in all towns – 30 June 2019	GM/AM	Currently identifying ongoing requirements.	Surgeries and dwellings available in Jerilderie and Coleambally and surgery in Darlington Point to support retention of GPs. Coleambally doctor surgery upgraded 2016
Strategy 1.4.7	Support a community health facility where allied and specialist health service providers can operate an MPS service model	**Action 1.4.7.1 Engage with community service providers and facilitate meetings at least annually** - 30 June 2019	GM	Discussions held with Cypress View Lodge	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.4.8	Support our community services programs and encourage collaboration and communication linkages between service providers across the region	**Action 1.4.8.1 Proactively engage and promote programs through Councils social media platforms** • Work with other councils and regional providers to identify and support regional community and communication initiatives – 30 June 2021, with annual review.	Media and Communications Officer	Ongoing	Available programs advertised on Council's Facebook page.
Strategy 1.4.9	Provide support to community funded cultural and wellbeing activities and events across Murrumbidgee	**Action 1.4.9.1 Create a list of community events to publish and promote through Council –** 30 June 2019 • Support the Taste of Coly Festival and Committee – October 2018	EDM	Completed	Events listed on Council website. This strategy is the same as Action 1.3.3 - Support planned cultural and wellbeing activities and events in the Murrumbidgee Local Government Area.

1.5 Creating a Safe Community:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.5.1	Working with relevant agencies (including police and schools), to maintain and develop existing road safety initiatives within the Council area to keep our children safe	**Action 1.5.1.1 Develop an approved Road Safety Action Plan aligned with Council's Community Strategic Plan –** 30 June 2019 **Action 1.5.1.2 Implement the initiatives identified in the Road Safety Action Plan -** 30 June 2020	OM OM	No action as at 30 June 2019. No action	Investigate collaboration with neighbouring Council's Road Safety Officers for support.
Strategy 1.5.2	Liaise with local police and State government to increase police presence and visibility in our area	**Action 1.5.2.1 Engage with Murray and Murrumbidgee Local Area Command Police through regular meetings** • Attend regular LAN meetings annually – 30 June 2021, with annual reviews. **Action 1.5.2.2 Partner with Local Police to raise community awareness about public and traffic safety and other issues impacting on Murrumbidgee's populations –** 30 June 2019 **Action 1.5.2.3 Lobby to maintain timely responses to incidents through regular reporting** • Initiate dialogue with Police and other service providers regarding statistical reporting across the region – 30 June 2020, with annual review	GM OM AM	Meetings attended Ongoing	Regular traffic committee meetings held with Council staff, Councillors, Police and RMS. Developing reporting systems

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 1.5.2.4 Seek Police presence at key public events - 30 June 2019	OM		
Strategy 1.5.3	Provide adequate street and security lighting in our towns	**Action 1.5.3.1 Review/Develop a town street lighting program and maintenance schedule aligned to the LTFP -** 30 June 2020	OM	No action	Essential Energy responsible for maintenance program
Strategy 1.5.4	Council supports, and where appropriate, seeks funding for community safety programs and initiatives	**Action 1.5.4.1 Support the initiatives of Neighbourhood Watch and similar organisations and committees –** 30 June 2021 with annual review **Action 1.5.4.2 Consider/review CCTV network in the CBD including applying for grants –** 30 June 2021 with annual review	CCSM OM	No action as at 30 June, 2019. No action	Not required at present time.
Strategy 1.5.5	Provide adequate activities for young people and facilities they can use to keep them entertained in a safe environment	**Action 1.5.5.1 Work with relevant organisations to develop activities for young people in the Murrumbidgee Local Government Area** • Investigate capital projects supporting activities in Murrumbidgee towns for young people e.g. aquatic playgrounds – 30 June 2019	CCSM	Upgrades to netball courts in Jerilderie and Coleambally completed. Infrastructure additions in Luke Park Jerilderie completed.	Proposals in Stronger Communities and other grant funding to upgrade sporting facilities in Coleambally and Darlington Point, swimming pool in Jerilderie.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 1.5.5.2 Work with local Police Area Command to investigate entertainment and safety initiatives for schools and young people • Partner with local police to deliver 'Stranger Danger' and 'Traffic Safety' sessions to schools across Murrumbidgee – 30 June 2019	CCSM	No action as at 30 June, 2019.	Schools to be contacted to identify needs.

ENVIRONMENT

2.1 Protecting Existing Natural Environments for Future Generations:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.1.1	Ensure the conservation of the Council's natural beauty and ecology for future generations and visitor attractions	**Action 2.1.1 Develop a waterway tourism plan incorporating education, aquatic recreation and walking opportunities –** 30 June 2020	EDM	No action as at 30 June, 2019.	Nature trails developed, updating signposting and brochure development.
		Action 2.1.1 Create and support management plans for lakes, rivers across Murrumbidgee -30 June 2021	OM	No action as at 30 June, 2019.	
		Action 2.1.1 Support the creation of the concept and implementation of the lake at Coleambally – 30 June 2021, with annual review	EDM/ MPE	On hold	Compliance with Biodiversity legislation an issue.
Strategy 2.1.2	Expand our network bush land walking trails to encourage active experiences of our river side location and protect the surrounding bush	**Action 2.1.2.1 Incorporate biodiversity and other walking trails into Councils tourism strategy and promotions** • Investigate grant opportunities for developing walking trails and biodiversity programs-30 June 2019	EDM	Ongoing	Darlington Point walking trails have been resurfaced. Destination NSW Regional Tourism Product Development Fund possibility.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.1.3	Foster learning about and celebrate the Council's natural resources	**Action 2.1.3.1 Partner in environment education programs provided by organisations such as Local Land Services and Landcare** • Attend required Landcare and Local Land Service meetings and investigate identified programs – 30 June 2019 **Action 2.1.3.2 Collaborate with LLS and community groups to "adopt" areas of bush land that need restoration and regeneration –** 30 June 2019	MPE MPE	Ongoing No action as at 30 June, 2019.	Biodiversity officers attend when possible and relevant
Strategy 2.1.4	Manage environmental opportunities and challenges – exploring native fish stocking and carp elimination opportunities	**Action 2.1.4.1 Collaborate with local community groups to support environmental projects** • Support local volunteers and organisations addressing these challenges through various support including community and other grant applications (where appropriate) – 30 June 2019 **Action 2.1.4.1 Improve knowledge and understanding of the environmental issues facing the Murrumbdigee Local Government Area –** 30 June 2022, with annual review **Action 2.1.4.2 Support the development and implementation of environmental management programs and plans** – 30 June 2022, with annual review	MPE/EDM MPE MPE	Ongoing Watching Brief Watching Brief	Local Grants from Council and DPI Grant funding provided to Riverina Classic Fishing Competition for restocking of Murray Cod.

