



AGENDA

Ordinary Council Meeting

Tuesday, 18 February 2025

I hereby give notice that an Ordinary Council Meeting will be held on:

Date: Tuesday, 18 February 2025

Time: 2:00 PM

**Location: Council Chambers, Estates Building Cressy Street
Deniliquin**

**Jack Bond
Chief Executive Officer**

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1. OPENING MEETING**2. ATTENDANCE****3. LIVE STREAMING STATEMENT**

Edward River Council wishes to advise members of the public that Council Meetings will be recorded and will be available after each meeting on Council's website [Councils Website](#). All care will be taken to maintain the privacy of those in attendance, however As a visitor in the public gallery, your presence may be recorded. By remaining In the public gallery, it is assumed your consent is given in the event your image is broadcast. This includes any filming by television cameras if attendance is approved by the Chief Executive Officer or Mayor.

4. ACKNOWLEDGEMENT OF COUNTRY

The Edward River Council acknowledges and embraces the Traditional Owners of the Lands within the Edward River Council area - the Wamba Wamba/Perrepa Perrepa Peoples – and pay our respects to their elders, past, present, and emerging. The Edward River Council also recognises the diversity of different cultures within our community and their contribution.

5. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

1. That the leave of absence request by Cr Ken Bates from the 22nd February 2025 to 1st March 2025 be accepted.
2. That the request by Cr Linda Fawns to join the February Ordinary Council Meeting via Teams be accepted.

6. CONFIRMATION OF MINUTES

6.1. PREVIOUS MINUTES 17 DECEMBER 2024

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council receive and note the draft minutes of the Ordinary Council meeting held Tuesday 17 December 2024.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

BACKGROUND

PROPOSAL/DISCUSSION

RISK AND IMPLICATIONS

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Draft Minutes Ordinary Council Meeting held 17 December 2024.

Attachment 1 - Minutes for Ordinary Council Meeting 2-00 PM - Tuesday, 17 December 2024



MINUTES

Ordinary Council Meeting

Tuesday, 17 December 2024

I hereby give notice that an Ordinary Council Meeting will be held on:

Date: Tuesday, 17 December 2024

Time: 2:00 PM

**Location: Council Chambers, Estates Building Cressy
Street Deniliquin**

**Gary Arnold
Interim Chief Executive Officer**

Order of Business

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

1. OPENING MEETING

The meeting opened at 2pm.

2. ATTENDANCE

Present: Mayor Cr Ashley Hall, Deputy Mayor Cr Kellie Crossley, Cr Ken Bates, Cr Shirlee Burge, Cr Craig Druitt, Cr Linda Fawns, Cr Leanne Mulham, Cr Shannon Sampson, Cr Frank Schofield, Interim Chief Executive Officer, Interim Advisor

In Attendance: Director Infrastructure, Acting Director Corporate Services, Executive Assistant.

Via Teams: Acting Chief Financial Officer

3. LIVE STREAMING STATEMENT

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4. ACKNOWLEDGEMENT OF COUNTRY

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5. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

Noted that Mayor Cr Ashley Hall will be on leave from the 16th January 2025 to 6 February 2025

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

6. CONFIRMATION OF MINUTES

6.1. DRAFT MINUTES ORDINARY COUNCIL MEETING HELD 26 NOVEMBER 2024

Moved: Cr Ken Bates

Seconded: Cr Craig Druitt

RESOLUTION 2024/1712/6.1

That Council receive and note the draft minutes of the Ordinary Council meeting held Tuesday 26 November 2024.

UNANIMOUSLY CARRIED

7. DISCLOSURES OF INTERESTS

11.2 Flood Plans and Mitigation Works for Davidson Street Area, Cr Shannon Sampson declared a non-pecuniary - less than significant interest with no further action needed.

11.6 Edward River Community Grants Program, Cr Frank Schofield declared a non-pecuniary - less than significant interest with no further action needed.

8. MAYORAL MINUTE(S)

There is one Mayoral Minute that will be discussed during Confidential Items

9. URGENT ITEMS OF BUSINESS

Nil

10. REPORTS OF COMMITTEES

10.1. AUDIT, RISK AND IMPROVEMENT COMMITTEE - DRAFT MINUTES - 18 NOVEMBER 2024

Moved: Cr Leanne Mulham

Seconded: Cr Linda Fawns

RESOLUTION 2024/1712/10.1

That Council notes:

1. The draft minutes of the Audit, Risk and Improvement Committee meeting of 18 November 2024.

UNANIMOUSLY CARRIED

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

11. REPORTS TO COUNCIL

11.1. DRAFT COMMUNITY STRATEGIC PLAN

Moved: Cr Craig Druitt

Seconded: Cr Frank Schofield

RESOLUTION 2024/1712/11.1

That Council endorse the draft Community Strategic Plan: Edward River - Towards 2035 for public exhibition until midnight on Friday, 31 January 2025.

That Council and our community note that the version that will be put out for public exhibition will have:

- some minor administrative amendments based on progressive review and feedback; and
- updated monitoring our progress measurables.
- Addition of new item to be included in section 1.5 as follows - promoting and developing an environment where the local schools are the communities first choice for education.

UNANIMOUSLY CARRIED

11.2. FLOOD PLANS AND MITIGATION WORKS FOR DAVIDSON ST AREA

Moved: Cr Craig Druitt

Seconded: Cr Frank Schofield

RESOLUTION 2024/1712/11.2

That Council adopt the final report into Data Collection and Analysis of the November 2022 Flood Event Davidson Street and North Deniliquin, prepared by WMA Water.

Council will be provided with further recommendations following investigation into the proposed options.

UNANIMOUSLY CARRIED

11.3. COMMUNICATIONS & COMMUNITY ENGAGEMENT STRATEGY REVIEW

Moved: Cr Linda Fawns

Seconded: Cr Leanne Mulham

RESOLUTION 2024/1712/11.3

That Council review and adopt the updated Communications and Community Engagement Strategy (CCES) 2023-2027 inclusive of proposed changes to the timing of the strategy deliverable dates and realignment of strategy to council elected term.

UNANIMOUSLY CARRIED

ORDINARY COUNCIL MEETING MINUTES**TUESDAY, 17 DECEMBER 2024**

11.4. REVIEW OF COUNCILS RESERVES DECEMBER 2024

Moved: Cr Leanne Mulham

Seconded: Cr Craig Druitt

RESOLUTION 2024/1712/11.4

That Council:

1. Adopt Option One which dissolves all internally restricted reserves and absorbs their balances into Councils unrestricted cash apart from:

- Plant and vehicle replacement
- Infrastructure replacement
- Employees leave entitlement
- Deposits, retentions, and bonds
- Conargo Hall Committee Bequest and;
- Incomplete capital works, FAG in advance at the end of each financial year

2. Note the options staff considered in reviewing councils internally restricted reserves, and them recommending option one for council to adopt.

3. Endorse the future work staff will undertake on administering the seven reserves in 1. above and:

4. Endorse the strategy for establishing any future reserves that council may establish.

UNANIMOUSLY CARRIED**11.5. FRAUD AND CORRUPTION CONTROL POLICY**

Moved: Cr Shirlee Burge

Seconded: Cr Kellie Crossley

RESOLUTION 2024/1712/11.5

That Council:

1. Adopts the revised Fraud and Corruption Control Policy (Attachment 1).
2. Notes the Fraud and Corruption Control Plan (Attachment 2).
3. Notes that full implementation of the Fraud and Corruption Control Policy and Plan is currently at risk due to ongoing challenges faced by Council in recruiting and retaining staff within the Governance, Risk and Safety teams.
4. Notes that the Audit, Risk and Improvement Committee reviewed the Fraud and Corruption Control Policy and Plan on 18 November 2024, and suggested no amendments.

UNANIMOUSLY CARRIED

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

11.6. EDWARD RIVER COMMUNITY GRANTS PROGRAM

Moved: Cr Craig Druitt

Seconded: Cr Ken Bates

RESOLUTION 2024/1712/11.6

That Council allocates the full 2024-2025 Community Grants program budget as follows:

1. Rotary Club of Deniliquin \$2,600
2. U3A \$2,983
3. Outback Theatre for Young People \$3,000
4. Deniliquin Genealogy Society \$3,000
5. Deniliquin Film Society \$3,000
6. Deniliquin & District Historical Society \$3,000
7. South West Music \$2,985
8. Deniliquin Amateur Swimming Club \$2,600
9. Motherland \$1,800

CARRIED

11.7. VOLUNTARY PLANNING AGREEMENT FOR YANCO DELTA WINDFARM DEVELOPMENT

Moved: Cr Shirlee Burge

Seconded: Cr Frank Schofield

RESOLUTION 2024/1712/11.7

That Council:

1. Place the draft Voluntary Planning Agreement for the Yanco Delta Windfarm Development on public exhibition for a period of not less than 28 days and invite submissions from the community regarding the agreement, and
2. If no submissions are received, authorise the Interim Chief Executive Officer to sign the draft Voluntary Planning Agreement for the Yanco Delta Windfarm Development on behalf of Council.

CARRIED

11.8. INVESTMENT POLICY REVIEW 2024

Moved: Deputy Mayor Cr Kellie Crossley

Seconded: Cr Leanne Mulham

RESOLUTION 2024/1712/11.8

That Council:

1. Adopt the 2024 Revised Investment Policy

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

2. Note that ARIC has recommended the 2024 Investment Policy for adoption by council at its meeting, after incorporating the minor changes to the Policy Statement, as noted below.

3. Note the key objectives of the updated Policy continue to be the preservation of capital, taking into consideration the cashflow needs of Council, the level of risk with each investment and its security.

UNANIMOUSLY CARRIED

11.9. GOVERNANCE FRAMEWORK

Moved: Cr Frank Schofield

Seconded: Cr Linda Fawns

RESOLUTION 2024/1712/11.9

That Council adopt the Governance Framework which will enact the following actions:

- Adopted Framework to be uploaded to Council's web page; and
- Staff awareness campaign to commence which will include elearning modules.

UNANIMOUSLY CARRIED

11.10. 2025 SCHEDULE OF ORDINARY MEETINGS

Moved: Cr Frank Schofield

Seconded: Cr Shirlee Burge

RESOLUTION 2024/1712/11.10

That Council adopt the proposed 2025 schedule of Ordinary Council Meetings which schedules meeting for the third Tuesday of each month between February and December 2025 to commence at 2pm in the Council Chambers:

Cr Frank Schofield proposed a revised recommendation:-

That the location of the Council Meeting scheduled for 20 May 2025 be held in the Blighty Town Hall and the Council meeting scheduled for the 16 September 2025 be held in the Conargo Town Hall with meetings to be scheduled at Booroorban, Wanganella and Pretty Pine at a later date in Council's Term.

Further amendment moved by Cr Sampson

That the February meeting will be held at 2pm on the third Tuesday and that a further report will be brought back to Council with suggested options including times, days, and location.

UNANIMOUSLY CARRIED

12. REPORTS FOR NOTING

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12

That the following reports for noting be moved as one. This includes items 12.1 through to item 12.6.

UNANIMOUSLY CARRIED

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 17 DECEMBER 2024

12.1. ANNUAL CODE OF CONDUCT COMPLAINTS REPORTING

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12.1

That Council

1. receive and note the 2023/2024 annual report on Code of Conduct Complaint Statistics;
2. note that the report will be lodged with the NSW Office of Local Government by 31 December 2024.

UNANIMOUSLY CARRIED

12.2. COUNCILLOR WRITTEN INTEREST RETURNS

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12.2

That Council:

1. Notes the tabling of the first returns of Disclosure of Pecuniary Interests and other matters for newly elected Councillors' at the September 2024 Local Government elections.

UNANIMOUSLY CARRIED

12.3. FUNDED PROJECTS REPORT - NOVEMBER 2024

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12.3

That Council notes the funded projects report for November 2024.

UNANIMOUSLY CARRIED

12.4. DEVELOPMENT SERVICES ACTIVITY REPORT

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/2712/12.4

That Council receive and note the Development Services Report for November 2024.

UNANIMOUSLY CARRIED

ORDINARY COUNCIL MEETING MINUTESTUESDAY, 17 DECEMBER 2024

12.5. INVESTMENT REPORT - NOVEMBER 2024

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12.5

That Council receive and note the Investment Report for November 2024.

UNANIMOUSLY CARRIED**12.6. RESOLUTIONS OF COUNCIL AS AT 9 DECEMBER 2024**

Moved: Cr Shirlee Burge

Seconded: Deputy Mayor Cr Kellie Crossley

RESOLUTION 2024/1712/12.6

That Council

1. note the information in the Resolutions of Council as at 9 December 2024.
2. that a further report will be tabled in February 2025 for resolution 2024/1706/12.1 Deniliquin Landfill Gate Fees and resolution 2024/1607/12.4 Naming of North Rest Area.

UNANIMOUSLY CARRIED**13. NOTICES OF MOTIONS**

Nil

14. QUESTIONS WITH NOTICE

Nil

15. CONFIDENTIAL MATTERS

Prior to moving into Confidential Matters, Mayor Cr Ashley Hall took a moment on behalf of Council to thank Interim Chief Executive Officer Gary Arnold as this may be his final Council Meeting. Mayor Hall made reference to the time put in, stability given to Council and the assistance given to the Councillors.

Interim CEO Gary Arnold responded, saying it has been a pleasure, thanking his colleagues, leadership team and all staff. Wishing them all the best in the future.

Moved: Cr Shirlee Burge

Seconded: Cr Craig Druitt

RESOLUTION 2024/1712/15

That Council move into Confidential items to consider the matters listed in the confidential section of the agenda in accordance with Section 10(2) of the Local Government Act 1993 for the reasons specified as follows:-

2) The matters and information are the following

- d(i) commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

At this stage, the time being 3.10pm Council closed the meeting to the public.

UNANIMOUSLY CARRIEDPage 11

ORDINARY COUNCIL MEETING MINUTES**TUESDAY, 17 DECEMBER 2024**

15.1. CONTRACT 2024-09 CLEAR WATER PUMP REPLACEMENT

Moved: Deputy Mayor Cr Kellie Crossley

Seconded: Cr Craig Druitt

RESOLUTION 2024/1712/15.1

That Council:

1. Accepts the tender submitted by Civil and Earth Australia Pty Ltd for Contract 2024-09 - Clear Water Pumps Replacements, for the lump sum of \$775,656.81+GST,
2. Authorises the Mayor and Interim Chief Executive Officer to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract 2024-09 - Clear Water Pumps Replacements, and
3. Authorises the Contract Superintendent to approve variations on the contract up to a maximum value of 10% of the contract sum.

UNANIMOUSLY CARRIED**15.2. MAYORAL MINUTE****RESOLUTION 2024/1712/15.2**

That Council:

1. That council offers a five year performance based contract to the individual nominated within this report.
2. That the terms of the contract be generally in accordance with the terms advertised and outlined within the report.
3. That the Mayor and Deputy Mayor be authorised to execute the contract under the common seal of the council.
4. That upon acceptance of the council's offer of employment, the council make a formal announcement.

UNANIMOUSLY CARRIED**16. CLOSE OF MEETING**

Moved: Cr Shannon Sampson

Seconded: Cr Craig Druitt

That Council move out of Confidential Items at 3.25pm and the Interim Chief Executive Officer read out the resolutions.

UNANIMOUSLY CARRIED

The meeting closed at 3.27pm

7. DISCLOSURES OF INTERESTS

8. MAYORAL MINUTE(S)

9. URGENT ITEMS OF BUSINESS

NOTE: Business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

- a. a motion is passed to have the business considered at the meeting, and
- b. the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

Only the mover of a motion can speak to the motion before it is put.

A motion of dissent cannot be moved against a ruling by the chairperson.

10. REPORTS OF COMMITTEES**10.1. DRAFT MINUTES OF THE CONARGO HALL COMMITTEE****Draft Minutes of the Conargo Hall Committee**

Author: Executive Assistant

Authoriser: Director Infrastructure

RECOMMENDATION

That Council:

1. Receives the minutes of the Conargo Hall Committee meeting held on 27 November 2024, and endorses the recommendations from the Committee contained therein, specifically;

a) The Committee requests Council to remove the sheep yards and level and remediate the site in a timely manner. This was agreed to be done via request for quotation, it will be advertised and will close 3 weeks after the beginning of the advertising campaign. Council will then advise the committee once a quote has been accepted. If no quotations received, then Council will undertake the work.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future

1.2 Quality built environment

1.3 Enhanced Active and Passive Open Spaces

4. Delivering community assets and services

4.1 Vibrant villages and towns

BACKGROUND

Section 355 (s355) committees of the Council play an important role in providing and managing council facilities. The Conargo Memorial Hall and Recreation Ground Committee was confirmed by council resolution in January 2022 (Resolution 220120/9.3). The Committee is responsible for the care, control and maintenance of the Conargo Hall and recreation grounds, as detailed in the adopted Instrument of Delegation and Terms of Reference.

PROPOSAL/DISCUSSION

At the meetings the Committee discussed proposed projects in the Conargo area to be funded from the Bob White Bequest, noting that members of the Committee had undertaken research and investigation into the projects. It was noted at the meetings that, as a s355 committee, they could make recommendations to Council by way of a motion and resolution and that these motions would be raised with Council as a noted recommendation when the minutes from the Committee are presented to Council. This will provide greater transparency regarding the recommendations from the Committee and how they are managed by Council.