2.2 Exploring and Promoting Alternate, Sustainable Energy Sources and Practices:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.2.1	Engage with RAMROC and support sustainable energy initiatives (including funding opportunities), including green waste, bio waste and sustainable street lighting	**Action 2.2.1.1 Actively participate in New waste or other initiatives –** 30 June 2022 with annual review	MPE	No action as at 30 June, 2019.	RAMJO currently investigating contractual or in-house service provision.
Strategy 2.2.2	Continue to encourage investment into solar power and other sustainable energies	**Action 2.2.2.1 Source potential grant funding for energy audits and other sustainable energy projects** -30 June 2022, with annual review	MPE	No action as at 30 June, 2019.	
		Action 2.2.2.2 Partner with relevant organisations to develop education programs assisting the community in reducing energy consumption and alternative energy practices -30 June 2021, with annual review	MPE	Regional activities in using renewable energy to supply towns is currently being explored.	
		Action 2.2.2.3 Develop a Council energy consumption reduction plan or concept – 30 June 2020	OM/MPE	No action as at 30 June, 2019.	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.2.3	Rationalise waste management and recycling priorities in accordance with relevant legislation	**Action 2.2.3.1 Maximise diversion of waste through Councils kerb collection programs** -30 June 2022, with annual review	MPE, OM	Ongoing	Kerbside pickup available and continuing in Darlington Point and Coleambally.
		Action 2.2.3.2 Identify/Provide opportunities for the diversion of waste from landfill – 30 June 2020	MPE	Scrap metal currently being recycled. Concrete being crushed for roadbase.	Council working with EPA to find opportunities to relocate Community Recycling Centre so that they are better used by the community. Operations to be reviewed at all four sites and operational plans developed
		Action 2.2.3.3 Investigate landfill management options across the Local Government Area • Maintain ongoing management of tips across all three towns in Murrumbidgee -30 June 2022, with annual review	MPE	Management maintained	
		Action 2.2.3.4 Undertake upgrade works at Coleambally and Darlington Point landfills – 30 June 2019	MPE	No action as at 30 June, 2019.	
		Action 2.2.3.5 Implement expansion plan for Darlington Point Landfill site - -30 June 2020	MPE	Exploring opportunities to change tenure and reservation status to allow for landfill expansion.	
		Action 2.2.3.6 Create a rural landfill plan for the Murrumbidgee local government area - 30 June 2021	MPE	No Action as at 30 June, 2019.	To be considered as part of AMP.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.2.4	Conduct principal certifying authority functions in the local government area	**Action 2.2.4.1 Undertake mandatory inspections as required by legislation and issue construction certificates, complying development certificates, occupation certificate and subdivision certificates -**30 June 2022, with annual review	MPE	Ongoing	

2.3 Maintaining a Balance between Growth, Development and Environmental Protection:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.3.1	Stimulate the conservation of important heritage assets of Murrumbidgee Council	**Action 2.3.1.1 Identify/incorporate heritage assets into Councils asset management planning and reporting -**30 June 2020	AM	Complete	
		Action 2.3.1.2 Create/maintain a heritage advisory service – 30 June 2021	MPE	Ongoing	Should additional local heritage items be specified within Council LEP then this will be explored.
		Action 2.3.1.3 Provide a local heritage assistance fund to support the conservation of local heritage items - 30 June 2021	MF	Impractical	Funds removed by Council and no funding available from Heritage near me for another 2 years
Strategy 2.3.2	Encourage and support sustainable land use, planning and development	**Action 2.3.2.1 undertake periodic review of Council's planning policies and delegations –** 30 June 2020	GM/MPE	Policies being revised to accommodate merged Council.	
		Action 2.3.2.2 Utilise and update Council's Section 94A Plan • Plan Complete and Schedule 1 to be reviewed annually with budget – 30 June 2019	MPE	Complete	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 2.3.2.3 Review the Murrumbidgee Development Control Plan and Merge Jerilderie LEP 2012 and Murrumbidgee LEP 2013 – 30 June 2020	MPE	To commence 2019/20	Consultants currently being contracted to undertake this.
		Action 2.3.2.4 Review the Murrumbidgee Town Development Plans for residential and industrial development in Coleambally (2019) and Jerilderie (TBC) – 30 June 2020	MPE	Funding received to develop the Development Control Plan	Consultants currently being contracted to undertake this.
		Action 2.3.2.5 Provide a development application pre-lodgement service – 30 June 2019	MPE	Ongoing	
Strategy 2.3.3	Consider plans for the improvement, beautification and revitalisation of Murrumbidgee towns including town entries	**Action 2.3.3.1 Create master plans for each of Murrumbidgee's towns and/or critical areas within the towns** - 30 June 2020	OM	Master Plan created for Brolga Place, Coleambally.	
		Action 2.3.3.2 Consider developing working groups to support Council's focus and programs -30 June 2022 with annual review	OM	Working group formed for Brolga Place Beautification.	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.3.4	Ensure best practice public and environmental health controls	**Action 2.3.4.1 Review/ Implement a food safety program in accordance with the NSW food Authority** – 30 June 2019	MPE	Complete	
		Action 2.3.4.2 Act on complaints received in relation to pollution and public health - 30 June 2022 with annual review	MPE	Ongoing	
		Action 2.3.4.3 Record and process statistics for management reporting to Council and for compliance – 30 June 2019	MPE	Ongoing	
		Action 2.3.4.4 Conduct investigations as requested and required - 2022 with annual review and reports	MANAGEMENT	Ongoing	
Strategy 2.3.4	Maintain a responsible animal management program and service ensuring stray and illegally–kept animals are not allowed to become a nuisance to community	**Action 2.3.4.1 Undertake regular patrols to encourage a reduction in the numbers of stray or lost animals** - 30 June 2022 with annual review and reporting	OM	Ongoing	
		Action 2.3.4.2 Develop, implement and continuously improve partnerships and program to rehome impounded animals – 30 June 2022 with annual review and reporting	OM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 2.3.4.3 Maintain and operate a compliant facility for keeping companion animals and straying stock - 30 June 2022 with annual review and reporting	OM	Ongoing	
		Action 2.3.4.4 Regularly record and report on the number of companion animals accommodated at the Pound as per Animal Act Requirements - - 30 June 2022 with annual review and reporting	OM	Ongoing	Legislative requirement

2.5 Protecting and Managing Waterways and Catchments:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.5.1	Promote responsible water usage particularly in town areas	**Action 2.5.1.1 Finalise draft floodplain risk management study and plans for all Murrumbidgee's towns and/or implement the recommendations -** 30 June 2020	MPE/AM	Commenced	

2.6 Valuing and Conserving Native Flora and Fauna:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.6.1	Continue to promote flora and fauna conservation through Councils road network maintenance program	**Action 2.6.1.1 Develop partnerships with State and Federal Authorities around wild animal control -** 30 June 2022 with annual review	MPE	Impractical	Not a core business of Council
Strategy 2.6.2	Educate and inform the community on weed management	**Action 2.6.2.1 Promote biosecurity and weed management reduction through Councils weed management program** - 30 June 2022 with annual review	MPE	Ongoing	Legislative requirement
		Action 2.6.2.1 Undertake inspections of rural properties to identify the existence of noxious weeks, advise and monitor for weed control - 30 June 2022 with annual review	MPE	Ongoing	Legislative requirement
		Action 2.6.2.3 Undertake weekly infestations inspections on Council and State controlled land (including roads) and implement eradication measures - 30 June 2022 with annual review	MPE	Ongoing	
		Action 2.6.2.4 Effectively manage flood and water management for Murrumbidgee Local Government Area over the longer term - 30 June 2022 with annual review	OM/MPE/AM	Impracticable	Emergency Management and Drought plans should cover this.

INFRASTRUCTURE:

3.1 Responsible, Sustainable Asset Management:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.1.1	Maintain a comprehensive asset management capability framework	**Action 3.1.1.1 Review Councils asset management framework, policy and plan** – 30 June 2019 **Action 3.1.1.2 Develop integrated registers for each asset class incorporating the 2017 asset management review** - 30 June 2021 – ongoing annual review with contractor's quotations being sought • Consolidate all data for the following assets classes into a consolidated asset management register as part of a staged roll out – 30 June 2022 with annual review and reporting • Identify critical assets in each of these asset classes and incorporate them into the registry – 30 June 2022 with annual review and reporting **Action 3.1.1.3 Incorporate the financial impacts from the 2017 asset management review into Council's LTFP to reflect current and future community needs and priorities** – 30 June 2021	AM/OM AM AM AM AM/FM	Ongoing Ongoing Ongoing Ongoing Ongoing	Consolidated Asset Registers within the Authority System will be operational by end 2019/20.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 3.1.1.4 Develop a ten-year maintenance and renewal budget and program (separate to capital works) aligned to the LTFP - 30 June 2022 – with annual review and reporting **Action 3.1.1.5 Incorporate/develop asset management reporting and monitoring regime** – 30 June 2019	AM/FM/OM AM/OM	Ongoing Ongoing	
Strategy 3.1.2	Continue to engage with the community and stakeholders in relation to acceptable service levels for all public assets	**Action 3.1.2.1 Integrate community survey and other annual feedback opportunities to improve and review Councils Asset management plan and performance** – 30 June 2019 • Identify measurable KPIs for inclusion in the customer service survey, community strategic plan and other IP&R documents – 30 June 2019	GM/CCSM/AM	Ongoing	

3.2 Infrastructure (Council Building & Facilities) which meets community and public safety needs:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.2.1	Manage and maintain community and sporting building facilities for the benefit of the community	**Action 3.2.1.1 Implement or review facilities maintenance schedules and incorporate into the LTFP** - 30 June 2019	OM/AM	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans
		Action 3.2.2.2 Identify/ upgrade/ develop a proactive maintenance plan for all facilities in a staged approach • Develop a proactive maintenance plan for all facilities in 3 towns including costings and incorporate into the LTFP – 30 June 2019	OM/AM	Ongoing	Maintenance plans constantly being updated.
		Action 3.2.2.3 Consider undertaking energy audits of all council buildings and facilities • Develop a four-year audit plan encompassing energy audits of all council buildings and facilities - 30 June 2022 with annual review and reports	AM	Ongoing	
		• Identify and research alternative, cost effective energy options for council buildings and facilities e.g. solar power - 30 June 2022 with annual review and reports	AM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.2.2	Efficiently manage and maintain Council's building and specific purpose facilities	**Action 3.2.2.1 Develop/implement a programmed maintenance schedules for Councils operational buildings within budget -** 30 June 2021 with annual review and reporting • Implement maintenance, renewal and management plans for all and each of Councils sites and buildings • Undertake maintenance as per annual plan • Complete capital improvements to within business requirements and budget • Deliver Councils street cleaning program in all towns • Develop maintenance plans and works for sale yards, caravan parks • Operate and maintain swimming pools across all three towns as part of Councils maintenance and renewal program and budget	OM/AM/FM	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans Maintenance plans constantly being updated. Contractor services utilised for street cleaning.
Strategy 3.2.3	Efficiently manage and maintain Council's plant and equipment	**Action 3.2.3.1 Optimize the procurement, usage and disposal of Council's plant and equipment within budget** • Review current processes, reporting and monitoring and forms for Councils plant and equipment procurement, maintenance and management at all sites - 30 June 2022 with annual review and reporting • Deliver Council's street cleaning service across all Murrumbidgee towns - 30 June 2022 with annual review and reporting	OM OM	Ongoing Ongoing	Contractor services utilised for street cleaning.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.2.4	Manage public (safety) liability and risks associated with public infrastructure	**Action 3.2.4.1 Review and include all assets in Councils risk register including the identification of critical assets** • Ensure all assets and asset-related risks are reviewed and included in Councils risk register – 30 June 2019 • Identify and incorporate priority or critical risks into Councils risk register – 30 June 2019 • Review develop and implement Council-wide risk reporting and monitoring procedure and format – 30 June 2019	AM	Ongoing	Working with Statewide to identify shortfalls and develop Continuous Improvement Program. Employment of WHS Officer will ensure reviews are carried out.
		Action 3.2.4.2 Continue to provide bushfire and emergency protection in partnership with the community and State Government • Develop transparent reporting and monitoring of budgets, works and other support provided in partnership with emergency management agencies – RFS, SES – 30 June 2022 with annual review and reporting	FM/OM/LEMO	Ongoing	
		Action 3.2.4.3 Review, develop and implement incident and hazard reporting and investigations procedures • Review develop and implement Council-wide incident reporting and investigation procedures - 30 June 2019	AM	Ongoing	Updating and developing Council wide systems.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.2.5	Manage and maintain Murrumbidgee Council's cemeteries	**Action 3.2.5 Implement a Murrumbidgee cemetery plan and budget and ensure works undertaken are within budget** • Implement Cemetery plans and works programs and budgets for all towns in Murrumbidgee including ongoing maintenance and renewals and capital works – 30 June 2019	OM	Ongoing.	Darlington Point and Coleambally Cemeteries Master Plans presented to Council – amendments required.