In summary the committee considered the following matters at its 27th November 2024 Meeting:

- Received an update from the Treasurer on invoices sent out and invoices paid. An update was also provided on the Bob White Bequest funds and what money was in different accounts.
- Received an update on the process for Advertising & Sale of the Sheeppards from Director Infrastructure.

- An update was provided by the Director Infrastructure on the financial processes for payment of contractors undertaking work for the Conargo Hall Committee.
- Received an updated on works at the Shower Block & other project of the Bob White Bequest.
- The chair & secretary provided the committee with information from the Combined Villages Committee meeting hosted by Council and the framework that was proposed. They also provided members with a copy of the response sent to Council and letter to Governance Manager.
- The committee also discussed purchase of various new equipment, the Christmas Raffle and the contribution to the committee that Colin & Marg Bull, Michael Pisasale, Alan & Lyn Hardcastle, Bronwyn Chappell and Lyn Baker have had.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

The Conargo Hall Committee, as a s355 committee, operates in accordance with the Local Government Act and Regulations.

6.2 Financial

As part of their responsibilities as a s355 committee, the Conargo Hall Committee provides Council with information regarding their financial status.

6.3 Community Engagement/Consultation

Engagement is through the Conargo Hall committee.

6.4 Work Health and Safety

All Maintenance that is carried out as part of the operations plan by either Council staff or Contractors are to follow Councils Work Health & Safety Policy.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Draft Minutes of the Conargo Hall Committee Meeting Held on Wednesday 27 November 2024.
2. Financial & Administrative Process
3. Financial Process Chart
4. Combined Villages Meeting Proposed Framework
5. Combined Villages response letter to proposed Framework

Conargo Hall Committee

General Meeting Minutes – Wednesday November 27, 2024

TIME: 6.30 pm

DATE: Wednesday November 27, 2024

LOCATION: Conargo Shire Hall/Live Stream

MINUTE TAKER: Secretary

ITEM NO.	AGENDA ITEM	SPEAKER	DETAILS & ATTACHMENTS
1	Welcome	Scott Fullerton (Chair)	Scott welcomed everyone to the meeting at 6.30 pm. On behalf of the Conargo Hall Committee and acknowledged and embraced the Traditional Owners of the Lands within the Edward River Council area - the Wamba Wamba/Perrepa Perrepa Peoples – and paid his respects to elders, past, present, and emerging. He also recognised the diversity of different cultures within our community and their contribution. Scott also welcomed Cr Linda Fawns, and ERC staff Mark Dalzell and Paul Links and thanked them for their attendance.
2	Apologies	Chair	Aileen Loader, Mick Loader, Karen Luckel, Justin Luckel, Jaymie Coleman Moved: Brett Jervis Second: Dave Woodhead Carried
3	Attendees	Chair	Scott Fullerton, Deb Stockton, Ian Paton, Brett Jervis, Christie Jervis, Allison Pearson via phone, Dave Woodhead, Cr Linda Fawns, Paul Links, Mark Dalzell, Liz McNamara, Alistair McNamara,
4	Declaration of Conflict of Interest	Chair	No conflict of interest declared
5	Acceptance of Minutes from October 23, 2024	Chair	Moved: Liz McNamara Second: Brett Jervis Carried

6	Business Arising	<p>Chair</p> <p>Dave Woodhead</p> <p>Dave Woodhead</p> <p>Deb Stockton</p> <p>Scott Fullerton</p> <p>Chair /Treasurer</p> <p>Deb Stockton</p>	<p>6.3 Community Showcase Morning – setting a date was deferred until the January 2025 meeting.</p> <p>6.4 Patching of tennis courts working bee – deferred until January 25 meeting.</p> <p>6.5 Extension to the hall progress was discussed. The plans and certified engineering drawings will be available early next week and will be put out for quotation.</p> <p>6.6 Community Foundation update – deferred to an informal meeting to be scheduled in December.</p> <p>6.7 Urgent meeting request with Mark Dalzell, Jacinta Erdody and Gary Arnold – Mark Dalzell was in attendance and spoke to the concerns of the committee re the need for process and better communication systems to enable projects to move forward. Further discussion in 10.4 Financial processes.</p> <p>6.8 Banking Protocols were discussed, the previous chair will need to be removed from banking signatories and the new chair added. Ian Paton to oversee as a matter of urgency.</p> <p>6.9 Outcome from 355 meeting with Council – Mark Dalzell requested to comment, deferred to general business/financial processes</p>
7	Chair Report	Scott Fullerton	No report tabled
8	Secretary’s Report	Deb Stockton	<p>8.1 Letter to Hayley Purbrick re Country University Donation</p> <p>8.2 Letter to Felicity Michael re Funding Childcare Centre</p> <p>8.3 Letter to Rod Marsh re fundraiser Rod Run March 2025.</p> <p>8.4 Booking from Department of Climate Change</p> <p>Moved: Brett Jervis</p> <p>Second: Liz McNamara</p> <p>Carried</p>
9	Treasurers Report	Ian Paton	Invoices sent to Huggins and DPI for hire of the hall. Accounts paid for Top Security for the security system and sound system, Menadue’s for the laying of the new kitchen floor, and miscellaneous small bills associated with Friday night functions. Income of

			<p>\$64,000 in interest \$57,000 spent. Westpac has sorted the investment of the Bob White bequest, and the following allocations made: \$250,000 transferred to working account, \$250,000 invested for 3 months, \$500,000 invested for 6 months, and the balance of \$1.9 M invested in a 12-month term deposit. Moved: Alistair McNamara Second: Christie Jervis Carried</p>
10	General Business	<p>Deb Stockton</p> <p>Scott Fullerton</p> <p>Dave Woodhead</p>	<p>10.1 Update on “Share the Load” Farmers Well Being event hosted by Deni MHAG (Deniliquin Mental Health Awareness Group) in collaboration with the Conargo Hall Committee. Deb advised preparations are progressing well and the ticketing site was working well with target numbers for attendance 70, 56 to date.</p> <p>10.2 Scott invited Mark Dalzell to update the committee on the progress of the sale of sheep yards. Mark advised he had been involved in significant discussions with appropriate parties in regard to the future of the sheep yards and he was comfortable with repurposing the space and disposing of the yards. There was discussion around the Conargo Hall Committee undertaking the disposal and remediation versus the Council taking control.</p> <p>The Committee resolved for Council to take control. The process will be: An EOI will be advertised and will close at least three weeks after the beginning of the advertising campaign. Motion: The Conargo Hall Committee request Council to remove the sheep yards, and level and remediate the site in a timely manner. Moved: Scott Fullerton Second: Brett Jervis Carried Council will advise the hall committee when a tender has been accepted post evaluation process, including expected timelines for completion. Should no EOI be received, Council will undertake the work.</p> <p>10.3 The completion of the Cricket Pitch - Scott and Dave discussed the need for more sand to be bought in to level the pitch and slope away onto the grass to ensure there are no trip hazards. Dave Woodhead to follow up with Colin Bull, Deb to contact Menadue’s re the laying of the pitch surface and Deb to contact Wes to turn water off the oval to allow it to dry out.</p>

		Scott Fullerton	<p>10.4 Financial processes for payment of contractors undertaking work for the Conargo Hall Committee were discussed at length with Mark Dalzell. Mark clarified the process from here on in. Projects are endorsed by Conargo Hall Committee, and form part of the minutes. Minutes are sent to Council; motions are extrapolated and show a clear and transparent process; Council resolves to accept the motions. The flow chart attached to these minutes detail the step-by-step process.</p> <p>Mark also clarified the process for dealing with an out-of-date quote, becoming an approved supplier for council, the procurement process of council, lead times, and times when council require consultation and evaluation. The document attached gives detailed information.</p>
		Deb Stockton	<p>10.5 Deb advised no further feedback from David Hay – deferred to January meeting.</p>
		Dave Woodhead	<p>10.6 Shower block plans and costs – Dave discussed a change of plans for the addition of the shower block, advising the positioning of the showers to the north wall of the existing block would be a better option. He will draw plans for the next meeting.</p>
		Chair	<p>10.7 GST Implications outside of council process were dealt with in the financial process discussion.</p>
		Deb Stockton & Scott Fullerton	<p>10.8 Combined Villages Committee Meeting was discussed by Deb and Scott, outlining the purpose of the meeting was to address the proposed Framework for committees proposed by Council. The combines villages put a response together and it is attached to these minutes.</p> <p>The same letter was sent to the governance Manager of the Council and copied to Jaymie Coleman and Paul Links. Mark Dalzell advised our feedback has been consistent across a number of organisations and after consultation with the new Mayor and Deputy Mayor, there will be a reset in the New Year.</p> <p>The most common thread amongst villages was the new structure of council has seen the loss of Paul Hussey which has been extremely detrimental to our villages, we have gone from a direct line to council, a connection and action to nothing, our communication is non-existent, and we are all frustrated with our lack of connection to council and lack of response.</p>

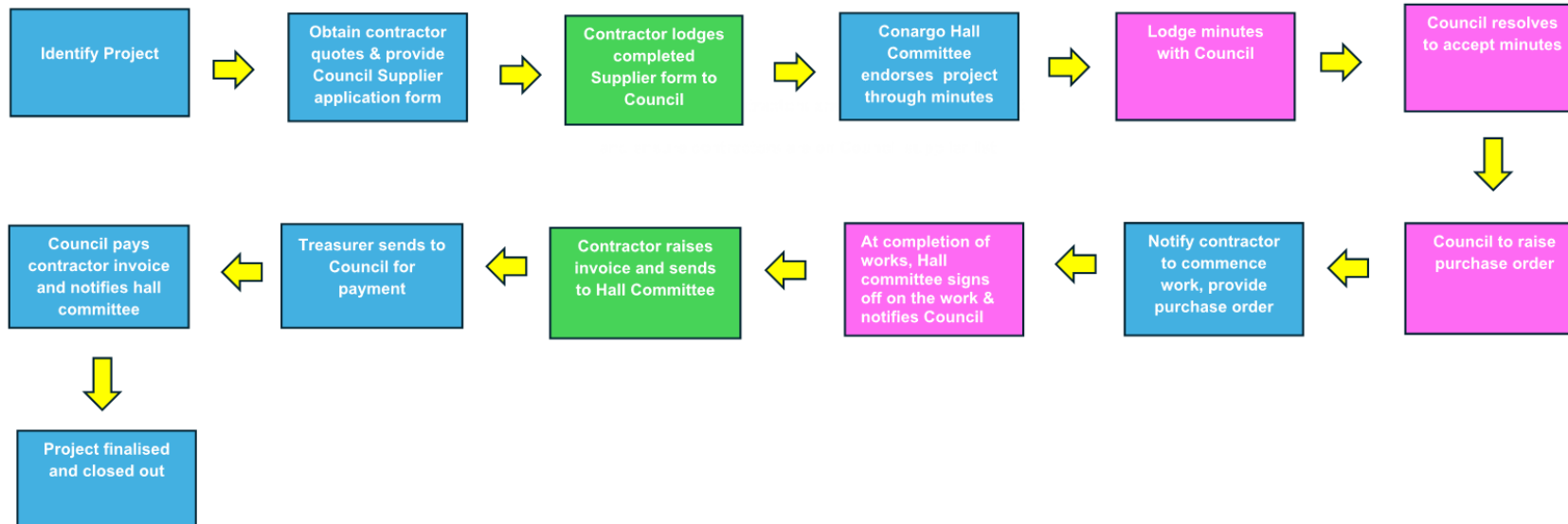
		Chair	<p>10.9 Bob White Bequest progress of projects was undertaken with Mark Dalzell. where we together, went through the list of what the Conargo Hall Committee has endorsed. As a committee, we were unaware of how the endorsement occurred. We went back to the initial list and the workshop held on Dec 3, 2023, and endorsed by the committee in February 2024.</p> <table border="1" data-bbox="1028 480 1792 1267"> <thead> <tr> <th data-bbox="1028 480 1301 563">Project</th> <th data-bbox="1301 480 1792 563">Status & Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="1028 563 1301 619">Conargo Hall Extension</td> <td data-bbox="1301 563 1792 619">First stage endorsed awaiting plans and specifications</td> </tr> <tr> <td data-bbox="1028 619 1301 675">Installation of Generator</td> <td data-bbox="1301 619 1792 675">Endorsed -</td> </tr> <tr> <td data-bbox="1028 675 1301 730">Repurpose storage area</td> <td data-bbox="1301 675 1792 730">Not endorsed</td> </tr> <tr> <td data-bbox="1028 730 1301 759">Lighting – outside hall</td> <td data-bbox="1301 730 1792 759">Endorsed - completed</td> </tr> <tr> <td data-bbox="1028 759 1301 815">Extension of camping area</td> <td data-bbox="1301 759 1792 815">Endorsed – awaiting removal of sheep yards</td> </tr> <tr> <td data-bbox="1028 815 1301 871">Upgrade of amenities block</td> <td data-bbox="1301 815 1792 871">Endorsed – in progress</td> </tr> <tr> <td data-bbox="1028 871 1301 927">Replace BBQ & upgrade play area</td> <td data-bbox="1301 871 1792 927">Endorsed - completed</td> </tr> <tr> <td data-bbox="1028 927 1301 956">Replace cricket pitch</td> <td data-bbox="1301 927 1792 956">Endorsed - completed</td> </tr> <tr> <td data-bbox="1028 956 1301 1011">Install lights at tennis courts</td> <td data-bbox="1301 956 1792 1011">Endorsed</td> </tr> <tr> <td data-bbox="1028 1011 1301 1040">Restock creek</td> <td data-bbox="1301 1011 1792 1040">Not endorsed</td> </tr> <tr> <td data-bbox="1028 1040 1301 1069">Health facility</td> <td data-bbox="1301 1040 1792 1069">Not endorsed</td> </tr> <tr> <td data-bbox="1028 1069 1301 1098">Drop log stables repair</td> <td data-bbox="1301 1069 1792 1098">Endorsed – in progress</td> </tr> <tr> <td data-bbox="1028 1098 1301 1153">Church upgrade</td> <td data-bbox="1301 1098 1792 1153">Requested council to go 50/50 in 25/26 budget</td> </tr> <tr> <td data-bbox="1028 1153 1301 1209">Cenotaph</td> <td data-bbox="1301 1153 1792 1209">Endorsed for stages one and two Awaiting final concept plans</td> </tr> <tr> <td data-bbox="1028 1209 1301 1265">Purchase of the General store</td> <td data-bbox="1301 1209 1792 1265">Under consideration</td> </tr> </tbody> </table>	Project	Status & Comments	Conargo Hall Extension	First stage endorsed awaiting plans and specifications	Installation of Generator	Endorsed -	Repurpose storage area	Not endorsed	Lighting – outside hall	Endorsed - completed	Extension of camping area	Endorsed – awaiting removal of sheep yards	Upgrade of amenities block	Endorsed – in progress	Replace BBQ & upgrade play area	Endorsed - completed	Replace cricket pitch	Endorsed - completed	Install lights at tennis courts	Endorsed	Restock creek	Not endorsed	Health facility	Not endorsed	Drop log stables repair	Endorsed – in progress	Church upgrade	Requested council to go 50/50 in 25/26 budget	Cenotaph	Endorsed for stages one and two Awaiting final concept plans	Purchase of the General store	Under consideration
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		Deb Stockton	<p>Other business</p> <p>10.10.1 Australia Day Cricket match - deferred</p> <p>10.10.2 There was significant discussion around celebrating and acknowledging the contributions of Colin and Marg Bull, Michael Pisasale, Alan and Lyn Hardcastle, Bronwyn Chappell and Lyn Baker to the Conargo Hall Committee.</p> <p>Motion: Hampers to be purchased to around the value of \$150.00 and a celebration of kind planned in the new year.</p> <p>Moved: Deb Stockton Second: Liz McNamara Carried</p> <p>10.10.3 Purchase of blower - Dave gave an update that currently the blower is out of stock but should be available shortly.</p> <p>10.10.4 Motion: Purchase of 10 stubby holders for inclusion in Christmas Raffle</p>														
		Dave Woodhead															
		Deb Stockton															

		<p>Deb Stockton</p> <p>Brett Jervis</p>	<p>Moved: Liz McNamara Second: Dave Woodhead Carried</p> <p>10.10.5 Motion: Purchase of kitchen equipment including a kitchen aid mixer. Moved: Deb Stockton Second: Christie Jervis Carried</p> <p>10.10.6 Further information to the refurbishment of the playground, Brett sourced the specifications for the installation of a compliant swing, similar to that installed at Memorial Park. Motion: Install a swing (to regulation) in the existing playground area.</p> <p>Moved: Brett Jervis Second: Scott Fullerton Carried Brett to source quote for supply and installation for the January meeting.</p>
11	Close of meeting	Chair	<p>Meeting closed at : 9.21 pm Next Meeting date: Wednesday January 22, 2025 6.30 pm</p>

Attachment 2 - Financial and Administrative Process

Conargo Hall Committee Project Administrative Process



Financial and administrative processes for dealing with Projects undertaken by the Conargo Hall Committee

Notes from November 27, 2025 meeting.