3.3 Providing the Community With Open Space to be Active:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.3.1	Develop riverside locations for the enjoyment of all and to promote tourism	**Action 3.3.1.1 Develop an aquatic recreation plan as part of Councils Tourism strategy -** 30 June 2022 with annual review and reporting	EDM	No Action	Action 3.3.1.1 is same as Action 2.1.1 Develop a waterway tourism plan incorporating education, aquatic recreation and walking opportunities
		Action 3.3.1.3 Ensure adequate signage and representation of Councils aquatic locations and facilities - 30 June 2019 • Develop/Review Councils town sign strategy – 30 June 2019	EDM/OM/AM	Ongoing	Signage updated as part of merger implementation.
		Action 3.3.1.4 Increase the number of walking tracks in all towns and their surrounds • Subject to funding implement the Goanna Walking Trail in Darlington Point – 30 June 2022 with annual review and reporting • Work in partnership to identify other walking tracks for grants and development opportunities – 30 June 2022 with annual review and reporting	Management	Ongoing. Funding available for Goanna Walking Trail for upgrade, signage and brochure in current budget.	Cycleway plans to be updated to include walking tracks. Upgrade of tracks carried out following flooding.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.3.2	Enhance and expand sporting opportunities	**Action 3.3.2.1 Review/Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns** – 30 June 2020 **Action 3.3.2.2 Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities** – 30 June 2021	OM/AM/MPE	Ongoing Ongoing	Monash Park completed. Coleambally and Darlington Point sportsgrounds to be commenced.
Strategy 3.3.3	Provide and maintain a range of community recreation facilities	**Action 3.3.3.1 Develop a Recreational facilities management plan and align it to the LTFP** • Undertake a costed lifecycle review of all council recreational facilities including maintenance and rental costs for incorporation into the LTFP – 30 June 2019 • Develop rolling maintenance schedules for each facility and site – 30 June 2019 • Maintain and operate halls, museums, and other cultural, arts and sporting facilities as part of Councils maintenance, renewals and capital works programs and budgets - 30 June 2021 with annual review and reporting	AM/FM AM/OM AM/OM	Ongoing Ongoing Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans Maintenance plans constantly being updated.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.3.4	Ensure public places are clean and well maintained	**Action 3.3.4.1 Consider developing an Open Spaces Strategy in conjunction with Councils Open Space Asset Management Plan** – 30 June 2019 **Action 3.3.4.2 Operate and maintain a forward works plan for constructing or upgrading public toilet facilities annually** – 30 June 2022 with annual review and reporting • Investigate cost effective street cleaning options – 30 June 2019 **Action 3.3.4.3 Review/develop Councils parks and gardens asset management plans and budgets** – 30 June 2019	AM/MPE AM AM/FM	Not completed as at 30 June, 2019. Ongoing Ongoing	Funding received for Crown Land Plans of Management Contractor services utilised for street cleaning.
Strategy 3.3.5	Maintain our Crown Land resources responsibly	**Action 3.3.5.1 Develop/review Councils Crown Land Strategy** – 30 June 2020 **Action 3.3.5.2 Develop a management plan for Crown Lands under Council control aligned with the LTFP** – 30 June 2021	MPE MPE	About to Commence	Currently preparing brief for consultant to undertake. Funding received and guidelines released

3.4 Maintaining and Improving Transport Infrastructure:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.4.1	Maintain roads to agreed standards and ensure that school bus routes are our highest priority	**Action 3.4.1.1 Review/Deliver a staged program of accessibility and maintenance improvement to Murrumbidgee's rural and town road network and road hierarchy** • Identify and develop improvement plans for all three towns to be rolled out and incorporate these into Councils maintenance and renewal schedules – 30 June 2022 with annual review and reporting	AM/OM AM/OM	Ongoing Ongoing	Asset Manager has developed hierarchy inspection program and defect model for all road assets.
Strategy 3.4.2	Provide and maintain footpaths, cycle ways, kerb and guttering	**Action 3.4.2.1 Carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter** • Replace 150m of kerb gutter annually – 30 June 2022 with annual review and reporting • Identify and program works for high priority footpath renewal – 30 June 2022 with annual review and reporting	AM/OM AM/OM AM/OM	Ongoing Ongoing Ongoing	Kerb and gutter and footpath renewals are being developed based on condition assessment
Strategy 3.4.3	Maintain partnerships to ensure the Newell and Sturt Highways and the Kidman Way remains open at all times	**Action 3.4.3.1 Continue to strengthen relationships with the RMS, Newell Highway Taskforce and relevant parties to address flood impact and access issues through meeting attendance** • Attend taskforce meetings annually–30 June 2019 • Create meetings with relevant stakeholders and Government representatives annually – 30 June 2019	OM/AM	Ongoing	Meetings with these relevant parties are held regularly.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.4.4	Maintain local, regional and state roads and bridges in accordance with Councils' asset management plan	**Action 3.4.4.1 Review and implement an annual work program and budget for routine and programmed maintenance for local and regional roads and bridges** • Gravel re-sheeting • Resealing • Heavy patching	OM/AM/FM	Ongoing	Maintenance schedules and work plans being updated continuously.
		Action 3.4.4.2 Deliver the minimum service levels identified for roads and bridges in Council Asset Management Plan within budget - 30 June 2022 with annual review and reporting	OM/AM	Ongoing	Being developed and budgets monitored.
		Action 3.4.4.3 Deliver the annual RMS contract works to a standard that consistently meets the contract requirements - 30 June 2022 with annual review and reporting	AM	Ongoing	Waiting for RMS to propose new Road Maintenance Council Contract February 2020. Working towards RMS approval for Councils System Management Plan. Submitted chain of Responsibility. Completed RMAP for 2018/19.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.4.5	Improve street and building accessibility for the disability and mobility impaired	**Action 3.4.5.1 Review/Deliver a staged program of accessibility improvements to the Murrumbidgee Council's town road network** • Develop programs for all three towns to be rolled out in stages and incorporated into Councils maintenance and renewals programs – 30 June 2022 with annual review and reporting • Develop/implement an accessibility road works program – 30 June 2019 • Link works to Council's Disability Plan – 30 June 2019	OM/AM	Ongoing	Accessibility options are constantly being identified.
		Action 3.4.5.2 Review/develop a staged program of accessibility improvement to the parking bays, areas and access in Murrumbidgee Council's towns and environments • Develop programs for all three towns to be rolled out in stages and incorporated into Councils maintenance and renewals programs – 30 June 2022 with annual review and reporting • Develop/implement an accessibility parking works program – 30 June 2019 • Link works to Council's Disability Plan – 30 June 2019	AM/OM	Ongoing	

3.5 Local Utilities and Communications Infrastructure and Connectivity:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.5.1	Manage water assets in line with best practice standards and agreed priorities	**Action 3.5.1.1 Review Council's water treatment works operational plan and budget -** - 30 June 2022 with monthly review and reporting	OM/FM		
		• Complete monthly review of operational water monitoring	OM		
		• Complete annual review of drinking water quality	OM/MPE	Ongoing	Legislative requirement
		• Implement drinking water system improvement plan	OM		
		Action 3.5.1.2 Maintain water supply to Murrumbidgee's towns. Plan for 100% compliance of ADWQ requirements with chemical and micro biological monitoring - 30 June 2022 with monthly review and reporting	OM/MPE	Ongoing	Legislative requirement
		• Conduct regular testing of water supply to achieve 100% compliance with health requirements of Water NSW	OM/MPE	Ongoing	Legislative requirement
		• Maintain Monitoring of system and routine maintenance and repairs to ensure water is available.	OM	Routine maintenance and repairs completed	
		Action 3.5.1.3 Maintain water supply for Murrumbidgee's parks and gardens and review ongoing system monitoring and routine maintenance and repairs to ensure water is available - 30 June 2022 with monthly review and reporting Incorporate relevant costings into Councils parks and gardens plans and budget – 30 June 2019	OM/FM	Ongoing	Locations have been identified for automated sprinkler systems to be installed.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 3.5.1.4 Complete the annual capital works program on water assets 30 June 2022 with annual review and reporting	AM/OM	Ongoing. Capital works for 2018/19 completed.	
Strategy 3.5.2	Manage sewer assets in line with best practice standards and agreed priorities	**Action 3.5.2.1 Review Council's Sewer Treatment Works Operational Plan to ensure 100% compliance with EPA requirements -** 30 June 2022 with annual review and reporting **Action 3.5.2.2 Maintain systems to efficiently operate Murrumbidgee's town sewers. -** 30 June 2022 with annual review and reporting **Action 3.5.2.3 Complete annual capital works program on sewer assets -** 30 June 2022 with annual review and reporting	OM/MPE OM OM/AM	Ongoing Ongoing Ongoing. Capital works for 2018/19 completed.	Legislative and EPA licence requirement
Strategy 3.5.3	Manage Stormwater in line with the agreed priorities	**Action 3.5.3.1 Complete the annual capital works program on stormwater assets in line with agree priorities. -** 30 June 2022 with annual review and reporting **Action 3.5.3.2 Upgrade stormwater facilities and system in line with agreed priorities. -** 30 June 2022 with annual review and reporting	OM/AM OM/AM	Ongoing Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.5.4	Advocate and improve mobile information and communications technology and infrastructure across the Murrumbidgee Local Government Area	**Action 3.5.4.1 Initiate engagement with telecoms service providers to support Councils new tower infrastructure** • Apply for funding to improve capacity of Bundure tower – 30 June 2021 **Action 3.5.4.2 Engage with relevant stakeholders and Government to lobby for new communication networks** • Continue to lobby stakeholders for improved communications connectivity and infrastructure funding. – 30 June 2022 with annual review and reporting	GM GM	Funding received - feasibility study being undertaken by Telstra Ongoing	Murrumbidgee Council convenor of the Digital Connectivity Subcommittee of RAMJO

ECONOMY:

1.5 Promoting Businesses and Industries Growth, Diversity and Productivity:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.1.1	Partner with local business to create market opportunity for local product through high technology, improved freight and logistics pathways and cooperation with other local government areas	**Action 4.1.1.1 Lobby government for improved freight corridor** 30 June 2022 with annual review and reporting **Action 4.1.1.2 Support opportunities for freight and distribution and warehousing to Eastern seaboard airports or centres** – 30 June 2022 with annual review and reporting **Action 4.1.1.3 Develop and implement a business attraction program for Murrumbidgee for industrial, logistics and manufacturing areas** – 30 June 2020	EDM/GM EDM EDM	No Action as at 30 June, 2019. No action as at 30 June, 2019. No action as at 30 June, 2019.	Member of Newell Highway Taskforce Committee Same as Action 4.1.3.1
Strategy 4.1.2	Promote Murrumbidgee and its towns and potential light manufacturing wholesale and retail business opportunities to diversify industry and stimulate employment growth	**Action 4.1.2.1 Engage with the Office of Small Business Commissioner to create programs for locating new businesses in Murrumbidgee** • Fully implement the 'Easy to Do Business Initiative' – 30 June 2019	EDM	Completed	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 4.1.2.2 Implement the goals of Council's Economic Development Strategy • Ensure the goals and KPIs of Councils Economic Development Strategy are aligned and incorporated into the CSP, Delivery Program, Operational Plan and LTFP – 30 June 2022 with annual review and reporting	EDM	Commenced	
		Action 4.1.2.3 Engage with the Murrumbidgee Council business communities • Create chamber of commerce or similar committee in Darlington Point – 30 June 2019	EDM	Ongoing	
		Action4.1.2.4 Council representatives to actively participate in Murrumbidgee's Business Committees and Chambers – 30 June 2022 with annual review and reporting	EDM	Ongoing	METAG Meetings in July and October 2018 February and May 2019
		Action 4.1.2.5 Encourage the development of affordable housing so it is available for employees of new developments • Continue progressing the Young Street sub division project in Darlington Point – 30 June 2022 with annual review and reporting	GM	No action as at 30 June, 2019.	Further report to be presented to Council on costings.

Strategic Activity		Action	Accountable Officer	Status	Comment
		• Proactively sell remaining Wunnamurra sub division blocks – 30 June 2022 with annual review and reporting	GM	Ongoing	Nine (9) blocks sold and further four (4) transferred to Independent Living Units as at 30/06/2019.
Strategy 4.1.3	Progress the sale and development of blocks of industrial land in Murrumbidgee's industrial areas	**Action 4.1.3.1 Develop and implement a business attraction program for Murrumbidgee industrial areas** - 30 June 2020	EDM	No Action as at 30 June, 2019	Same as Action 4.1.1.3
		Action 4.1.3.2 Implement a promotional program for local industrial estates – particularly Darlington Point – 30 June 2020	EDM	No Action as at 30 June, 2019.	
		Action 4.1.3.3 Implement a sales strategy for Murrumbidgee's industrial areas – 30 June 2020	EDM	No Action as at 30 June, 2019.	
		Action 4.1.3.4 Create a promotional program for land available at industrial sites or areas 30 June 2020	EDM	No Action as at 30 June, 2019.	

4.2 Promoting a Regional Economy and Growth:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.2.1	Work with other levels of government and private industry to build the Murrumbidgee Council profile and maximize cooperative opportunities	**Action 4.2.1.1 Champion a "transport hub" at the intersection of the Sturt Highway and the Kidman Way** • Initiate 3 meetings with relevant stakeholders annually including advocating in Canberra and to local members and business groups. – 30 June 2019	GM	Id in regional plan by Department of Planning	
		Action 4.2.1.2 Maintain membership of regional government and non-government organisations and participate in meetings • Work with surrounding councils and RAMROC to deliver outcomes of the Riverina regional plan focused on contributing to regional growth – 30 June 2022 with annual review and reporting	EDM/GM	Ongoing	Now RAMJO – General Manager is Council representative
		Action 4.2.1.3 Encourage strong partnerships between businesses, education and government agencies • Initiate at least four contacts with businesses, education, government agencies and other stakeholders which are focused on contributing to regional growth – 30 June 2022 with annual review and reporting	EDM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.2.2	Work collaboratively with regional stakeholders to build Murrumbidgee Council profile	**Action 4.2.2.1 Support and value-add to regional strengths to create a 'destination experience'** - 30 June 2019 **Action 4.2.2.2 Contribute the Murrumbidgee perspectives to regional meetings and forums -**30 June 2019 • Attend Thrive Riverina Meetings – 30 June 2019 • Attend Destination Riverina Murray meetings – 30 June 2019	EDM EDM EDM	 Ongoing Ongoing	Also attended Kidman Way Promotional Committee meetings
Strategy 4.2.3	Contribute to regional tourism initiatives and major events in the region	**Action 4.2.3.1 Participate in regional tourism initiatives and major events** • Maintain membership and attend quarterly meetings of key organizations and stakeholder groups – 30 June 2022 with annual review and reporting	EDM	Ongoing	Thrive Riverina, Destination Riverina Murray, Kidman Way Promotional Committee, Newell Highway Promotions Committee, Ned Kelly Touring Route