1. Written process understanding how the process works will be a transparent document given to all committee members to ensure everyone is across the process and follows the procedure.
2. All quotes sourced are required to be addressed to the Edward River Council care of the Conargo Hall Committee.
3. Purchase orders are then raised from these quotes.
4. Contractors working on Conargo Hall Committee projects do the work under committee control.
5. When the work is completed, contractors raise their invoice, sending it to the treasurer of the Conargo Hall Committee.
6. The treasurer sends the invoice payable to the identified accounts officer of the Council.
7. Council will notify the Hall Committee when the account has been paid.
8. Council will then invoice the Conargo Hall Committee for the invoiced amount, less GST.
9. When there is a lag between accepting a quote, and work commencing, and there is a cost variation the following applies. If it is a small amount, it is noted to council and in hall minutes, the reason for the cost variation. If the amount is substantial, source a new quote, and ensure minutes contain the reason for the increase.
10. For bigger projects, for example the extension to the hall, the centotaph, involve Council early in the process. For example, with the hall extension, once plans and specifications are drawn up, invite Council staff to look at the documents, then get three quotes as per the procurement procedure, then hold an out of committee meeting/discussion/evaluation with Council staff to determine the preferred contractor. Outcomes of the evaluation are then taken to in-

committee meeting , endorsed, decision is minuted, and sent to Council for resolution and acceptance.

11. 355 Status does not change this process.
12. Council will have the financial process finalised by the mid December Council meeting and it will then be sent out to committees.
13. All discussions and verbal approvals with Council employees require confirmation of resolutions in writing. For example, discussions held with Jaymie Coleman in regard to the Billabong Creek Bridge Rest Stop have only been verbal, they are required to be in writing.
14. The generator was quoted on almost twelve months ago. A new quote is required. Update the quote, send through as a variation, together with a site plan for the slab and shed. Council to make themselves available to attend an onsite meeting with Terry Maher Electrical and CHC delegates (notify Paul Links and Mark when Terry is available, giving three days' notice if possible). A written response from the Council can be expected within five working days to allow the project to get underway in a timely manner and within the terms of the quote.
15. Mark Dalzell will assist Dave Woodhead to bring the toilet block project into line with the new process. Mark reiterated this is a great model to work with groups, and the challenge is getting the process right for both parties. The aim is to bring everything in line with Council processes.
16. Mark will provide a list of Council employees as contacts for example, who do we contact to raise a purchase order, who do we send an invoice through to etc. Presumably, this will form part of the process guidelines council are developing.
17. Lead time is important to consider, from quote to purchase order needs as little time as possible. Should we require consultation with council, call an out of sync meeting with CHC and Council so everything is in order for the in committee meeting shortly after. Should we need to expedite the process, contact Council direct.
18. Ensure contractors are advised when quoting, the approval process has to go to council.

Committees and Community Facility Users Framework

Recommendations	Feedback
<p>Recommendation 1:</p> <p>That Council enter into newly prepared Primary User Agreements with the primary user community group for each facility.</p>	<p>What will a Primary User agreement look like. A proposed template would help understand the move to an agreement. Clear lines of responsibilities and a fact sheet – clear, transparent information is required, in draft form. The members understand the need for agreements, the concern is a blanket agreement will not translate to and reflect the way we operate as community facilities. We are village communities, not town venues.</p> <p>Resolution: Not supported</p> <p>Further consultation between committees and council needs to take place to ensure transparency and detail so there are no surprises.</p>
<p>Recommendation 2:</p> <p>That Council formally review and confirm the terms and duration of each lease or license agreement within 9 months of the beginning of each Council term.</p>	<p>Resolution: Supported</p> <p>Noted that the time frame of nine months is too long, suggest three, six at the longest.</p>
<p>Recommendation 3:</p> <p>That Council establishes a 'Casual User Agreement' to be entered into with casual users of Council-owned facilities.</p>	<p>Resolution: Not supported</p> <p>Please define casual user – one off user versus a regular casual user. Where does this fit in with those hiring the hall – is it the expectation that all hirer's of the hall are casual users and therefore need to provide their own insurance cover, for example, a wedding is booked through the hall committee, do they require their own public liability insurance? An organisation books a meeting at the hall, do they require their own insurance? Clarify the difference between the hall committee hiring the hall out, and a casual user. The detail in this recommendation is vital.</p>
<p>Recommendation 4:</p> <p>That the tenure of all Advisory Committees aligns with the relevant Council term.</p>	<p>Resolution: Supported</p>

<p>Recommendation 5:</p> <p>That Council identify which stakeholder committees it will facilitate or participate in at the commencement of each Council term as part of its contribution to achieving community objectives described in the Community Strategic Plan.</p>	<p>Resolution: Supported</p>
<p>Recommendation 6:</p> <p>That Council formally revoke any delegations made to community committees, dissolving any 's355 committees that may still exist, with the exception of the Australia Day Committee.</p>	<p>Resolution: Supported</p>
<p>Recommendation 7:</p> <p>That the inactive status of all of the committees identified above be confirmed, and those committees confirmed to be inactive be formally dissolved by way of a Council resolution.</p>	<p>Resolution: Supported with conditions:</p> <p>The process for this to take place needs to be thorough, how will the community be consulted to ensure inactive status, given that there is a contradiction around governance, and an assumption paperwork determines activity or inactivity. Community consultation with every committee is required.</p>
<p>Recommendation 8</p> <p>That Council puts in place systems to ensure that all financial transactions directly related to a</p>	<p>What systems would that be? Does this come back to the detail in the User agreement? This recommendation should be read in conjunction with, or combined with recommendation 11. Significant discussion around the work currently involved in taking bookings, opening and closing of venue, organising the cleaning and any special requests, checking of inventories pre and post event etc – the committees currently do this. The collection of fees pays for this effort. Is the council going to re-imburse the hall committees for their effort? Under the proposed new system, who from council will open the hall, close the hall, inspect and account for all equipment etc and be the community interface? The committees proposed the following options:</p>

<p>Council owned facility (collection and receipt of booking fees, purchase of cleaning equipment and consumables etc) are managed through Council's existing systems.</p>	<p>Option 1: Council do everything and require no committee involvement (bookings, fee collection, cleaning, catering etc)</p> <p>Option 2: Hall committees manage the booking and pay a proportion of the booking fee to the council</p> <p>Option 3: Hall committees manage the booking, and keep the fee in its entirety.</p> <p>There was further discussion around council taking on a centralised booking system that becomes not only an administrative burden, but completely removes the involvement of the hall committee at ground level – this is a very big part of our uniqueness and appeal – that bookings are made through us and often involves many add on services that financially support committees such as catering, etc. Communities will lose the ability to connect.</p> <p>Resolution: Not supported. Further discussion required with council to determine and clarify the parameters of this recommendation.</p>
<p>Recommendation 9:</p> <p>That any such agreed fundraising should be banked into Council's account and quarantined for the purpose for which the funds were raised and agreed with Council.</p>	<p>Resolution: Supported</p>
<p>Recommendation 10:</p> <p>That Council liaises with each of the 'primary user groups' to offer a councillor representative to participate in an ex-officio capacity on their community committee.</p>	<p>All committee members were in agreement with the offering of a councillor to attend and the frequency would be written into individual committee Terms of Reference.</p> <p>Committee would like to see a process put in place for effective communication between council employees and committees for an effective feedback process. Everyone agreed the current process is sadly lacking, and with the loss of Paul Hussey at Blighty and Conargo, there has been a distinct disconnect with committees and council.</p> <p>Resolution: Supported with conditions:</p> <p>There is consultation between committees and council on developing an effective communication, reporting, decision making and evaluation/follow up process. Committees in attendance are frustrated at the lack of process, response and follow-up from council.</p>

<p>Recommendation 11:</p> <p>That Council prioritises a budget allocation for investment into the creation of a customer self-service online booking system for its community facilities which includes provision for online payment of booking fees and charges.</p>	<p>There was discussion around the economics of creating a customer self-service on-line booking system, as mentioned in recommendation 8. There is major concern around the council setting of hire fees without any committee consultation. Village halls are the lifeblood of the community, and this recommendation threatens the operating integrity of every hall committee.</p> <p>Resolution: Not supported Greater consultation is required with committees.</p>
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DRAFT

Combined Village Hall Committees of
Mayrung, Wanganella, Blighty, Booororban &
Conargo

Jacinta Erdody
Acting Director Corporate Services
Edward River Council
180 Cressy Street
Deniliquin, NSW, 2710

Wednesday November 13, 2024

Dear Jacinta

Thank you for the opportunity to meet last Wednesday evening to discuss the changes for committees moving forward. It afforded the villages collaborative conversation and a place to express their concerns and seek clarification with council staff.

As you know, many at the meeting had not been privy to the Review of Council Committees Report and Framework document, and it was decided further consultation and discussion was required. Dana undertook to send the document to all village committees; however, the list of recipients did not include many of whom were at the meeting on Wednesday.

Representatives from village committees came together on Sunday Nov 10, to the Conargo Hall to discuss the proposed Framework. This group included Aaron Nevinson, Simon Bain and Georgie Meddings Wanganella, Dianne Billhooke from Booororban, Andy Lostroh and Marylynne Bradford Blighty, Phyllis, Gordon and Stephen Ball Mayrung, Brett Jervis, Dave Woodhead, Scott Fullerton and Deb Stockton Conargo.

Whilst we appreciate the work that has gone into the review, there is significant concern around how these agreements will affect individual committees. We find there is contradiction within the Framework and would like to understand the detail within the recommendations more fully.

As a group, whilst we support the overall concept plan behind the Framework, we seek further consultation and discussion with council.

We respectfully request the Framework is not put to Council in its current format until more extensive community/council consultation has taken place.

We believe the process is being rushed and deserves further consideration and explanation of the real impact these changes will have on existing committees.

It was noted that whilst all committees are aligned in some way, the village committees are unique, and we have real concerns about how that uniqueness will operate within this Framework.

Attached is a summary of the comments and resolutions from the Sunday meeting for your information and consideration. We would appreciate the opportunity to again meet with council to discuss our concerns and fine tune the recommendations of the Framework.

As small communities, it is the hall that brings people together, they are the life blood to isolated villages, and we are passionate about working with council to ensure they remain the epicenter.

We look forward to further discussions with council and believe we can work collaboratively to achieve a positive outcome.

Sincerely



Deb Stockton for Combined Village Hall Committees

Blighty: Andy Lostroh, Marylynne Bradford, Judy Platfuss
Wanganella: Simon Bain, Georgie Meddings, Aaron Nevinson
Mayrung: Stephen Ball, Phyllis Ball, Gordon Ball
Boooroban: Dianne Billhooke
Conargo: Scott Fullerton, Brett Jervis, Dave Woodhead, Deb Stockton

11. REPORTS TO COUNCIL

11.1. DRAFT COMMUNITY STRATEGIC PLAN

Author: Acting Director Corporate Services

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council:

1. Acknowledge the community feedback;
2. Approve the drafted responses to community submissions and enable the Acting Director of Corporate Services to provide formal responses to each submission; and
3. Endorse the updated Community Strategic Plan as attached to this report.

COMMUNITY STRATEGIC PLAN

The draft Community Strategic Plan which we are seeking endorsement of, will have the following five themes:

1. Communities: Caring, healthy, connected, inclusive communities
2. Natural environments: Respected and healthy nature environments
3. Built environments: Liveable built environments
4. Economy: Strong, diverse and sustainable
5. Leadership: Accountable civic leaders

BACKGROUND

Under the Integrated Planning & Reporting (IP&R) framework of the NSW Local Government Act, local councils have a custodial role in the preparation of a Community Strategic Plan on behalf of their local government area's community. The purpose of the Plan is to identify the community's main priorities and aspirations for the future, and to plan strategies for achieving those goals.

While Council has a custodial role in preparing the Plan, other partners such as State agencies, non-government organisations, business and industry, regional bodies, community organisations and groups, and individual community members will also have a role to play in delivering the strategies of the Plan and supporting the achievement of the community's goals.

Edward River - Towards 2035 describes a strategic vision for our region and sets the direction for Council's own planning (including the development of a Delivery Program and Resourcing Strategy to serve this Council's term).

At the December 2024 Ordinary Council Meeting, Council endorsed the draft Community Strategic Plan for public exhibition through until the 31 January 2025. As a result of this public exhibition period via Council's Have your say portal there were:

- 364 visits to the page;
- 143 download the Draft Community Strategic Plan;
- 19 Surveys completed (including some who provided additional documents/submissions)

During the public exhibition period there was an initial media release prior to Christmas and then a second media release after the new year, as well as multiple social media posts reminding our community to provide their feedback.

PROPOSAL/DISCUSSION

Post the closure of the public exhibition period, Councillors come together on the 11 February 2025 to consider the feedback that was provided by our community in relation to the draft Community Strategic Plan.

The review of feedback enabled Councillors to take on board the many perspectives of our community and in some instances recognised that some strategies were more actions that Council will be able to consider through the development of the four year Delivery Program that will be developed post the endorsement of this document.

RISK AND IMPLICATIONS**6.1 Legislative and Policy**

Section 402 of the Local Government Act 1993 requires each local government area to have a Community Strategic Plan, developed and endorsed by the Council on behalf of its community. The Integrated Planning and Reporting Guidelines for Local Government in NSW issued by the NSW Office of Local Government include Essential Elements that must be included in the development of the Community Strategic Plan. The attached Community Strategic Plan addresses these requirements.

6.2 Financial

Is this currently budgeted?: Yes.

A consultant budget was adopted within the 2024/25 Budget to support the development of the draft Community Strategic Plan.

6.3 Community Engagement/Consultation

As described above, Council had a public exhibition period from the December Ordinary Meeting of Council through until 31 January 2025.

6.4 Work Health and Safety

No Work Health and Safety implications have been identified as a result of this Report or its recommendations.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. CSP Consolidated Feedback and Responses
2. Draft CSP for Adoption

Attachment 1 - CSP Consolidated Feedback and Responses

Collated feedback on exhibition draft Edward River Community Strategic Plan (Dec 2024-Jan 2025)

CSP reference	CSP Strategy	Feedback provided	Proposed response
1	Communities: Caring, healthy, connected, inclusive communities		
1.1	Ageing		
1.1	General feedback	<ul style="list-style-type: none"> The ageing goal needs to be strengthened to increase the number of places by supporting providers and workforce creation 	An additional strategy has been added 1.1.4: Advocate for an increase in the number of aged care places and associated workforce in the local area.
1.1.1	Continue the construction and occupation of the Edward River Village		
1.1.2	Provide services that support older people to stay in their own homes safely	<ul style="list-style-type: none"> Supported. However currently no services with capacity to provide domestic assistance under the Commonwealth Home Support Package. This needs to be specifically addressed. Unless this is drilled down to get to specifics to address, the Plan won't change anything. 	Noted, but no changes proposed to the Plan. The current wording does not preclude advocacy or action to enable the provision of domestic assistance as described.
		<ul style="list-style-type: none"> As far as our knowledge goes ERC does not deliver services in any of this space and it is not clear how ERC plans to do this. There are councils that do facilitate services and many more that aims to work towards that or collaborate with other organisations to improve efficacy of those services. 	Council is not listed as a stakeholder who may contribute to delivery of this strategy, as it is the responsibility of other service providers to deliver.
		<ul style="list-style-type: none"> There is no how and also no specific measurable goals or measures to know if this is being achieved. Mention is made of the "who might contribute" . We do want to express my concern to the constant reference to Service Care Providers, without specifics. There is significant service delivery in this area through My Aged Care and all the associated programs already do this well. Please refer to the Deniliquin Health Services Information Guide pg 21-25 (with particular reference to page 22 for Help at Home So what is ERC going to do in addition? Or again, can ERC help with supporting those that already deliver services such as sharing of information; information sessions co-ordinated by 	Advocates and aged care service providers will know best how to deliver this strategy. The reference to Service Care Providers is deliberately broad as providers change from time to time under different funding programs. Council's response to the Community Strategic Plan will be in the development of the Delivery Program for this Council term, for adoption by 30 June 2025.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<p>ERC etc (the stuff that a wellbeing/health officer can do); as well as do a needs analysis to see where gaps are and then actively advocate for those gaps? What is achievable ?</p> <ul style="list-style-type: none"> Referring to page 14 with “provide opportunities for ageing in place” requires improving education, advocacy, and infrastructure to foster independence for aging population. Promote services that support ageing people to stay in their own home safely, through education, advocacy and infrastructure (inclusive of safe sidewalks , steps, ramps etc to prevent falls) How : information Sessions, Sharing social media about services / open days/ LHAC posts when we advertise programs like Stepping On – a falls prevention program; or information about getting support at home after surgery etc. 	
1.1.3	Provide activities for older residents to support their physical and mental health and wellbeing	<ul style="list-style-type: none"> Whilst we are aware ERC supports seniors week, there is no indication in this plan as to how. Again, sharing the Healthy Ageing Activities that LHAC promotes and advocates for such as the Gentle Exercises, Thia- Chi, Aqua Exercise, Stepping On (falls prevention). It would be great to know we have ERC support Feel free to add Deni LHAC into “who might contribute” 	LHAC contribution noted, and LHAC will be included in the “Who might contribute” column
1.1	Measures/Baselines/Targets		
1.2	First Nations		
1.2	General feedback	<ul style="list-style-type: none"> Suggest add 1.2.4 – Local Indigenous language – develop local language signage and naming policy, with “who” being Yarkuwa and ERC Suggest add 1.2.5 – Build strong collaborative partnerships with First Nations people and organisation through tourism, art, culture, business and leadership work, with “who” being Deniliquin Local Aboriginal Land Council, Yarkuwa, Werai Land and Water Aboriginal Corporation, and ERC 	<p>An additional strategy has been added</p> <p>1.2.3: Build strong collaborative partnerships with First Nations people and organisations that considers ancient practices to drive educational, cultural and tourism experiences.</p> <p>Actionable deliverables like proposed in suggested addition of 1.2.4 will be considered through the development of Councils Delivery Program for this Council term, for adoption by 30 June 2025.</p>
1.2.1	Share stories to promote understanding of the Indigenous cultural heritage of the Edward River region	<ul style="list-style-type: none"> The Plan should also discuss Indigenous health, the Voice, etc. 	<p>Noted, no change proposed.</p> <p>The best way to deliver this strategy and the content of the stories to be shared to promote understanding of Indigenous cultural heritage will be</p>