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.2.4	4.2.4 Ensure there is adequate supply of residential and industrial land to stimulate business and population growth	**Action 4.2.4.1 Plan for future housing and business needs in the Murrumbidgee towns** • Review/develop/implement Town Plans for three towns identifying and incorporating residential and industrial land needs and opportunities – 30 June 2019 • Develop promotion strategy for housing and industrial land developments across Murrumbidgee – 30 June 2019	MPE MPE	Commencing 2019/20	Funding received
Strategy 4.2.5	Support local business with access to available training, workforce skills and technology	**Action 4.2.5.1 Review and implement Council policies of the support of new and existing employment in the Local Government Area** • Undertake/develop/review industry investment and incentive policy – 30 June 2019	EDM	No Action on Action 4.2.5.1	Promotion of business support offered by third parties eg RDA, Business.gov.au, BEC, Business Connect
Strategy .2.6	Build data and analysis of business and industry in the Murrumbidgee Local Government Area	**Action 4.2.6.1 Maintain economic and statistical databases and share with local business and service providers** • Proactively use .id and other economic data in Council publications and social media and other documents supporting business cases for funding, grants – 30 June 2022 with annual review and reporting • Use economic data with other stakeholders to identify suitable locations of vacant land suitable for housing and industrial developments in all of Murrumbidgee's towns. – 30 June 2022 with annual review and reporting	EDM MPE	Ongoing Ongoing	Economic and Community data available on Council website Will be part of Land use strategy for the Council area

4.3 Promoting Tourism Strategies and Opportunities:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.3.1	Provide professional information services promoting tourism, visitor ventures and activities in our towns	**Action 4.3.1.1 Develop and implement a Visitor Information operational plan in consultation with relevant stakeholders – including face to face and online options** – 30 June 2019	EDM	No Action as at 30 June, 2019.	Will be part of Economic Development Strategy
		Action 4.3.1.2 Develop targeted promotion campaigns to enable and educate visitors and business - 30 June 2022 with annual review and reporting	EDM		Murrumbidgee Council are part of a targeted campaign to promote Riverina through Destination NSW
		Action 4.3.1.3 Provision of emergency services information for the benefit of residents and visitors – SMS messaging - 30 June 2019	DEMO/LEMO	Available currently	
Strategy 4.3.2	Provide promotion and resources for tourism service providers	**Action 4.3.2.1 Engage with and support accommodation providers in the Murrumbidgee Local Government Area** – 30 June 2019	EDM	Ongoing	
		Action 4.3.2.2 Support tourism service providers with relevant guides, website promotions and publications - 30 June 2022 with annual review and reporting	EDM	Ongoing	
		Action 4.3.2.3 Consider developing a visitor guide aligned to Councils branding strategy - 30 June 2019	EDM	Commenced	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.3.2	Provide promotion and support for major events within our Destination Management Plan	**Action 4.3.2.1 Create a prioritised active program of, promotion and participation in major events** – 30 June 2019 **Action 4.3.2.2 Incorporate focus as a regional destination in Council economic development and tourism documents** - 30 June 2022 with annual review and reporting **Action 4.3.2.3 Measure event success, analysis and report results** -30 June 2022 with annual review and reporting	EDM EDM EDM		There is no Destination Management Plan – see strategy 4.3.4
Strategy 4.3.4	Develop and implement a Murrumbidgee tourism strategic plan aligned with regional, state and federal priorities including outcomes of relevant evaluation reports and reviews	**Action 4.3.4.1 Implement a branding strategy for Murrumbidgee** - 30 June 2019 **Action 4.3.4.2 Implement an advertising and editorial program for key tourism attractions (public art)** • Initiate 2 marketing/editorial/advertising features annually – 30 June 2019 • Contribute 1 article to RV Australian publications to promote RV friendly tourism – 30 June 2019	EDM EDM EDM	No Action as at 30 June, 2019. Commenced Commenced	
Strategy 4.3.5	Encourage opportunities for further recreation activities on or around the rivers and lakes	**Action 4.3.5.1 Engage new providers and start-up operations** - 30 June 2022 with annual review and reporting **Action 4.3.5.2 Apply or assist organisations for grants supplying or supporting aquatic recreational activities as requested and required.** 30 June 2020	EDM EDM	Ongoing Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 4.3.5.3 Investigate the viability of a business case suppling aquatic recreation activities (river tours, paddleboards) and infrastructure in the Local Government Area. 30 June 2022 & annual review and reporting	EDM	No action as at 30 June, 2019.	

4.4: Supporting Access to Education and Training and Future Opportunities:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.4.1	Raise community awareness of TAFE, university and other regional education providers	**Action 4.4.1.1 Develop and implement a Council communication plan assisting in raising community awareness of TAFE, university and other regional education providers and programs** • 2 meetings annually with TAFE and other regional education service providers to fully understand the interrelationship with Murrumbidgee Council and use this data to create a communication plan aligned to Councils CSP, Delivery Program and operational Plan – 30 June 2019	EDM	Meeting held with TAFE providers.	Community awareness raised by sharing course details on facebook and Council's website.
		Action 4.4.1.2 Initiate regular engagement with TAFE, regional colleges and university to partner them on promotion, programs relevant to the region • Initiate at least two contacts with TAFE hierarchy, state and federal government departments, local member and other stakeholders to support existing regional TAFEs and TAFE programs – 30 June 2019	EDM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 4.4.1.2 Initiate regular engagement with business including new businesses to promote potential apprenticeship or trainee or other employment opportunities • Initiate 2 meetings or contacts with existing and new Murrumbidgee businesses around apprenticeship trainee and other employment opportunities – 30 June 2019 • Hold annual business lunches in three towns to seek feedback on opportunities', risk and challenges for business support and development – 30 June 2019	EDM EDM	No Action as at 30 June, 2019. Commenced	
Strategy 4.4.2	Identify opportunities to enhance community and business's access to internet, broadband and mobile services through the Local Government Area	**Action 4.4.2.1 Work with service providers to identify opportunities to improve community connectivity** • Proactively identify and develop business cases for grant funding for infrastructure and community infrastructure projects improving connectivity across Murrumbidgee – 30 June 2022 with annual review and reporting	GM	Ongoing	Continued representation to Telecommunications Authorities to enhance Black Spots

4.5: Fostering a Resilient, Vibrant Agricultural Sector:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.5.1	Actively support development which is congruent with our lifestyle	**Action 4.5.1.1 Encourage private development of retirement villages and aged care facilities** • Investigate other rural locations who have successful attracted investment or providers to their towns - 30 June 2022 with annual review and reporting	MPE/EDM	No action as at 30 June, 2019.	Only one enquiry received.
Strategy 4.5.2	Enhance and maintain key economic drivers to the agricultural supply chain including our road networks	**Action 4.5.2.1 Work with stakeholders to identify targeted agribusiness promotion opportunities** - 30 June 2022 with annual review and reporting	EDM	No Action as at 30 June, 2019.	
Strategy 4.5.3	Link Council's Economic Development Plan within the Regional Plan to develop regional initiatives stimulating interest in Murrumbidgee as an agribusiness hub for the Riverina and/or upper Murray regions	**Action 4.5.3.1 Develop an investment strategy/policy supporting new agribusiness in Murrumbidgee –** 30 June 2019	EDM	No Action as at 30 June, 2019.	
Strategy 4.5.4	Influence the protection and enhancement of Murrumbidgee's agricultural supply chain's economic output, investment and employment	**Action 4.5.4.1 Undertake industry profiling and gap analysis of local agriculture sector -** 30 June 2019 **Action 4.5.4.2 Engagement with other stakeholders to identify and increase supply chain protections** – 30 June 2022 with annual review and reporting	EDM EDM	Commenced No action as at 30 June, 2019.	.id economic profile report

LEADERSHIP:

5.1 Transparent Leadership, Sustainability, Accountability and Community Representation:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.1.1	Provide leadership through ethical accountable and legislative decision making processes	**Action 5.1.1.1 Ensure elected members are adequately resourced to enable effective representation:** • Complete Council Budget Briefing – 30 June 2022 with annual review and reporting • Deliver Council's annual budget process – audited financial statements, community consultation & management of internal processes – 30 June 2022 with annual review and reporting **Action 5.1.1.2 Continuously improve governance in decision making** • Implement regular monthly financial reporting across Council departments, Manex and Council reports (where applicable) – 30 June 2022 with annual review and reporting • Create and support an Internal Audit and Risk Committee – 30 June 2019 • Create and support an internal audit program – 30 June 2019	GM FM FM FM FM FM	 Budget Briefing and Workshops completed 2019 Ongoing Ongoing AIR Committee formed Program created	 Financial Statements presented Jan 2019 Difficulties being faced whilst 3 systems in place

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 5.1.1.3 Maintain resources to continually improve communication between community members and Council so the Community is kept informed and has options to contribute • Deliver monthly (12) community newsletters and a regular social media presence across the LGA utilizing social media -30 June 2022 with annual review and reporting	GM	Information regularly updated on website and Council's Facebook page.	Position of Media and Communications Officer filled July 2019 – regular newsletters re-instated.
		Action 5.1.1.4 Ensure Council's Committees, focus groups and advisory bodies are relevant and provide appropriate community involvement • Feedback received from each meeting is minuted and included in Council business papers (where appropriate) and/or relevant forums - 30 June 2022 with annual review and reporting	GM	Ongoing	
		Action 5.1.1.5 Ensure a coordinated and multi-faceted approach to all Council communications with the community • Provide timely and accurate updates and maintain Council's official website and Facebook page – 30 June 2022 with annual review and reporting	GM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		• Provide Council and management with relevant regular reports and performance assessments - 30 June 2022 with annual review and reporting **Action 5.1.1.6 Ensure Councils policies and processes meet the current Legislation, Statutory and regulatory requirements** • Create integrated policy register and schedule and present prioritized policies for Council's review and endorsement – 30 June 2019 • Update delegations as advised – 30 June 2022 with annual review and reporting	GM GM GM	Ongoing Ongoing Ongoing	
Strategy 5.1.2	Optimize council's revenue streams and assets in Council's Long Term Strategic Plan (LTSP)	**Action 5.1.2.1 Ensure the most equitable allocation of rates across categories** – 30 June 2019 **Action 5.1.2.2 Annually review all fees and charges to maximize revenue or provide cost recovery for Council Services** - 30 June 2019 **Action 5.1.2.3 Maximize the long-term tenancy of Council owned residential and commercial premises** – 30 June 2019	FM FM GM/CCSM	 Ongoing. Reviewed for 2019/20 budget. Ongoing	Four (4) year requirement to continue current rate stream.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.1.3	Community participation in the Community Strategic plan is reflected in Council's budget	**Action 5.1.3.1 Incorporate feedback from Councils community participation and engagement forums into the LTFP, Annual Budget, IP&R deliverables** – 30 June 2019 **Action 5.1.3.2 Support Councils financial statements audit process and the external auditor –** 30 June 2019	CCSM FM	Ongoing Ongoing	
Strategy 5.1.4	Fully integrate Councils asset management strategy, system and programs with Council's Long Term Financial Plan	**Action 5.1.4.1 Review Councils Asset Management Plans and Policy to align with the Community Strategic Plan, Long Term Financial Plan (LTFP), Delivery Program and Operational Plan -** 30 June 2022 with annual review and reporting • Complete all asset management audit recommendations – 30 June 2019 • Develop and align asset class registers into one long term asset management plan – 30 June 2020 • Incorporate Long term asset and maintenance plans and costings into Council's Long Term Financial Plan – 30 June 2019 • Incorporate ICT assets into Council's asset and risk registers – 30 June 2019 • Review road and transport asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020	MANAGEMENT	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan Maintenance plans constantly being updated.

Strategic Activity		Action	Accountable Officer	Status	Comment
		• Review water, sewerage and storm water asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020 • Review building and facilities asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020 • Review open spaces asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020			
Strategy 5.1.5	Review and implement appropriate procurement, risk and project management frameworks and cultures	**Action 5.1.5.1 Review, develop and implement framework for detailed project plans, costings and designs as part of the project approval process for all major or complex activity** – 30 June 2019 **Action 5.1.5.2 Develop an enterprise risk management policy, framework and risk registers.** – 30 June 2019 **Action 5.1.5.3 Review Councils Business Continuity Plan** – 30 June 2019	OM/AM/GM AM FM	Ongoing Ongoing Not completed as at 30 June, 2019.	 Working with Statecover to update BCP procedures

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 5.1.5.4 Implement an approved procurement framework- 30 June 2022 with annual review and reporting • Develop and implement a procurement framework including contractor management – 30 June 2019 • Continue working with RAMROC programs to enhance Council's efficiency and effectiveness – 30 June 2022 • Align strategic planning and processes to Council's Long Term Financial Plan – 30 June 2020 • Complete testing and migration of all Authority modules into a live operating environment – 31 December 2019	FM	Commenced	Substantial progress – major financial programs tested and migrated
Strategy 5.1.6	Actively source external grants and funds for identifies projects and initiatives	**Action 5.1.6.1 Identify and promote grant opportunities supporting councils strategic and operational priorities** • Incorporate grants report in Councils monthly financial report – 30 June 2019 • Meeting all grant reporting requirements and reconciliations – 30 June 2019	MANAGEMENT	Ongoing. Grants reporting presented to Council.	