CSP reference	CSP Strategy	Feedback provided	Proposed response
			best determined by those identified as being able to contribute.
1.2.2	Encourage the preservation and showcasing of important First Nations cultural artefacts and enhance broader community understanding of these significant cultural heritage items	<ul style="list-style-type: none"> Remove Deniliquin Kolety Lagoons Landcare Group; change (Land_s to Land in) Deniliquin Local Aboriginal Land Council 	Noted and agreed
1.2.3	Investigate how ancient practices such as cultural watering can be at the centre of educational, cultural and tourism experiences	<ul style="list-style-type: none"> Remove Deniliquin Kolety Lagoons Landcare Group; change (Land_s to Land in) Deniliquin Local Aboriginal Land Council 	Noted and agreed
1.2	Measures/Baselines/Targets	<ul style="list-style-type: none"> Include First Nations events 	<p>Suggestion noted. If reliable data is available to support this suggested additional measure, then propose it be added.</p> <p>If such data is not currently reliably collected, suggest the next few years be used to establish the data collection, for inclusion in the next iteration of the CSP.</p>
1.3	Arts and culture		
1.3	General feedback	<ul style="list-style-type: none"> South West Music is not mentioned. SWM makes a profoundly positive impact on the lives of many in the town and the region. A new multi-million dollar development is underway that will increase the cultural capital of Deniliquin and the region. I would hope SWM can build a sustainable relationship with Council whereby we can grow together and continue to embellish the lives of so many locally and in the region. 	<p>Noted. SWM to be added to list of “Who may contribute”.</p> <p>Strategy 1.3.4 can include the new development once it is ready as an arts and cultural venue.</p>
		<ul style="list-style-type: none"> Add South West Music Regional Conservatorium as part of the arts and culture section promoting and delivering events in the region and serving the community through art. 	Noted and agreed

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> It would be nice to see South West Music Regional Conservatorium included in “who” column 	Noted and agreed
1.3.1	Promote participation in the arts through provision of arts activities and groups	<ul style="list-style-type: none"> Include South West Arts in the “who” column 	Noted and agreed
1.3.2	Deliver arts and cultural events that cater to a broad range of community interests	<ul style="list-style-type: none"> Who will deliver arts and cultural events? 	See suggestions submitted below, and agreed
		<ul style="list-style-type: none"> Add South West Arts, South West Music and Yarkuwa Indigenous Knowledge Centre to the “who” column 	Noted and agreed
1.3.3	Preserve and share local history and heritage for future generations		
1.3.4	Facilitate the creation of arts spaces across the region’s towns and villages, including in community and church halls		
1.3.5	Create a calendar of events that takes in all of the region’s villages, including markets, social dances, art and craft exhibitions, and sporting competitions	<ul style="list-style-type: none"> Whilst ERC has an events page on website where groups can upload events it is not very visible and lots of groups in our community does not have capacity to do this (as it requires a poster of some kind) could we please advocate for some thought around the following: ERC (again a job that a health & Wellbeing position could attend to) to establish and resource social media page for all groups (we have over 1110 groups that contribute to wellbeing in some form or shape , most of them run by volunteers, and at least 75% without a social media presence or the skills to do promotional materials); activities, events , classes etc. to be advertised / published. Even support with a simple social media template for those who do not have capacity to do posters. ERC has their own social media page (ERC Community Notice Board) , but unless they partner with or it is their event, it does not make it on their page. I get that. But our community misses 	Council’s contribution towards an events calendar will be determined during the development of the Delivery Program to serve this Council term, for adoption by 30 June 2025.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<p>out on really valuable information of many things that happen. If there is one go to place where can share , people can get info and knows everything that is happening in Deni and surrounds how amazing would that be for our community. We come back to the Deni 5 ways to wellbeing Deni MHAG initiative) as a basis for wellbeing in our community - Connect, Be Active, Keep Learning, Be Aware and Help Others .`</p> <ul style="list-style-type: none"> • We would suggest this be a no comment page/ group with sharing capability so it does not turn into the dreaded Deni Notice Board page and ERC decides what can be posted (not suggesting it's a job seeker page, or lost and found) – simply what is on in and about Deni. • This would be a very simple way to support community groups and volunteers . 	
1.3	Measures/Baselines/Targets	<ul style="list-style-type: none"> • Include: Community and arts organisation community participation, number of exhibitions and events, cultural tourism visitation and event attendance as measures 	<p>Suggestion noted. If reliable data is available to support these suggested additional measures, then propose they be added.</p> <p>If such data is not currently reliably collected, suggest the next few years be used to establish the data collections, for inclusion in the next iteration of the CSP.</p>
1.4	Accessibility and inclusion		
1.4	General feedback	<ul style="list-style-type: none"> • Need for accessible gutters (can be too steep and deep to get wheelchairs down. • Need for catheads to be kept off footpaths, especially in the CBD 	<p>Identified issues noted for consideration in next iteration of Council’s Disability Inclusion Action Plan.</p>
1.4.1	Provide quality services that promote access and inclusion for people with disability, including cultural and social opportunities and facilities	<ul style="list-style-type: none"> • As far as our knowledge goes ERC does not deliver services in any of this space and it is not clear how ERC plans to do this. There are councils that do facilitate services and many more that aims to work towards that or collaborate with other organisations to improve efficacy of those services. • Perhaps refer to the Health Services Information Guide pages 58-61as to who can help. ERC does not deliver, as far as I know 	<p>Quality service provision for people with disability is the responsibility of many in the community. Council’s planned actions are described in its Disability Inclusion Action Plan.</p>

CSP reference	CSP Strategy	Feedback provided	Proposed response
		but again if in your plan, what do you do to support, promote etc. There is an amazing list of service providers.	
1.4.2	Create opportunities for children to engage in play and social interaction to promote healthy development		
1.4.3	Provide information about events, learning opportunities, community consultations and social activities in a variety of formats, technologies and media to enable broad reach across the community		
1.4.4	Create and distribute a new residents' Welcome Kit, to support new residents to connect with the local community and the services available to them		This has been identified as a potential item to be considered through the development of Council's Delivery Program and removed as a strategic strategy for the Community Strategic Plan.
1.4	Measures/Baselines/Targets		
1.5	Early through to adult education		
1.5	General feedback	<ul style="list-style-type: none"> More focus on how the council will support further education and daycare options. Especially daycare. There was only one point that covered this, and it was vague and didn't address the core issue that this town faces (compared with a whole section devoted to aged care). 	Council may have an advocacy role in relation to education and daycare options. The Council will soon be shaping its Advocacy Plan to support advocacy efforts over this Council term.
1.5.1	Create opportunities for lifelong learning – formal qualifications and informal learning opportunities – that meet the diverse needs and interests of residents across	<ul style="list-style-type: none"> Add South West Arts to the "who" column 	Noted and agreed

CSP reference	CSP Strategy	Feedback provided	Proposed response
	the Edward River region, including with links to industry and research that support broader community outcomes		
1.5.2	Continue to lobby for the establishment of a Country Universities Centre in Deniliquin	<ul style="list-style-type: none"> Add CUC Committee to “who” 	Noted and agreed
		<ul style="list-style-type: none"> Add "CUC Southern Riverina Steering Committee" as a stakeholder to accurately reflect its role in the development of local educational initiatives. 	Noted and agreed
1.5.3	Promote the attraction and retention of teachers locally through graduate placement programs in partnership with relevant tertiary institutions		
1.5.4	<i>Advocate and lobby for early caring and education to support growing communities</i>	<ul style="list-style-type: none"> Strengthen wording to be “Advocate, support and lobby for early education and childcare to support growing communities” 	Noted and agreed
		<ul style="list-style-type: none"> Establish more childcare centres. 	Noted, and considered appropriately captured in revised wording agreed above.
1.5.5	<i>Promote and develop an environment where the local secondary school(s) are the community’s first choice</i>	<ul style="list-style-type: none"> Investigate options for a private secondary school to attract kids from surrounding centres into Deniliquin (not just to stop the flow out) 	Noted. Education providers, parents and other school stakeholders are best placed to determine how best to deliver this strategy.
1.5	Measures/Baselines/Targets	<ul style="list-style-type: none"> A better measure would be the number of early childhood education places as this is a barrier to workforce participation and therefore development of the economy. 	Noted and agreed in principle, contingent on reliable data being available to support this suggested additional measure.
1.6	Health		
1.6	General feedback	<ul style="list-style-type: none"> Include LHAC and MHAG as a credible voice for all things health 	Noted, and agree to add to the “Who may contribute” column as appropriate.
		<ul style="list-style-type: none"> Consider including health promoting strategies around healthy eating and food security, support to community groups and providing health information to the community. 	Noted and agreed. More direct actions like those suggested will be considered through the

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> Suggested additions – access to health food and addressing food insecurity (promotion of food banks, available/accessible community gardens, facilitation of community markets); community groups’ initiatives that promote wellbeing and social inclusion (eg access to community facilities) 	development of our Delivery Program for this Council term and can be linked to item 1.6.4.
1.6.1	Deliver services that enable residents to be proactive in their own health care	<ul style="list-style-type: none"> As far as our knowledge goes ERC does not deliver services in any of this space and it is not clear how ERC plans to do this. There are councils that do facilitate services and many more that aims to work towards that or collaborate with other organisations to improve efficacy of those services. LHAC ran an extensive banner campaign and delivered 9 talks on health conditions (chronic) with the aim of encouraging people to take health into their own hands and practical things they could do to improve health outcomes. Whilst LHAC does not deliver services as such, we do specific campaigns and events to promote better health outcomes Please add Deniliquin Local Health Advisory Committee into that – Deni LHAC does not appear anywhere in this plan, despite significant work being done Again (sorry) but ERC does not deliver services (and this is what it reads like) thus perhaps it could read Suggestion: Support the delivery of services and promote initiatives that enable residents to be pro-active in their own healthcare. 	<p>Council is not listed as a stakeholder who may contribute to delivery of this strategy, as it is the responsibility of other service providers to deliver.</p> <p>LHAC added to “who may contribute”.</p>
1.6.2	Advocate for services which promote young people’s mental health and support them to be engaged in their community	<ul style="list-style-type: none"> Deni MHAG had a working party for 18 months inclusive of all our service providers and the MPH (who holds funding for Headspace centres) to advocate for a Headspace for Deniliquin. Sadly Deniliquin with a population of less than 10,000 people do not get a look in (despite having Robbie Sefton on the board of headspace), and the most can get outreach from Echuca. They have 2 years to start reaching out and we have again started our advocacy with them about this. This is complicated and complex and suggest you add Deni MHAG into who can help with this to have information in this space. 	MHAG added to “who may contribute”.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> • AS for the part ... support them to be involved in their community I think it needs to refer back to the PCYC who is actively trying to establish a space for youth to connect. • Young people’s mental health is supported through a range of activities that fosters a sense of connection and again, we return to the importance of a “youth council “and the funding we advocated for with ERC for a wellbeing/ youth position to pull together everyone in this space to collaborate . There needs to be an avenue for the youth voice and ERC should be the vehicle for this with support from community. • Suggestion: Advocate for services and work alongside and strengthen capabilities organisations and groups who support young people’s mental health and wellbeing to be engaged in community. • Again feel free to add in MHAG into this space. 	
1.6.3	Develop a GP succession plan and program for the region to ensure continued adequate access to GPs for Edward River residents	<ul style="list-style-type: none"> • LHAC has recently done significant work in providing information to community about this complex problem and hoping ERC has used this to inform themselves of the complexity of this. This is on LHAC facebook page. • There is little ERC is going to be able to change here as there is simply not enough GPs across all of Australia. • ERC has contributed significantly in the building of Ochre Health where a succession plan is partly met with GPs not having to buy into a practice, can leave files behind and walk in and exit more easily – that is the way it is now. The bottom line is this makes it easier but does not guarantee GPs for our town, neither access into the future. Nobody can ensure this. • Suggestion : Working alongside GPs to establish specific advocacy strategies at all levels of government to address barriers (some of which has been addressed in our posts) leading to shortage of GPs across regional and rural Australia, including Deniliquin. 	Comments noted. Propose wording change to strategy to remove “ensure” and now read: “Develop a GP succession plan and program for the region to enhance access to GPs for Edward River residents”
1.6.4	Informed by community expectations, advocate to become a regional centre	<ul style="list-style-type: none"> • Really not sure what documents have been used that has those word in them. Community expectations is one thing. Reality is another. 	Comments noted. This is an advocacy action is in response to community discussions that informed

CSP reference	CSP Strategy	Feedback provided	Proposed response
	for emergency and expanded allied health care	<ul style="list-style-type: none"> • Perhaps ERC needs to use the Clinical Services Plan done for Deniliquin Health Service and completed in 2022 after extensive community consultation. As explained before we are the third biggest hospital and health service in MLHD and already service a fairly big region • Whilst a CSP does not recommend that new builds have to happen. They look at services required and then the infrastructure needed for this . Deni LHAC provided a comprehensive summary of this to the ERC Health Advisory Committee. • Suggestion as a minimum: ERC advocates for the recommendations of the Clinical Services Plan to be implemented and work alongside local service providers to determine specific advocacy about infrastructure with appropriate levels of government. • We reiterate again, a huge misconception in community is a new build brings new services- this is not the case. 	<p>the development of the Growth Strategy. However, wording changes will have this strategy read as:</p> <p>1.6.4: We will advocate for health services that fully meets community needs.</p> <p>Murrumbidgee LHD and NSW Health will be key stakeholders in supporting the delivery of this strategy.</p>
1.6.5a	Promote participation in health promotion programs that support Edward River residents to reduce the incidence of preventable conditions and diseases	<ul style="list-style-type: none"> • Already addressed the role of LHAC in 1.6.1 • Please add LHAC into this – support from ERC would be very much appreciated – again in collaboration of how they can support us to continue to inform and educate our community. We have the programs – community needs to be informed and find the information which LHAC does extremely well. • ADVOCACY for inclusion • Deniliquin LHAC produced a 76 page health Services Information Guide. This is the envy of every other council and LHAC across MLHD. Whilst not our job (as a group of volunteers) this took enormous effort. We need this directory to be hosted on a local website (LHAC does not have a website) and approaches to ERC to do this on their site has unfortunately not been successful. Apparently they do not embed other organisations information. It is currently hosted on the PT website – not the place people go looking for health information when they think of moving to Deni, take up careers and also not the place our residents would look. 	<p>This strategy has been removed from the Community Strategic Plan and actions can be considered through the development of this Council’s terms Delivery Program linked to other strategies within this theme of the Community Strategic Plan.</p>

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> ERC can easily have a link to Health and host the directory on their website – not only does this look good for them, but it is supportive of the massive work done by LHAC for our community. We have lots of services. Add in ERC to support LHAC in the visibility of the Deniliquin Health Services information Guide and promotion of health services across our community. 	
1.6.5b	Promote health programs that support children and young people’s early development and healthy families, including antenatal care, healthy food choices and respectful relationships	<ul style="list-style-type: none"> This can be done through hosting and sharing the directory and the programs available. Deniliquin Community Health is missing from there with significant early childhood and pre and ante natal services. Deni MHAG is not part of this, but Deni LHAC is. 	This strategy has been removed from the Community Strategic Plan and actions can be considered through the development of this Council’s terms Delivery Program linked to other strategies within this theme of the Community Strategic Plan.
1.6	Measures/Baselines/Targets		
1.7	Housing		
1.7	General feedback	<ul style="list-style-type: none"> Include addressing homelessness issues and supporting the expansion of appropriate social and affordable housing. 	Strategy’s within section 1.7 are intended to include actions to address homelessness (“meet the needs of our community”).
1.7.1	Ensure diverse housing options are available to meet the needs of our community through land releases, new housing development, higher density CBD residential development and upgrades to old housing stock.		
1.7.2	Seek government investment into housing availability to meet the needs of health, education and other essential service workforce		

CSP reference	CSP Strategy	Feedback provided	Proposed response
1.7.3	Encourage investment and innovation into an expanded residential construction sector, with a focus on affordable housing (including prefabrication, regeneration/refurbishment, dual occupancies and tiny home options)		
1.7	Measures/Baselines/Targets		
1.8	Sport		
1.8.1	Facilitate all-ages participation in sport and other physical activities to promote healthy lifestyles		
1.8	Measures/Baselines/Targets		
1.9	Crime reduction		
1.9	General feedback	<ul style="list-style-type: none"> Add establishing a Youth Centre within the CBD 	Strategy 3.3.2 addresses this feedback. Also, not appropriate to link young people so directly to “crime reduction”. Young people are more likely to be victims than offenders for many crimes, including violence offences.
1.9.1	Through community engagement, identify initiatives that promote awareness and reduce violence leading to a reduction of crime	<ul style="list-style-type: none"> This will only be possible with sufficient resources. Local police state there is no Crime Prevention Officer locally, evidenced by the current crime wave. Need to have a focus on ensuring local police force is adequately manned to keep the community safe with a local Crime Prevention Officer and strategy for our LGA. Assaults, including domestic and non-domestic assaults, occur at around twice the rate in the ER LGA than in the rest of NSW. Assaults is one of the most significant crime categories for the local community. It should be called out as such and addressed head on. 	Council is not listed as a stakeholder who may contribute to delivery of this strategy, as it is the responsibility of other service providers to deliver.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> There is much evidence that promoting healthy relationships and respect from a young age helps to break the cycle of violence. This is not just (or even) a matter for police, but for educators, parents, community service providers, businesses, community leaders etc. 	
1.9	Measures/Baselines/Targets		
2	<i>Respected and healthy natural environments</i>		
2.1	Water policy		
2.1	General feedback	<ul style="list-style-type: none"> Add a 2.1.2 - Encourage the use of environmental water delivered into local environmental assets in the surrounding region - Murray Irrigation can contribute 	Item 2.1.1 is broad enough to align this sort of advocacy action.
2.1.1	Continue to advocate for water policy that is developed collaboratively with local communities considering socio-economic impact, community assistance and environmental feasibility	<ul style="list-style-type: none"> The strategy is very vague. Not enough to develop collaboratively with local communities – what about specific references to irrigators, government policy on irrigation, the future of irrigation, the contribution of irrigation to the local economy and the obstacles that the irrigation industry currently faces. Add several active Water groups to “who could contribute” – including Murray Regional Strategy Group and Speak Up 4 Water I am surprised to see that you don't highlight the district's main asset: ACCESSING AND USING WATER .At this stage water is still the main economic driver of the area . With the government wanting to remove more consumptive water, it should be the highest priority to maintain current water as consumptive water. I spend quite a bit of time with the Murrumbidgee people and see the development in the MIA and the amount of work that the Griffith council do to not only protect access to water but also promote relative industries. While Deniliquin has the Rice Mill and a number of manufacturers it needs to work with them on how to grow these businesses and how to attack new developments. I see developments of hundreds of \$millions of development in the Griffith area and the flow on 	<p>This strategy will require a collaborative approach from many contributors to ensure all impacts are considered.</p> <p>Noted and agreed, additional “who” references to be included</p> <p>It is the intention of this strategy of the Plan to continue to advocate for water policy that considers the issues addressed in collaboration with local communities.</p>

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<p>into retail, health, schools ,population growth etc . With proposed growth in agriculture of only \$22 million, its not much more then inflation. The fish farm in Griffith is proposing to grow to 10000 tonnes per year , probably a \$200m+ development and this is just one of many multimillion dollar developments in the area . I think the area needs to be promoted and having been to a number of functions at the Malt House Whitton, a \$20 m Cafe in the middle of a cotton paddock next to a cotton gin , Deniliquin has a wonderful opportunity with the Rice Mill, the Mulwala Canal (MIL) rail (tourism) to promote Irrigated agriculture. If the consumptive water can be maintain in the area there is enormous opportunities to grow the area , but at the moment government seem determined to remove much of the consumptive water and return it to the environment, 80% of the 450 gl is to come from the southern basin which will have a devastating impact on the region. Economic growth has got to have priority.</p>	
		<ul style="list-style-type: none"> • Include Murray Irrigation and other local advocacy groups in the “who” 	Noted and agreed
		<ul style="list-style-type: none"> • Who Might Contribute: Along with the council and local MP’s, might I also suggest Murray Irrigation as a source of knowledge as well as Landholder organisations such as Ricegrowers Australia and various irrigator groups located in the shire. All will have vast amounts of knowledge of water, policy and the environment given that it is generally their livelihood. Some individual landholders will also have a massive amount of knowledge on water policy having been part of many different organisations involved in this space. Some Landholder groups have their own water policy manager. 	Noted and agreed
2.1	Measures/Baselines/Targets	<ul style="list-style-type: none"> • No baseline and no target for Water policy 	It was hoped that the public exhibition period might help to identify appropriate measures and targets. The target has been set based on the number of advocacy actions that Council take or are involved in.

CSP reference	CSP Strategy	Feedback provided	Proposed response
2.2	<ul style="list-style-type: none"> Pests and weeds 		
2.2	General feedback	<ul style="list-style-type: none"> Who Might Contribute: along with the LLS and Landholders and the ERC could possibly be neighbouring councils along with their own weed officers. They will have access to many years of knowledge and equipment that the ERC may not have access to. National Parks officers may also provide some services in regards to feral animals. There are also Contractors that dispose of feral animals and ones that do weed control that may also be used from time to time especially when a large weather event has happened. In regards to the cleaner water ways Charlie Carp may be able to help. Some previous members of Central Murray County Council will be able to assist in how to better manage water ways. 	Noted and agreed, additional contributors have been added to the “who” column.
2.2.1	Promote and support the eradication of noxious weeds and management of other weed species	<ul style="list-style-type: none"> Need for catheads to be kept off footpaths, especially in the CBD, but throughout the town 	Concern noted. Perhaps all property owners/occupiers could take responsibility for removal of catheads in front of their properties.
2.2.2	Promote and support actions to reduce numbers and impact of key vertebrate pests, including: European foxes, feral cats, feral pigs and wild rabbits		
2.2.3	Support of initiatives that result in healthy, sustainable waterways		
2.2	Measures/Baselines/Targets		
2.3	Climate change response		
2.3	General feedback	<ul style="list-style-type: none"> Query about definition of “climate change”, and if it is anthropogenic (arising from human activity). Seeking evidence that it is worth investing Council resources in. 	Comments noted.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		<ul style="list-style-type: none"> • Failure to take into consideration offset created through CO2 sequestration in the River Red Gum Forest. • What is the evidence that ratepayers buy in to the suggested mitigation responses? • Is there a cost-benefit analysis for achieving the target figures, and what is the economic risk analysis? <hr/> <ul style="list-style-type: none"> • The move to net zero should be removed from the Plan. Its mention is alarming as there is still considerable dissent about this. Agriculture is being unfairly targeted in any net zero plans. There is no explanation about why Council is moving towards net zero and how it might get there or timeframes given. There are challenges with carbon accounting and no comprehensive scientific delivery strategy for zero emissions for Australian agriculture. 	<p>References to mitigating the impacts of climate change, reducing carbon emissions, and building resilience to extreme weather events have been sourced from multiple documents prepared with Edward River residents, as well as by other levels of government.</p> <p>Council acknowledges various and diverse perspectives and have also incorporated the following statement within the “About this Plan”: The plan has been prepared on behalf of our community and Council acknowledges that some strategies within the document may not have the full support from all sections of the community. As this plan is aspirational and doesn’t commit any individual or organisation to specific actions, it is appropriate that references to these issues remain, and those who object can choose not to take action in alignment with those strategies which they do not support.</p>
2.3.1	Explore and pursue opportunities for carbon offset investment and trading		
2.3.2	Through visitor networks ensure Edward River Council provides the expected service to Electric Vehicle charging stations		
2.3.3	Identify and invest in business and industry practices that mitigate risks of climate change (such as more frequent and severe		

CSP reference	CSP Strategy	Feedback provided	Proposed response
	weather events and droughts)		
2.3	Measures/Baselines/Targets		
2.4	Disaster risk reduction		
2.4.1	Continue to invest in stormwater drainage and flood levy infrastructure to reduce the impact of flood events	<ul style="list-style-type: none"> Why is the Davidson Street Flood Report (WMA) not included? Add mention of flood mitigation plans. No mention of flood mitigation plans for Deniliquin 	Council has consolidated strategies within this theme which will enable actions to be considered through the development of this Council’s term Delivery Program.
2.4.2	Promote emergency preparedness and prevention through engagement with local residents and businesses		
2.4	Measures/Baselines/Targets	<ul style="list-style-type: none"> No metrics associated with this section, implying no actions allocated. 	The strategies identified in the Plan are the intended actions. It was hoped that the public exhibition period might help to identify appropriate measures and targets. Measure has been set based on the formal levees which are certified.
2.5	Waste management		
2.5.1	Promote and facilitate re-use of quality goods		The strategy within this theme has been updated to: 2.5.1: Promote the reduction and re-use of waste across Edward River region.
2.5.2	Reduce the total amount of waste generated across the region		Consolidated in updated 2.5.1
2.5	Measures/Baselines/Targets		
3	Liveable built environments		
3.1	Infrastructure		

CSP reference	CSP Strategy	Feedback provided	Proposed response
3.1.1	Continue to invest in infrastructure improvements to future-proof Edward River’s water and sewer needs	<ul style="list-style-type: none"> Target industries that may be able to utilise water – we have two significant sources, the Edward River and Murray Irrigations canal system that passes through the industrial area of town. 	Noted. No changes proposed from feedback.
3.1.2	Lobby for investment in the South-West Renewable Energy Zone for new substation developments and renewable energy projects to provide enhanced electricity voltage capacity for the Edward River region		
3.1	Measures/Baselines/Targets		
3.2	Road network, and footpaths and cycleways (active transport)		
3.2.1	Maintain and enhance the region’s road network to enable residents, visitors and freight to move safely within and through the region	<ul style="list-style-type: none"> Who might Contribute: ERC and Transport for NSW. I think the road network in the council area is quite poor and the maintenance is just as poor. The roads I personally travel on have been patched several times but break apart again a couple of weeks later. The vehicles travelling over them have increased in size over time but the roads have not kept up. I have asked office staff in there for improvements only to be told it does not meet our budget. We have significantly bigger agricultural machinery and trucks and tankers going on very poor roads that the staff drive past reasonably often but are unable to do anything because of budget restraints. Too many office staff, not enough workers in my opinion. I feel the money that is spent in Town could be better spent on roads out of Deniliquin. Because in reality, some people in your shire Deni is not even the main Town they go to. 	<p>Comments noted. Council will review its road asset management planning as part of developing the Delivery Program for this Council term.</p> <p>This strategy has been updated to: 3.2.1: Maintain and enhance the region’s road, footpath and cycleways network to enable residents, visitors and freight to move safely within and through the region.</p>
3.2.2	Invest in an expanding network of footpaths and cycleways to connect key		This item has been consolidated into 3.2.1

CSP reference	CSP Strategy	Feedback provided	Proposed response
	locations across Deniliquin and promote pedestrian and cyclist safety		
3.2.3	Expand the street lighting network to light key pedestrian routes to promote connectivity between key destinations around Deniliquin		This item has been consolidated into 3.2.1
3.2	Measures/Baselines/Targets		
3.3	Public space and community facilities (including sports)		
3.3.1	Continue to enhance the McLean Beach precinct to provide facilities catering for recreational activities that meet the diverse needs of the whole community		
3.3.2	Establish a youth centre or PCYC in Deniliquin CBD, utilising a vacant building		
3.3.3	Maintain quality sporting facilities that meet the community's needs now and into the future	<ul style="list-style-type: none"> • Consideration around how many community members participate in each sport should be reflected in the quality of the grounds and amenities. Rotary Park has substandard amenities block, unsanitary female showers and toilets, lack of trees, unsealed car parking, zero shelters for over 250 local players. • Approx 20% of local kids aged 5-15 participate in Deni Junior Soccer (and growing). In order to grow the sport and host external competitions, the grounds and amenities must be improved. 	<p>Comments noted.</p> <p>Consideration will be given to including public sports fields and amenities in the service review program to be identified in Council's Delivery Program developed for this Council term.</p>
3.3.4	Have respectful community conversations about how best to fairly achieve increased public revenue to		

CSP reference	CSP Strategy	Feedback provided	Proposed response
	support the enhancement and provision of community facilities across the region		
3.3.5	Continue to maintain and enhance the network of parks and reserves across the region to provide pleasant open space for residents and visitors to participate in active and passive recreation		
3.3	Measures/Baselines/Targets		
3.4	Heritage		
3.4	General feedback	<ul style="list-style-type: none"> Add 3.4.2 – Value and preserve First Nations culture and heritage locations and values 	Noted and included in other areas of the Community Strategic Plan.
3.4.1	Value and preserve our local built heritage, utilising available grant opportunities to refurbish street frontages and other key heritage items		
3.4	Measures/Baselines/Targets		
3.5	Digital connectivity		
3.5.1	Continue to advocate for enhanced mobile phone coverage and digital connectivity across the local government area to enhance connection for rural residents, promote traveller safety and enable technological opportunities for agriculture and other industries		

CSP reference	CSP Strategy	Feedback provided	Proposed response
3.5	Measures/Baselines/Targets		
4	<i>Strong, sustainable economy</i>		
4	General feedback	<ul style="list-style-type: none"> Revise "Economies" on Page 29 to "Economy", and update the heading to: "Economy: Strong, Diverse, and Sustainable." Or something similar to this. 	Noted and changes have been made to read: 4. Economy: Strong, diverse and sustainable
4.1	Agriculture and industry value-add sector development		
4.1	General feedback	<ul style="list-style-type: none"> Add Saleyards to the Plan – upgrade existing livestock facilities to ensure they meet best practice and WHS requirements; Investigate a greenfield saleyard facilities site; and other identifiable uses. The Plan doesn't put enough loading on Agricultural Industry which is the biggest driver of employment and community activity. No reference to Saleyards – a major employer with flow-on effects. Local producers provided a substantial submission to Council regarding priorities at time of amalgamation. Place greater emphasis on the importance of agriculture in the LGA. Add a reference to the Deniliquin Saleyards and its importance to the local economy. Greater detail on support for irrigated agriculture. Agriculture should be strongly highlighted early in the Plan as the most important industry, and there should be definite initiatives developed to ensure its sustainability (eg the Saleyards and its contribution to the local economy) Disappointing that cattle sale yards have been ignored in future planning. All three parts of the Saleyards complex (cattle and sheep yards and truck wash) would benefit from strong positive Council leadership and governance. 	<p>Strategy 4.1.4 is intended to incorporate all the value-add elements related to agricultural production.</p> <p>A new strategy has also been added to our Built Environment theme which is as follows: 3.1.3: Plan and review existing Agricultural infrastructure assets.</p> <p>Agriculture has been singled out and highlighted as the first element identified in the Plan to support a strong, diverse and sustainable economy. The Agribusiness Masterplan (2019) comprehensively addresses these issues, and informed the development of this Plan.</p>
4.1.1	Continue to enhance agricultural economic outcomes utilising genetics, grading, branding,	<ul style="list-style-type: none"> Include support of not-for-profit farming system groups that provide research and extension services to increase uptake of agricultural innovation and improve resilience of farm businesses 	Noted and agreed.

CSP reference	CSP Strategy	Feedback provided	Proposed response
	marketing and water-efficiencies		
4.1.2	To support regional jobs growth and investment, identify and pursue strategic alliance opportunities for regional agriculture, such as between agricultural enterprises and freight providers		
4.1.3	Continue to pursue opportunities for diversification in the agricultural sector to promote future-proofing of the industry		Incorporated 4.1.4 and wording updated to: 4.1.3: Pursue opportunities to diversify the agricultural sector to ensure its long term sustainability.
4.1.4	Identify and pursue opportunities for value-adding and processing of agricultural produce within the region	<ul style="list-style-type: none"> • Include pursuing opportunities for diversifying agricultural products and associated industries 	Agree 4.1.3 and 4.1.4 have been consolidated and wording updated to reflect diversification.
4.1.5	Utilise existing industrial land for warehousing rural products for distribution locally and interstate		
4.1	Measures/Baselines/Targets		
4.2	Workforce and jobs		
4.2.1	Continue to advocate to education providers to ensure curriculum options address local workforce and skills gaps, particularly to grow the local trades workforce and provide	<ul style="list-style-type: none"> • Include Deniliquin High School 	Noted and “Local Education and Training providers” have been added as who might contribute.

CSP reference	CSP Strategy	Feedback provided	Proposed response
	agriculture-related study opportunities		
4.2.2	Take action to 'grow our own' workforce through creation of apprenticeships and traineeships that enable our young people to remain local		This is an action that will be considered as part of the development of this Council's term Delivery Program.
4.2.3	Implement locally designed initiatives to build workforce skills in customer service with a focus on retail and dining		This is an action that will be considered as part of the development of this Council's term Delivery Program.
4.2.4	Pursue jobs growth and creation in the aged care, health and wellbeing sectors to support the needs of current and future residents	<ul style="list-style-type: none"> Jobs are there be may not be able to get staff 	<p>Other strategies (eg 4.2.1 above) seek to ensure adequate workforce is available to fill jobs locally.</p> <p>This is an action that will be considered as part of the development of this Council's term Delivery Program.</p>
4.2	Measures/Baselines/Targets		
4.3	Business development, promotion and entrepreneurship		
4.3.1	Identify and pursue new diversified domestic and global markets to offset future risks arising from geopolitical policy change, tariffs etc		<p>The strategies within this theme have been condensed to read:</p> <p>4.3.1: Plan, prepare and develop Business Investment strategies for the Edward River region.</p> <p>More specific actions that align with the above will be considered and developed through this Council's term, Delivery Program.</p>
4.3.2	Prepare a Business Investment Prospectus for the Edward River region and use it to proactively		Condensed as per above

CSP reference	CSP Strategy	Feedback provided	Proposed response
	approach potential investors (including encouraging new business types such as call centres, manufacturing, and specialty food and high-end dining providers)		
4.3.3	Seek support to kick-start innovative new business ventures and start-ups to diversify local business sector and create employment opportunities	<ul style="list-style-type: none"> Add local industries to “who” 	<p>Noted</p> <p>This strategy has been condensed as referenced above</p>
4.3.4	Engage and partner with the local business chamber to promote entrepreneurial opportunities and celebrate local business industry	<ul style="list-style-type: none"> 	This strategy has been condensed as referenced above
4.3	Measures/Baselines/Targets		
4.4	Activated CBD		
4.4	General feedback	<ul style="list-style-type: none"> Add Murray Irrigation, Sunrice, local agriculture extension groups 	Noted and agreed.
		<ul style="list-style-type: none"> Include developing a North Deniliquin Economic Strategy 	When developing its Delivery Program for this Council term, Council may include an update to the 2018 Economic Development Strategy for the whole LGA, which would include consideration of the North Deniliquin economic hub.
		<ul style="list-style-type: none"> Talking to a local shop keeper, the Business Chamber are not doing anything to create new members or keep existing ones. The shop owner I was talking to had not seen a single member of the business chamber since the shop had been opened and several members of the business chamber don’t even shop in Deniliquin so as part of your Activated CBD the business chamber needs to take a good hard look at itself. 	This is a matter for businesses to take up directly with the Business Chamber.