5.2. Engaging with Future Leaders:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.2.1	Promote leadership opportunities and programs for our community groups	**Action 5.2.1.1. Support key stakeholders and community organisations to promote leadership development**	MANAGEMENT	No action to date	
Strategy 5.2.2	Link and promote programs for young people to develop their leadership skills	**Action 5.2.2.1 Work with key stakeholders to identify appropriate leadership programs and opportunities**	MANAGEMENT	No action to date	

5.3 Investigating Funding, Services and Programs Supporting and Strengthening Communities in the Region:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.3.1	Continue to engage equally with residents of smaller communities within the Murrumbidgee LGA	**Action 5.3.1.1 Revisit Councils engagement strategy to ensure it reflects and meets the spread and location of Councils LGA populations** – 30 June 2022 with annual review and reporting	CCSM	Ongoing	
Strategy 5.3.2	Partner with providers of emergency services to ensure appropriate response levels to community emergencies	**Action 5.3.1.2 Implement a specific community and stakeholder engagement plan for emergency situations** – 30 June 2022 with annual review and reporting **Maintain ongoing support for the Local Emergency Management Centre** - 30 June 2022 with annual review and reporting	LEMO GM	Ongoing Ongoing	Part of Emergency Management Plan
Strategy 5.3.3	Ensure a coordinated and multi-faceted approach to all of Council communications with the community	**Action 5.3.3.1 Review Councils communication plan around external communications management** • Develop communication project plan – 30 June 2019 **Action 5.3.3.2 Provide timely and accurate updates and maintenance of Councils website and face book page** • Monitor and report (monthly) on Website visitations to Council (where appropriate) – 30 June 2022 with annual review and reporting	GM	Ongoing – not completed as at 30 June, 2019. Ongoing	Media and Communications Officer will monitor.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 5.3.3.3 Provide timely and accurate updates on Councils' intranet (where appropriate) • 100% staff access and usage - 30 June 2022 with annual review and reporting		Ongoing	
		Action 5.3.3.4 Improve internal customers' services support, external customer service and program provision and access though improved ICT performance and governance – 30 June 2019 • Develop ICT strategy • Improve ICT governance through ICT group and ICT project committee	CCSM	Ongoing ICT performance monitoring ICT Strategy not developed as at 30 June, 2019.	
		Action 5.3.3.5 Provide effective efficient and courteous customer service in accordance with Council Values, mission and IP&R framework – 30 June 2019 • Review and analyse Councils Customers service interfaces • Develop Customer Service Charter and KPIs • Develop appropriate customer service feedback mechanism and reporting procedures • Develop and formalize customer compliant handling form and procedure	CCSM	Customer Service Charter Developed. To be constantly reviewed.	

5.4 Council is 'Employer of Choice':

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.4.1	Maintain a positive safety and risk culture supported by quality assurance, audit and training programs	**Action 5.4.1.1 Implement full WHS management system including reporting and monitoring** **Action 5.4.1.2 Implement risk management and risk registers across Council** – 30 June 2019 **Action 5.4.1.3 Implement all recommendations from the 2017 WHS Audit –** 30 June 2019 **Action 5.4.1.4 Implement safe workplace requirements** – 30 June 2019 **Action 5.4.1.5 Implement a quality assurance system –** 30 June 2019	AM	Ongoing Not completed as at 30 June, 2019.	Work Health and Safety Officer appointed July 2019. Risk register in process of being developed with Chemical Register, Hazard Identification and Safe Work Methods Implementation. Training organised for Internal and External Auditor training and WHS and Quality Assurance Training.
Strategy 5.4.2	Develop our people	**Action 5.4.2.1 Define Councils talent** • Undertake capability skills audit and training needs analysis (TNA) bi-annually to identify current strengths and develop areas across the business – 30 June 2019 Measures: a. 100 of staff complete TNA b. 90% compliance with required tickets and licenses within expiry period	HR	Not completed by 30 June, 2019.	Current qualifications matrix has been developed, which in conjunction with performance reviews, will identify areas to be included in individual training plans.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 5.4.2.2 Promote generation and gender diversity • Investigate awareness and training options for Council consideration – 30 June 2020 • Work with TAFES to identify trainee, scholarship and other staff development opportunities – 30 June 2022 with annual review and reporting	HR	CIT and other TAFES contacted for refresher courses. New Trainees and Apprentices to be sourced. To replace recent apprentices completing competency at Cert III	Inclusive training is being undertaken with a focus on the role of women in leadership positions within Council.
		Action 5.4.2.3 Measure and monitoring Council's talent • Actively manage workforce productivity – 30 June 2022 with annual review and reporting • Introduce ratios into management reports – turnover, gender, number of appraisals completed – 31 December 2018 • Consolidate introduction of pilot performance appraisal system and KPIs – 30 June 2019 Measures: a) 100% 6-month performance appraisals completed b) 100% 12-month performance review process completed	HR	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		• Undertake Workforce Management Planning – 30 June 2022 with annual review and reporting Measures: a) Annual outcomes from Workforce Management Plan delivered on time and to standard b) 100% of requirements approvals aligned with Plan c) 10 key roles identified across Council as 'critical roles'			
		Action 5.4.2.4 Realise Councils talent • Undertake succession planning and talent identification – 30 June 2019 Measures: a) Draft Succession plan 2018-28 developed b) Identify 'high talent' staff – 10-15% of workforce • Undertake Employee Engagement Survey – 30 June 2018 Measures: a) Survey delivered and accessible to 100% of staff b) Achieve completion rate of 50% minimum	HR	Succession Plan for identified positions in progress.	Leadership training is being undertaken to ensure succession planning is taken into account ensuring continuity of Council's values.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.4.3	Leverage new technology to monitor and innovate our people and service development	**Action 5.4.3.1 Consolidate existing people data and identify data gaps** • Test and migrate payroll data into authority – 30 June 2019 • Complete staff culture survey – 30 June 2019 <u>Measures:</u> • Complete personnel files and filing system into TRIM • Deliver survey report results and recommendations	FM HR	Substantially Completed Not completed as at 30 June, 2019. Partially completed	TRIM operational May, 2019
		Action 5.4.3.2 Utilise Data to benchmark with external LGAs - 30 June 2022 with annual review and reporting	HR	Not completed as at 30 June, 2019.	
		Action 5.4.3.3 Monitor and report on internal and external HR trends • Automate performance appraisal system – 30 June 2020	HR	Not completed as at 30 June, 2019.	
		Action 5.4.3.4 Implement online learning management and training system • Develop and implement integrated training calendar. 30 June 2019	HR	Not completed as at 30 June, 2019.	

5.5 Investigating Funding, Services and Programs Supporting and Strengthening Communities in the Region:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 5.5.1	Build strong, effective and productive alliance and partnerships with community organisations, state and federal governments	**Action 5.5.1.1 Council representatives participate in regular engagement through meetings, events and activities** – 30 June 2019	GM	Ongoing	
Strategy 5.5.2	Identify opportunities and advocacy for advancing Murrumbidgee	**Action 5.5.2.1 Maintain and participate in RAMROC and other regional forums** 30 June 2022 with annual review and reporting	GM	Ongoing	Now RAMJO
		Action 5.5.2.2 Actively participate in Newell Highway Task Force, Policy Area Networks – 30 June 2022 with annual review and reporting	GM	Ongoing – meetings attended	
		Action 5.5.2.3 Participate in the regional and state level discussion about the future of water supplies and security for the region - 30 June 2022 with annual review and reporting	GM	Ongoing – meetings attended	
		Action 5.5.2.4 Keep state and federal members and agencies updated on Murrumbidgee's issues, challenges and achievements 30 June 2022 with annual review and reporting	GM	Ongoing	