CSP reference	CSP Strategy	Feedback provided	Proposed response
4.4.1	Pursue opportunities to revitalise Deniliquin CBD and river frontage for dining, shopping, accommodation and tourism		
4.4.2	Engage and partner with the Business Chamber and businesses to grow the economy		
4.4	Measures/Baselines/Targets	<ul style="list-style-type: none"> Why has no baseline or target data been included for Activated CBD? Important to track empty shop fronts – a wise tool for local economic preparedness 	Agreed. It is intended that number of empty shops be monitored over time.
4.5	Land use planning		
4.5.1	Review and update long-term land-use planning strategies and legal instruments to ensure they continue to plan for and enable land use that supports achievement of the Edward River community’s goals		
4.5.2	Provide for adequate, well-serviced industrial land and employment precincts to facilitate the expansion of local enterprise that value-adds to the local economy	<ul style="list-style-type: none"> Add local industries to “who” 	Noted and agreed.
4.5.3	Develop a cohesive Crown Land development plan that enables public/private partnerships to foster economic growth, job creation, infrastructure	<ul style="list-style-type: none"> Add local industries to “who” 	Consolidated with 4.5.1 and additional contributor added.

CSP reference	CSP Strategy	Feedback provided	Proposed response
	enhancement and community development		
4.5	Measures/Baselines/Targets		
4.6	Tourism and the visitor economy		
4.6	General feedback	<ul style="list-style-type: none"> • Include promotion of natural and cultural values through value-adding tourism activities including First Nation perspectives 	Council have added a new strategy to this theme, which reads as follows: 4.6.3: Advocate and promote tourism products and experiences the celebrate our local region.
		<ul style="list-style-type: none"> • Encourage eco-tourism ventures eg kayaking, fishing, boat tours. 	
		<ul style="list-style-type: none"> • Include a strategy to: "Partner with tourism operators to promote tourism products and experiences in the region." List Edward River Council and tourism operators as stakeholders. 	
4.6.1	Engage and partner with relevant tourism bodies that grow Edward River region		
4.6.2	Encourage overnight visitation through provision of parking and rest areas for long-haul drivers and caravans		
4.6	Measures/Baselines/Targets		
4.7	Transport networks		
4.7	General feedback	<ul style="list-style-type: none"> • Intermodal freight hub needs to recognise Deniliquin is connected to Adelaide-Sydney freight routes as well as Melbourne-Brisbane. Land is cheap and our location makes good sense for a business wanting to relocate and enjoy efficient transport. This also applies to Livestock and Bulk carriers who can base themselves here. 	Suggestion noted. Additional text to be added to 4.7.2 to include reference to the additional route.
		<ul style="list-style-type: none"> • Strategic focus on jointly improving transport into and out of the region- especially air and passenger rail. Our local rail is Vic gauge and passes through Echuca (which has a passenger rail service to Melbourne). Encourage more government-based offices for example MDBA, CEWH, National Parks, Defence and 	Much of this feedback is addressed directly in the Growth Strategy, which this Plan refers to.

CSP reference	CSP Strategy	Feedback provided	Proposed response
		other departments and expansion of existing offices. Recognizing the importance of existing businesses and how to improve those businesses so they can employ more people. <ul style="list-style-type: none"> • Transport Networks- investigate a heavy vehicle transport hub for trucks to rest, trailer changeover or conduct related services. We have a lot of heavy haulage trucks from outside the region parked on the sides of roads within town and this in itself is an important economic activity. 	
4.7.1	Continue to enhance and upgrade Deniliquin Airport to attract more regional flights and private aviation		
4.7.2	Promote the region as a key transport hub with links to Port Melbourne and the Inland Rail hub at Parkes, and invest in infrastructure that supports this to be achieved		This strategy has been updated to read: 4.7.2: Plan and promote the region as a key transport hub with links to Port of Melbourne, Adelaide-Sydney, Melbourne-Brisbane freight routes and the inland Rail hub.
4.7	Measures/Baselines/Targets		
5	<i>Accountable civic leaders</i>		
5.1	Shared vision		
5.1.1	Promote and use this Community Strategic Plan across the Edward River region so that it becomes the vehicle through which the community shares its aspirations for the future and works to achieve them		
5.1.2	Use this Community Strategic Plan as the evidence base for seeking funding and other		

CSP reference	CSP Strategy	Feedback provided	Proposed response
	investments to resource activities that achieve the Edward River community's goals		
5.1.3	Update and deliver the Edward River Advocacy Plan to support our elected leaders to speak with one voice on behalf of our community		
5.1	Measures/Baselines/Targets		
5.2	Diversity of leadership		
5.2.1	<p>Create ways to hear diverse voices in decision-making processes, such as (but not limited to):</p> <ul style="list-style-type: none"> - Youth advisory forums - Online community engagement forums - Disability inclusion forums - Village forums - Community collaboration with diverse leadership 	<ul style="list-style-type: none"> • Include in list of diverse voices the First Nations community 	<p>Agreed, an oversight that it wasn't included in original plan. To mitigate the risk of overlooking other voices, the strategy has been updated to read as follows:</p> <p>5.2.1: Create ways to hear diverse voices in decision-making processes.</p>
5.2	Measures/Baselines/Targets		
5.3	Inter-governmental collaboration		
5.3.1	Ensure the aspirations of the Edward River community are heard in decision-making across all levels of government, through active contributions to		

CSP reference	CSP Strategy	Feedback provided	Proposed response
	intergovernmental relevant forums		
5.3.2	Ensure the needs of the Edward River community are heard in policy development across all levels of government, through proactive submissions that reflect the objectives of this Community Strategic Plan		
5.3	Measures/Baselines/Targets		
5.4	Grow our own leaders		
5.4	General feedback	<ul style="list-style-type: none"> Add 5.4.3 – Introduce an annual Community Award event to recognise the contribution of local volunteers and leaders. Currently competing for success in the Business Awards is not working (in the 1980s there was a better recognition process) 	The Australia Day Awards provide an annual opportunity for the contribution of local volunteers and leaders to be recognised and celebrated. Further detail may be identified when this Council's term Delivery Program is established.
5.4.1	Identify and collaborate with current, aspiring and emerging leaders to promote opportunities for mentor models	<ul style="list-style-type: none"> Include in Who Might Contribute - Arts and cultural organisations 	Feedback noted. This strategy has been updated to read: 5.4.1: Identify, collaborate and facilitate opportunities for current, aspiring and emerging leaders and volunteers with the Edward River region.
5.4.2	Promote and facilitate opportunities across the Edward River region for local residents to volunteer with local organisations and groups	<ul style="list-style-type: none"> Support services for volunteer groups (I understand there are many in the local area) such as committee administration and applying grant funds 	Suggestion noted. This strategy has been incorporated into 5.4.1
5.4	Measures/Baselines/Targets		
5.5	Communication and engagement		
5.5	General feedback	<ul style="list-style-type: none"> A strategy to structure community engagement along the lines set out in the Collective Impact Forum's Backbone Starter Guide 	Any organisation that pursues communication and engagement activities with the local community will

CSP reference	CSP Strategy	Feedback provided	Proposed response
			have the responsibility to develop its own strategy to guide such activities.
5.5.1	Publish regular community updates about the activities of all levels of government, particularly as they relate to the Edward River region		
5.5	Measures/Baselines/Targets		

Other feedback received

Related to:	Feedback provided	Response
Exhibition period	<ul style="list-style-type: none"> Appreciation for amount of time provided for feedback on draft 	Noted
CSP generally	<ul style="list-style-type: none"> The plan is all about Deniliquin, but Council’s largest ratepayers live beyond the town borders (around Wanganella and Boooroban). There doesn’t appear to be anything for these communities. 	Disagree that the Plan is all about Deniliquin. It has been prepared to address the whole LGA. Page 8 calls out the unique character of each of towns, villages and localities.
	<ul style="list-style-type: none"> Data and Referencing: Ensure all data is referenced clearly. Specify timeframes (e.g., “economic data is annual” or “monthly”). Avoid the term "issues" and use "challenges" instead to show a more positive and proactive tone, emphasising opportunities for growth and improvement. 	Noted
Community Vision Statement	<ul style="list-style-type: none"> The current vision statement could be more bold and to reflect the vibrancy and growth Edward River aspires to. Consider using words and phrases such as "vibrant", "thriving", "innovation/innovative", and "diverse opportunities". Emphasise professional growth by incorporating terms like "career opportunities", "skilled workforce", and "innovation-driven industries". 	<p>Feedback noted and considered and a minor amendment has been made. More fundamental changes to the vision will be considered in future re-iterations of the Community Strategic Plan.</p> <p>The vision has been updated to read: We are the centre of the Southern Riverina.</p>

	<ul style="list-style-type: none"> • Highlight diversity in opportunities with phrases like "inclusive community", "multifaceted development", and "broad economic landscape". • Retain the wording about being "the centre of the Riverina", as it effectively highlights Edward River's regional significance. 	<p>We strive to be a vibrant, connected and engaged community, driven by a diverse economy.</p> <p>We will work together to lead our community, achieve our potential and embrace our future.</p>
Contents	<ul style="list-style-type: none"> • Correct the duplication of "About this Plan" in the table of contents. 	Noted and agreed.
Measures and targets	<ul style="list-style-type: none"> • All items need a baseline so they can be measured going forward. Targets need to be specific and identified. Strategies need to identify how these targets are going to be achieved and timelines for action. • Barriers need to be identified (more research to be done) • Management of McLeans and Willoughby's beach – maintain access for locals, minimise erosion from boats exceeding the speed limits, maintain safety prevent toilet rubbish around Willoughby's beach from free campers who stay without toilet facilities 	Noted
Balance of content	<ul style="list-style-type: none"> • Too much froth and bubble about arts, tourism etc. Whilst these make our town a nice destination to visit and live it does not address the need for more land for housing to attract people who find prices elsewhere (eg Moama) prohibitive. • Developing industrial land and selling at a discount will attract people here to work. It's one thing to attract people to buy a house, you have to have employment for them. Not just government jobs but real jobs in the private sector. 	<p>The Plan seeks to address a range of issues that are of interest to the local community.</p> <p>The private sector will have a key role to play in developing land and creating jobs.</p>
Portrayal of agriculture in the Plan	<ul style="list-style-type: none"> • Would like to see concerns (<i>identified earlier</i>) addressed in a rewritten Strategic Plan which reflects the singular importance of agriculture and associated industries as a stock selling centre in the local area. • Would like to see more detail in the water policy area • Would like to see the removal of plans to move to net zero. 	Comments addressed earlier in this response.
Who is this document for	<ul style="list-style-type: none"> • Consider using language that emphasises the guiding role of the CSP, such as "providing strategic direction", "supporting community-driven priorities", and "aligning policies with regional aspirations". 	Feedback noted and some changes made.

	<ul style="list-style-type: none"> I wouldn't mention "evidence-based for seeking funding" in this section; instead, use phrases like "underpinning Council's work over the next decade". Place funding-related references in a later section on implementation, using terms like "securing resources", "advocating for investment", and "aligning funding opportunities with strategic goals". 	The Community Strategic Plan can you be used by community groups to assist with that groups funding applications as the strategic alignment for the community.
Where we are now	<ul style="list-style-type: none"> With reference to the infographics on pp 9-10: This is aggregated data and needs to unpacked. Without more detail this is building on generalised data and assumptions. Different parts of our community have different challenges including homeless people, First Nations, New Migrants etc. There are different demographic characteristics and therefore require different policy and strategic directions 	<p>Feedback noted.</p> <p>The Plan seeks to provide a high level picture of the local community (based largely on Census data). All service providers and policy makers have a responsibility to nuance their work to reflect the specific needs of various elements of the community.</p>
Where do we want to be in the future	<ul style="list-style-type: none"> Need to add to page 11 to specifically include appropriate and high standard child care as well as Recognition of First Nations contributions. 	Noted and agreed
	<ul style="list-style-type: none"> Enhance statement about becoming the events centre for the region to say: "Become the events, arts and cultural centre for the broader region.....etc. 	Noted and agreed
	<ul style="list-style-type: none"> Improve specificity and professionalism by rephrasing: "Through extensive community and stakeholder engagement conducted over the past two years, we have identified key priorities and aspirations to shape the region's future." I wouldn't use casual language like "a year or two", and opt for precise timeframes. 	Feedback noted and some changes made
Key principles	<ul style="list-style-type: none"> On page 13, 'Inclusive' needs further expansion to address the challenges that are faced by members of the community 	These principles have been developed as part of the Growth Strategy.
	<ul style="list-style-type: none"> On page 13, Adjust the language around safety to focus on Council's roles and responsibilities. Suggested revision: "Ensure access to safe roads, footpaths, street lighting, and essential services to support a secure and connected built environment." 	From Growth Strategy, important to remember the Community Strategic Plan is the community's document and therefore this is not about Council's role or responsibility, but the communities.

'Communities' strategic objectives	<ul style="list-style-type: none"> On page 14, add Invest in our young people 	There are various references to investing in our young people, including related to education and employment opportunities, spaces for recreation, and mentoring emerging young leaders.
	<ul style="list-style-type: none"> Update the description of communities to highlight: "Liveable, connected, and inclusive communities that foster a healthy and caring environment." Include mention of addressing education demand, such as childcare accessibility, to reflect current challenges and opportunities. Replace "encourage access to health services" with "provide or advocate for healthcare services", as this is a critical priority for the community. Change references to crime by focusing on promoting a safe and welcoming place to live rather than directly addressing local crime. 	<p>Feedback noted</p> <p>Feedback noted and addressed through the Plan</p> <p>This is about encouraging community to do things to help them with their own health</p> <p>Both covered but this is focusing on community empowerment.</p>
Council's role	<ul style="list-style-type: none"> Many of the items are not ones that ERC as direct or even indirect control of, eg farm production Strategies to get there could usefully explain Council's contribution, and might include accessing grants 	<p>This is a community plan, and it is true that Council may not have a role to play in the delivery of every strategy. Council determines its role in contributing the achievement of the goals established in this Community Strategic Plan in its own Delivery Program for the Council term.</p> <p>Council's Delivery Program will set out its contribution to achieving the community's goals established in the Community Strategic Plan.</p>
	<ul style="list-style-type: none"> If these are shared goals and in an ERC plan, ERC needs to be very specific how ERC will contribute to that plan/ goal, what resources will be invested and more specifically be informed/accurate as to who might help and then what/how that collaboration looks like. 	This is the community's Plan. Council will develop its own Delivery Program supported by a Resourcing Strategy that will identify its commitments and how they will be resourced over this Council term, as its contribution toward achieving the shared goals of the Community Strategic Plan.
Population decline and socio-economic status	<ul style="list-style-type: none"> For ERC to address the decline in population and socio-economic levels, we need to drive a real shift in our capacity to collaborate and leverage as many people in the community as we can, to set new standards in Council's role as a catalyst rather than a deliverer (eg instead of delivering event, work 	Council's Delivery Program for the Council term will describe Council's role and approach to service delivery that meets community needs.

	<p>out how the delivery can be run by community organisations so that ERC can do much more)</p> <ul style="list-style-type: none"> • A clearer section on the need for change and determining crucial priorities for growth: childcare, housing, CUC, realistically achievable improvements in health services, community proactiveness and engagement with government goals and funding, and getting closer to and supporting businesses already operating here that want to grow. 	<p>The Growth Strategy largely addresses all of these issues, and is referenced in and has informed the development of the Community Strategic Plan</p>
Health	<ul style="list-style-type: none"> • Extensive submission from Murrumbidgee Local Health District, providing references to supporting resources for local governments to use in community strategic planning, and examples of health promoting goals and strategies from other CSPs. • Suggestions of other ways to strengthen ‘health’ in the Plan, and highlighting the determinants of health such as the built environment, access to employment and education, and affordable housing. 	<p>Comments noted. Some additional text in 1.6 proposed to be added to reflect this feedback.</p>
Natural environments	<ul style="list-style-type: none"> • Add 2.6 – Understand and incorporate First Nations cultural values within Planning instruments and public education 	<p>Incorporated recognition of First Nations values throughout the Plan</p>
‘Natural environments’ strategic objectives	<ul style="list-style-type: none"> • Protect our regional habitats, National Parks, Ramsar listed wetlands and the Edward/Kolety/WakoolWerkool eco-system. Contributors would include RGA Landcare, Deniliquin Kolety Lagoons Landcare Group, Land managers, MIL, Traditional Owners 	<p>Noted and agreed</p>
‘Built environments’ strategic objectives	<ul style="list-style-type: none"> • Include First Nations culture and heritage 	<p>Incorporated recognition of First Nations values throughout the Plan</p>
‘Economies’ strategic objectives	<ul style="list-style-type: none"> • Include recognising First Nations contributions to the local economy and support their aspirations 	<p>Incorporated recognition of First Nations values throughout the Plan</p>
First Nations voices	<ul style="list-style-type: none"> • In terms of inclusion, there is significant work to be done post the Voice referendum. In some spaces this has been a significant backward step in terms of inclusion. This is little recognition of the significant contributions First Nations people and Organisations have made, and continue to make, into our local economy. Additionally there is little knowledge or recognition of the diversity of social and economic enterprises happening in our area - this could be incorporated 	<p>Noted, to be addressed in response to item above.</p>

	<p>into a regular podcast as well is contributing to a Community Award process. Also consider how we build more collaborative approaches as we see so many initiatives either go unsupported or failing - such as the Deniliquin High School Art Shed (now relocated to Yarkuwa) There are many funding opportunities that become available yet we find it difficult to build collaborative submissions.</p>	
Tourism and events	<ul style="list-style-type: none"> Perhaps more on the Deni Ute Muster and the importance of supporting and building this initiative as a way of promoting and hence attracting people, businesses to Deni/ Edward River area 	Feedback noted, all event organisers contribute to the region.
Natural environments	<ul style="list-style-type: none"> There is no mention of natural vegetation under the key theme of Natural environment. Natural vegetation is a major component of the natural environment. The Edward River Council footprint contains regionally significant vegetation communities including valuable stands of remnant vegetation. Much of the remnant vegetation survives along the roadside reserves. The significance of this vegetation has been noted in numerous Roadside Management Guidelines for both the Murray Region and Edward River Council Region. Local Land Services Murray highlight the biodiversity of the road reserves and travelling stock routes in their publication 'More than just a Long Paddock'. Landholders and land managers are very aware of the significance of vegetation communities and remnant vegetation on the properties which they are responsible for managing. Many have committed significant time and financial contributions to assist with the management of these vegetation communities and the biodiversity they provide. Suggest acknowledgement the significance of the natural vegetation and biodiversity within the region of their footprint, especially the remnant vegetation communities, and include this under the Natural environment key theme. Support partners/collaborators who might contribute could be Edward River Council (especially the Outdoor Space and Works teams), Local Land Services Murray, Landcare groups in Deniliquin and Hay and landholders 	Noted and agreed. Actions will be aligned to strategies through the development of this Council's term, Delivery Program.

<p>Digital connectivity</p>	<ul style="list-style-type: none"> • Pretty much everywhere East of Mayrung there is little to no mobile service. For the RFS fire Brigade out here it is a huge problem communication wise. I have contacted Telstra directly, RFS, ERC, and any other organisation I could think of that may help all to no avail. We need service out HERE! This is part of YOUR shire and if some is LOST, BURNT, STOLEN or otherwise there is little chance of ringing an emergency service from the paddock. 	<p>3.5.1 seeks to address this issue.</p>
<p>Population growth</p>	<ul style="list-style-type: none"> • Have heard council talk about trying to increase the population of the Town. There are several reasons why this won't happen. The buybacks for the Murray Darling Scheme will take a lot of the water out of this area and one of the main business' in town is the rice mill and there is less and less rice being grown unfortunately. Invest in Infrastructure outside of Deniliquin e.g the roads and this would benefit a lot more people. • These are some comments on the strategy in as much Deniliquin is not the centre of the universe and more spending and concentration needs to be put into things outside the town of Deni. 	<p>Feedback noted. No changes proposed for the Plan.</p>
<p>Health</p>	<ul style="list-style-type: none"> • State and Regional Influences (p7) – the reference to MLHD road atlas is outdated data and the MPHN releases data every 2 years on the ERC specifically and suggest this be consulted as well • With health appearing to become a major focus and ERC mentioning “delivering services “several times, it would also be helpful to see what is already being done by MLHD (state services) and MPHN (primary health) • 1st bullet point on p11 is missing a word: “Deniliquin to <i>become</i> a regionally significant centre...” • It is unclear to see what ERC is going to do to achieve this as we already have access to significant quality health care facilities and services. Third biggest health service in MLHD (after Wagga and Griffith) and reach out to significant outlying areas (so a hub). • Quality health care defined as? – how will we know if it is quality? What will the measurement be? Do we not already 	<p>Agreed. Updated reference</p> <p>No proposed changes.</p> <p>Noted, edit made</p> <p>No proposed changes.</p> <p>Updated measure for 1.6</p>

	<p>have quality health care? SO no problem wanting to improve this, but what and how and when will we know this is achieved? I do not see any of that in the CSP except reference to a new hospital and a new hospital does not guarantee better health care. Suggestion : Continued access to quality health care – advocating for and supporting collaborative efforts to increased health, aged care, disability and emergency services</p> <ul style="list-style-type: none"> • P14 - <i>Encourage access to health services and activities that promote health</i> Think this is great, and would like to see that translated into action in the plan as it evolves. 	<p>Feedback Noted.</p>
<p>Suicide prevention</p>	<ul style="list-style-type: none"> • it is clear how easy it could be for ERC to do some meaningful support and be active in this space. • Local Governments are expected to support the National Suicide Prevention Strategy. • Again, we have a group recognised statewide for the work they do, and this does not exist in any other community that we are aware of. Deni MHAG needs ERC to work alongside us and support these initiatives and to put I bluntly can have great outcomes from this. • Suggestion ERC implements actions in line with the National Suicide Prevention Strategy, to support Deni MHAG to seek funding, implement and promote evidence- based community led actions in ERC. • Two simple things that is already happening and can be made even greater with ERC support: • Suicide Prevention Walk • Getting the MHFA Campion Communities Program recognition 	<p>A matter for the whole community, not just Council.</p> <p>For consideration in the development of Council’s Delivery Program.</p> <p>Will ensure Deni MHAG is included in “who” column as relevant.</p> <p>See earlier comment.</p> <p>No change proposed.</p>
<p>Community development</p>	<ul style="list-style-type: none"> • it is crucial that ERC takes on board the advocacy, particularly by Deni MHAG and LHAC over many years, to look at the appointment of a permanent position is the health/wellbeing/ youth space as a starting point. This would not be to directly deliver services (as service delivery actually needs significant funding), but rather to assist, support, improve collaboration and look for ongoing funding opportunities that are specifically available to local government (for example the Youth Funding we advocated for in 2023/24). 	<p>A matter for Council’s consideration in the development of its Delivery Program. Note that Council does have a Community Development and Events service.</p>

	<ul style="list-style-type: none"> We have made several pleas, submissions around this position and in fact this was a recommendation by the then Health Services Advisory Committee to ERC. ERC has maintained their stance since 2021 that they do not have capacity or funding and we have maintained our position that until it's a priority for ERC, we will see little progression in addressing the youth needs and a co-ordinated effort by many, many volunteer groups doing amazing stuff in the health and wellbeing space. Sounding like a broken record (recorded in the Robbie Sefton Report), again in multiple letters and briefings to ERC, is it is just as important as the tourism officer, the business and economic development officer. It is extremely distressing to see that despite efforts over 5 years, and with this plan looking ahead 10 years, we see none of this incorporated. Could it be something like: The creation of a health/ wellbeing / youth officer position within ERC to support collaboration between all groups and service providers in this space. 	
State and regional context	<ul style="list-style-type: none"> Add the South West Region Creative Strategy 2026-2029 	Agreed
'Economies' strategic objectives	<ul style="list-style-type: none"> Include Strong and vibrant arts and culture sector 	Agreed
'Leadership' strategic objectives	<ul style="list-style-type: none"> Change wording of 4th bullet point to say Grow new and support emerging future leaders 	Agreed
Civic leadership	<ul style="list-style-type: none"> Suggest adding a 5.6 "Good corporate governance" that encourages businesses, community groups, NGOs, government organisations, clubs and sporting organisations to implement practices that promote good governance, ethical decision-making, risk management, financial sustainability and so on. 	Agreed



ACKNOWLEDGEMENT OF COUNTRY

The Edward River community acknowledges the Wamba Wamba and Perrepa Perrepa peoples, who are the traditional custodians of the Edward River lands. We acknowledge their enduring connection to this land and pay our respects to their elders: past, present and emerging.



OUR COMMUNITY'S VISION

We are the centre of the Southern Riverina.

We strive to be a vibrant, connected and engaged community, driven by a diverse economy.

We will work together to lead our community, achieve our potential and embrace our future.

By 2035, the Edward River region will be active and skilled with healthy people, a connected community and a diverse growing economy.

People will live in the region, and visit, to value the beauty of the natural environment and the vibrancy of the towns and villages.



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INTRODUCTION



About this Plan

This Community Strategic Plan has been prepared by Edward River Council on behalf of the Edward River community: its residents, businesses, community groups, sporting organisations, service providers, industry bodies, state agencies and all who work, live and play across the Edward River region.

The Plan identifies our community's aspirations for its future, and addresses a broad range of challenges, including social and community, the natural and built environment, the local and regional economy, and civic leadership. The Plan is based on social justice principles of equity, access, diversity, participation and rights. Through its strategies the plan seeks to enhance outcomes for all members of our community, including children and young people, the elderly, people with disability, people from culturally and linguistically diverse backgrounds.

This Plan documents the main priorities and aspirations for the future of our area and includes strategies that could help us to achieve our community's goals. While Edward River Council is the custodian of this Plan, it will be up to all of our community and its various stakeholders to commit to and invest in delivering the Plan's strategies, so that together we can achieve the community's goals into the future. Therefore, this Plan makes suggestions about who might contribute to the delivery of suggested strategies and support the achievement of our community's goals.

Essentially, this Plan seeks to ask and answer four key questions:

- Where are we now?
- Where do we want to be in ten years and beyond?
- How will we get there?
- How will we know we're on track?

The plan has been prepared on behalf of our community and Council acknowledges that some strategies within the document may not have the full support from all sections of the community. As this plan is aspirational and doesn't commit any individual or organisation to specific actions, it is appropriate that references to these issues remain, and those who object can choose not to take action in alignment with those strategies which they do not support.

Background

The Edward River region was declared a local government area by the NSW Government in May 2016. Since then, two previous Community Strategic Plans have been developed: in 2018 and in 2022. This Community Strategic Plan seeks to build on those Plans and articulate a clear path forward for the Edward River community. This Plan will next be reviewed and updated in 2028-29.

Extensive community engagement was undertaken in 2021 to inform the 2022 Community Strategic Plan. The report of the outcomes of that community engagement *Our Region, Your Say* remains contemporary and has been used to inform this Plan's development. During 2024, Edward River Council drafted a Growth Strategy: *Edward River 2050 Fast Track for Growth* for the region that seeks to confirm with our local community and key stakeholders the desired direction for our region, particularly in relation to growing our population into the future. Implementing the Growth Strategy will be key to achieving the objectives of this Community Strategic Plan.

Other documents that informed the development of this Plan include:

- the State of the Region report, that collated data about the region's economy, environment, community and civic leadership, identifying how the community has fared over time and which identifies where we are now

- the Edward River Local Strategic Planning Statement, which sets out a twenty-year vision for land use in the local area to enable the achievement of community aspirations
- the Edward River Disability Inclusion Action Plan
- Edward River Council's Advocacy Plan 2024
- the Edward River Agribusiness Masterplan

State and regional influences

In developing this Plan, consideration was also given to State and regional planning and priorities that may influence the future of Edward River. The following documents provide further information about the planning context for this Edward River Community Strategic Plan:

- Riverina Murray Regional Plan 2041
- Murray Regional Economic Development Strategy – 2023 update
- Murrumbidgee Primary Health Network (MPHN) Health Needs Assessment 2022-2025
- Murray Regional Strategic Weed Management Plan 2023-27
- Riverina & Murray Joint Organisation's Statement of Strategic Regional Priorities
- NSW Future Transport Strategy 2022
- NSW Waste & Sustainable Materials Strategy 2041
- Riverina Murray Destination Management Plan 2022-2030
- Murray Region Destination Management Plan 2023
- Riverina Murray Agritourism Development Strategy 2024-2033
- South West Region Creative Strategy 2026-2029

A summary of all NSW Government plans can be found at: <https://www.nsw.gov.au/nsw-government/engage-us/waratah-research-network/priorities-and-collaboration>.

Who is this document for?

This Community Strategic Plan is an important tool for residents and community stakeholders across the Edward River region providing an alignment of strategy with regional aspirations.

It can be used as the evidence base for seeking funding and other investments to resource activities that achieve the Edward River community's goals, including by community service providers, sporting organisations and service clubs.

It will inform business and industry about which investments will best meet local needs and contribute to the achievement of our shared vision for Edward River's future.

All three levels of government, and our local elected representatives, can use this Plan to focus their advocacy and service provision efforts on activities that will progress the Edward River community's goals, as described in this Plan.

This Plan is the Edward River community's plan... it is your plan.

We cannot deliver the plan alone and we will work collaboratively with our various stakeholders to deliver. Council will utilise this plan to develop their four (4) year Delivery Program.

Together. everyone achieves more.

THE EDWARD RIVER REGION

The Edward River region is located in southern New South Wales. It includes the main centre of Deniliquin, as well as six villages.

Booroorban

Booroorban, located on the Cobb Highway in the Hay plains, is the smallest community and features a campground, farm stays, a pub, and stories of the Headless Horseman.

Population: 36 (0.4% of Edward River)
Employed Residents: 22 (0.6% of Edward River)
Dwellings: 24 (0.6% of Edward River)

Pretty Pine

Pretty Pine is a small close-knit community, mixing a rich colonial history with recreation grounds and modern events to appeal to all residents and visitors.

Population: 59 (0.7% of Edward River)
Employed Residents: 38 (1.0% of Edward River)
Dwellings: 25 (0.7% of Edward River)

Notes:

- 588 residents (7.1% of Edward River) live outside the townships and villages.
- Totals will not sum to the total residents presented later in the strategy, due to different data availability/sources.

Data sourced from: ABS (2021) Census of Population and Housing.

Deniliquin

Deniliquin is the heart of Edward River, with vast industrial estates, McLeans Beach, and various social services. Deniliquin is host to much of Edward River's critical infrastructure.

Population: 7,038 (85.2% of Edward River)
Employed Residents: 3,030 (83.6% of Edward River)
Dwellings: 3,245 (85.8% of Edward River)

Wanganella

Wanganella, located on the Cobb Highway and the Billabong Creek, has a countryside setting, featuring the General Store and outdoor adventure activities. Wanganella is the birthplace of the Peppin merino sheep breed, the most common breed of sheep throughout Australia.

Population: 61 (0.7% of Edward River)
Employed Residents: 28 (0.8% of Edward River)
Dwellings: 28 (0.7% of Edward River)

Conargo

Conargo, located on the Billabong Creek, is a passionate pastoral community, with sheep stations/merino studs, numerous landmarks, and interpretative signage to commemorate this heritage.

Population: 117 (1.4% of Edward River)
Employed Residents: 61 (0.8% of Edward River)
Dwellings: 51 (1.3% of Edward River)

Mayrung

Mayrung, located within the Berriquin Irrigation Area, is a small community and recognised as the 'heart of grain county', with rice and cereal farms located around the town.

Population: 171 (2.1% of Edward River)
Employed Residents: 67 (1.8% of Edward River)
Dwellings: 60 (1.6% of Edward River)

Blighty

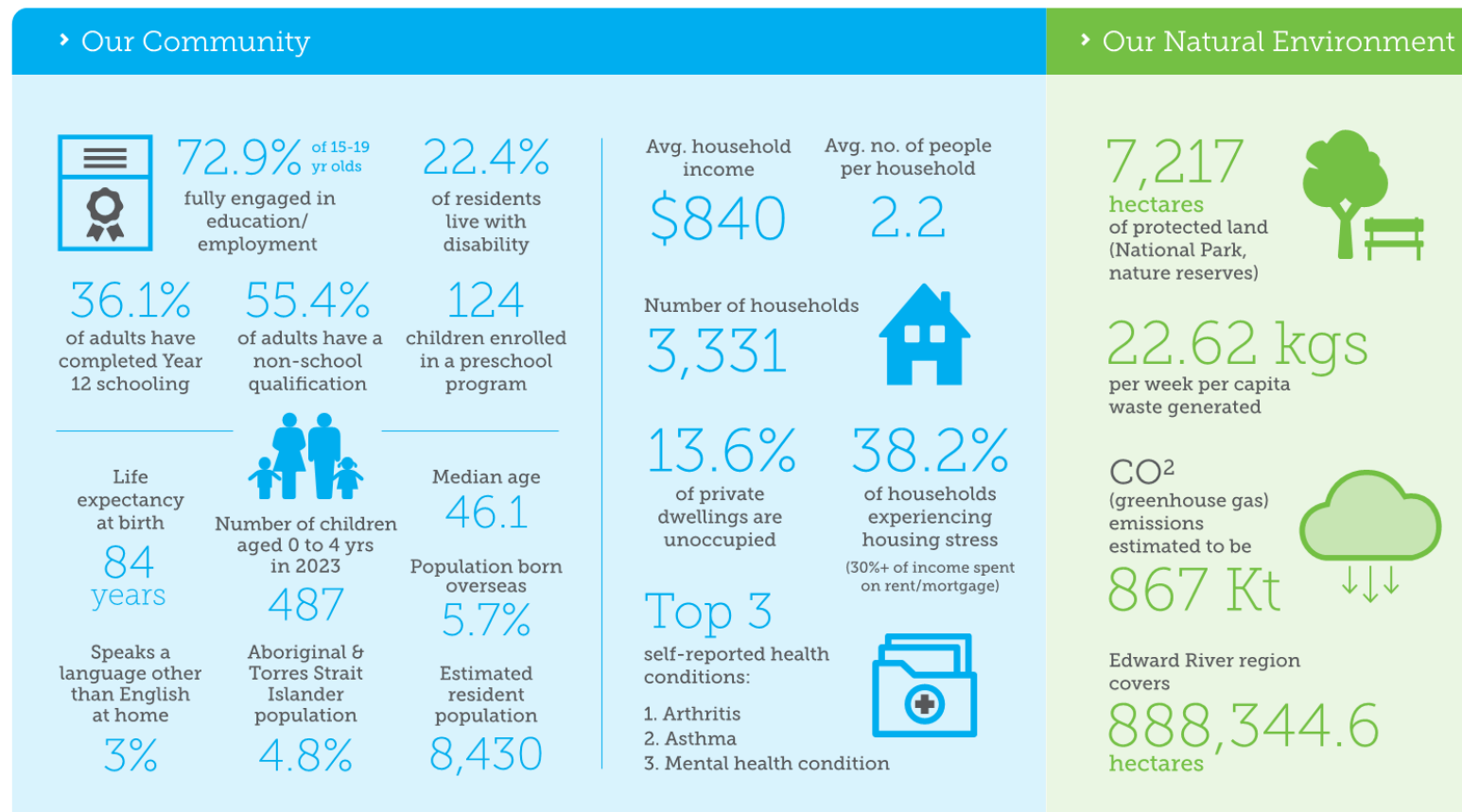
Blighty, located on the way to Albury, is home to numerous rice and other grain farms and storage. There is strong community spirit through the school, pub, and sporting grounds. The community is young and has experienced significant population growth in the five years to 2021.

Population: 192 (2.3% of Edward River)
Employed Residents: 84 (2.3% of Edward River)
Dwellings: 81 (2.1% of Edward River)

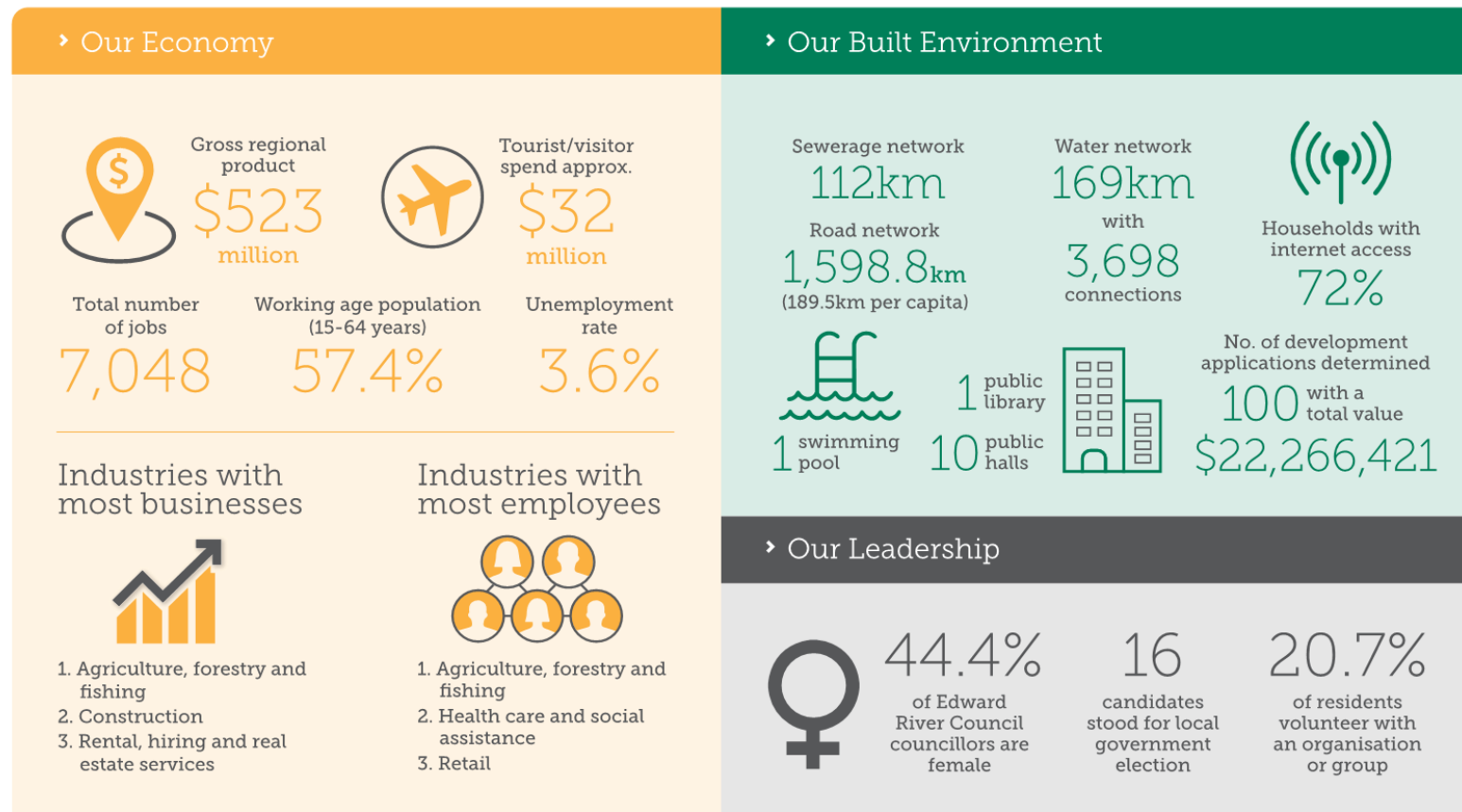


WHERE WE ARE NOW?

Edward River's State of the Region Report, 2024 provides a comprehensive report on where we are now: socially, economically, environmentally (our natural and built environment), and in relation to our community's leadership.



WHERE WE ARE NOW?



Where do we want to be in the future?

Through extensive community and stakeholder engagement conducted over the past two years, we have identified key priorities and aspirations to shape the region’s future. This Plan seeks to describe how these community goals might be met, and they are summarised below:

- Have access to quality health care - Deniliquin to become a regionally significant centre for health, aged and disability care and emergency services
- Expand the agribusiness sector and become a region which generates diverse agricultural products, agribusiness and value-add production
- Establish a collocated manufacturing and intermodal hub to service South-Western NSW and connect to key destinations in NSW and Victoria
- Educational opportunities - education, training and research offerings meeting the needs of local young people and local industry
- Employment opportunities - including entry level employment, apprenticeships and traineeships
- Become the events, arts and cultural centre for the broader region, with a strong and diverse offering
- Expand residential construction services, emphasising residential pre-fabrication and other innovative housing delivery, to increase affordable housing supply
- Appropriate and high standard child care
- Recognition of First Nation contributions



OUR COMMUNITY PLAN



This Community Strategic Plan has been prepared under five key themes:

1. **Communities**
2. **Natural environments**
3. **Built environments**
4. **Economy**
5. **Leadership**

The Plan describes the strategies that our community might deliver in order to achieve our shared goals. It identifies who in the community could take responsibility for delivering each strategy, and what we hope to achieve over the next ten years on our journey ... towards 2035.

This Plan also reflects the Draft Edward River Growth Strategy and the key community principles identified to achieve that Strategy's vision:

PROGRESSIVE

Edward River is open to new ideas, embracing change and progress, and fostering innovative ways to achieve economic, social and infrastructure development.

SUSTAINABLE

The local environment, economy and unique culture are appreciated and cared for by all throughout Edward River. On a day-to day basis residents and businesses make a conscious effort to minimise harm and protect Edward River's environment, economy and culture for future generations, while also fostering sustainable infrastructure development. All stakeholders are working towards the transition to Net Zero emissions.

SAFE

Residents experience a sense of safety not only within their homes but also at their workplaces, within the community, and while on the roads, fostering a conducive environment for economic growth and job creation.

VIBRANT

Edward River thrives with engaged, connected, and active residents, businesses and visitors, contributing to a dynamic economy and vibrant job market. Edward River is a desirable place to live and visit, bolstered by continuous infrastructure development and economic opportunities.

INCLUSIVE

All residents and visitors, regardless of background or circumstance, feel accepted, valued, represented, and appreciated in Edward River, ensuring economic benefits and job opportunities are accessible to everyone in the community. We value our First Nations community, and encourage the sharing of their knowledge, traditions and beliefs with both residents and visitors alike.

1. Communities: Caring, healthy, connected, inclusive communities

Our strategic objectives for creating caring, healthy, connected and inclusive communities are to:

- Provide opportunities for ageing in place
- Acknowledge and celebrate First Nations culture
- Enable artistic expression and participation (events, exhibitions, installations, creative spaces)
- Promote accessibility to enable inclusion by all (people with disability, parents with prams, frail aged, young people)
- Provide educational opportunities for lifelong learning
- Encourage access to health services and activities that promote health
- Provide diversity of housing to meet current and future needs
- Address local crime to promote personal and community safety



Reference	Strategies to get there	Who might contribute
1.1	Ageing	
1.1.1	Explore and review options for the Edward River Village	Edward River Council Real Estate Agents Industry experts
1.1.2	Provide services that support ageing people to stay in their own homes safely	Home Maintenance & Modification Service Meals on Wheels Service Care providers
1.1.3	Provide activities for ageing residents to support their physical and mental health and wellbeing	University of the Third Age (U3A) Edward River Library Community and Service providers Local Health Advisory Committee (LHAC)
1.1.4	Advocate for an increase in the number of aged care places and associated workforce in the local area	Edward River Council Industry experts
1.2	First Nations	
1.2.1	Share stories to promote understanding of the First Nations cultural heritage of the Edward River region	First Nations communities Local schools Edward River Library
1.2.2	Encourage the preservation and showcasing of important First Nations cultural artefacts and enhance broader community understanding of these significant cultural heritage items	Deniliquin Local Aboriginal Land Council Yarkuwa Indigenous Knowledge Centre Edward River Council

1.2.3	Build strong collaborative partnerships with First Nations people and organisations that considers ancient practices to drive educational, cultural and tourism experiences	Yarkuwa Indigenous Knowledge Centre Deniliquin Local Aboriginal Land Council Weraí Land and Water Aboriginal Corporation Edward River Council
1.3	Arts and culture	
1.3.1	Promote participation in the arts through provision of arts activities and groups	Local Arts and Cultural Groups South West Arts
1.3.2	Deliver arts and cultural events that cater to a broad range of community interests	Local Arts and Cultural Groups South West Arts South West Music Yarkuwa Indigenous Knowledge Centre
1.3.3	Preserve and share local history and heritage for future generations	Historical Society Yarkuwa Indigenous Knowledge Centre Deniliquin Genealogy Society Edward River Library Community groups
1.3.4	Facilitate the creation of arts spaces across the region's towns and villages, including in community and church halls	Edward River Council Regional Arts NSW Regional Arts Australia South West Arts
1.3.5	Promote known events that take in all of the region's villages, including markets, social dances, art and craft exhibitions, and sporting competitions	Edward River Council Village committees Event organisers

1.4	Accessibility and inclusion	
1.4.1	Advocate for accessible and inclusive services that promote access and inclusion for people with disability, including cultural and social opportunities and facilities	Local Health Providers
1.4.2	Promote sufficient space for children to engage in play and social interaction to promote healthy development	Early learning sector including: Playgroups, childcare, preschool, toy library
1.4.3	Provide information about events, learning opportunities, community consultations and social activities in a variety of formats, technologies and media to enable broad reach across the community	Service providers Events promoters Edward River Council
1.5	Early through to Adult Education	
1.5.1	Promote opportunities for lifelong learning – formal qualifications and informal learning – that meet the diverse needs and interests of residents across the Edward River region, including with links to industry and research that support broader community outcomes	Local schools and early learning sector Deniliquin Playgroup Association TAFE & OTEN Riverina Community College Murray Malley Training University of the Third Age (U3A) South West Arts
1.5.2	Continue to lobby for the establishment of a Country Universities Centre in Deniliquin	Edward River Council Local MPs CUC Southern Riverina Committee
1.5.3	Promote the attraction and retention of teachers locally through graduate placement programs in partnership with relevant tertiary institutions	Local primary schools Deniliquin High School La Trobe and Charles Sturt Universities

1.5.4	Advocate, support and lobby for early caring and education to support growing communities	Local Early Education providers Local MP's Edward River Council
1.5.5	Advocate for an environment where local secondary education is our communities first choice	Local Education providers
1.6	Health	
1.6.1	Deliver services that enable all residents to be proactive in their own health care	Deniliquin Community Health Centre Medical, dental and allied health service providers Breast Cancer Support Network Local Health Advisory Committee
1.6.2	Advocate for services which promote young people's mental health and support them to be engaged in their community	Headspace National Youth Mental Health Foundation NSW Health Local MPs Mental Health Advisory Group
1.6.3	Develop a GP succession plan and program for the region to enhance access to GPs for Edward River residents	Rural Doctors Association of Australia Local GPs Local Health Advisory Committee
1.6.4	We will advocate for health services that fully meets community needs	NSW Health Local MP's Local Health Advisory Committee Mental Health Advisory Group Profit and not for profit health care sector

1.7	Housing	
1.7.1	Advocate and encourage investment and innovation for diverse housing options available to meet the needs of our community through land releases, new housing development, higher density CBD residential development and upgrades to old housing stock	Edward River Council Developers Investors Business Chamber Building sector
1.7.2	Seek government investment into housing availability to meet the needs of health, education and other essential service workforce	Edward River Council Local MPs
1.8	Sport	
1.8.1	Facilitate all-ages participation in sport and other physical activities to promote healthy lifestyles	Sports clubs and associations Exercise groups Deniliquin Mental Health Awareness Group
1.9	Crime reduction	
1.9.1	Identify initiatives that promote awareness and reduce violence, leading to reduction of crime	Local police

Monitoring our progress

Every four years, via the State of the Region Report, an update will be provided reporting on our progress towards reaching our targets. This will assist in the revision and development of the next Community Strategic Plan for the Edward River region.

Ref	Measure	Baseline	Target	Data source
1.1	Ageing: Development of Edward River Village	Stage 1 Completed	Further stages scoped and reviewed	Edward River Council
1.2	First Nations: Number of annual visitors to the Yarkuwa Indigenous Knowledge Centre	To be established	↑	Yarkuwa
1.3	Arts and culture: Annual participation rates (no. of visits to The Peppin Heritage Centre; no. attending Peppin gallery exhibitions)	In 2023-24, annual visits 12,000 (museum closed - only AVIC, shop and gallery) Exhibition attendance approx. 10,000	↑ Annual visits to Peppin Heritage Centre - 20,000 (post upgrade) Exhibition attendance 15,000	Edward River Council
1.4	Accessibility and inclusion: Equity and inclusion in the community	4.8*	↑	University of Canberra Regional Wellbeing Survey
1.5	Education: % of residents with a non-school qualification	55.4% in 2021	60% by 2026	ABS
1.5	Education: No of children enrolled in a pre-school program	124 in 2021	150 by 2026	ABS
1.5	Education: Increase the number of students attending local secondary school	461 in 2023	480 in 2026	School reports
1.6	Health: Determination made regarding Deniliquin Hospital's future	Concepts developed	Decision made and action underway to progress by 2028	NSW Health Murrumbidgee LHD
1.7	Housing: Proportion of unoccupied private dwellings	13.6% in 2021	Less than 10% by 2026	ABS
1.7	Housing: % of residents experiencing housing stress (ie spending more than 30% of their income on mortgage/rent)	38.2% in 2021	Less than 35% by 2026	ABS
1.8	Sport: Sporting events at Edward River facilities promoted through community engagement channels	To be established	10 per year	Communication channels
1.9	Crime reduction: No. of domestic violence related assaults	73 in 2023-24	Zero Less than 55 in 2027-28	BOCSAR
1.9	Crime reduction: No. of thefts from dwellings	47 in 2023-24	Less than 20 in 2027-28	BOCSAR

* Rated on 7 point scale; 'strongly disagree' (1), 'strongly agree' (7)

2. Natural environments: Respected and healthy natural environments

Our strategic objectives for achieving respected and healthy natural environments are to:

- Achieve sensible water policy – balance between environmental health and economic activity
- Prevent environmental damage caused by pests and weeds
- Respond to climate change with a move towards clean, renewable energy and reduce carbon emissions
- Take action to mitigate the risks of natural disasters
- Reduce waste generation and recover (re-use, recycle) more from waste streams
- Acknowledge and protect our natural environment, vegetation, habitats and biodiversity within the region



Reference	Strategies to get there	Who might contribute
2.1	Water policy	
2.1.1	Advocate for water policy collaboratively with key stakeholders	Edward River Council Local MPs Murray Irrigation Murray Regional Strategy Group Speak Up 4 Water Ricegrowers Australia Local irrigator groups
2.2	Pests and weeds	
2.2.1	Promote and support the eradication of noxious weeds and management of other weed species	Murray Local Land Services Edward River Council Landholders Neighbouring Councils National Parks Local Pest Contractors Lagoon and Habitat Groups Deniliquin Local Aboriginal Land Council Maritime
2.2.2	Promote and support actions to reduce numbers and impact of key vertebrate pests including: European foxes, feral cats, feral pigs and wild rabbits	Landholders Murray Local Land Services Edward River Council

2.2.3	Support initiatives that result in healthy, sustainable water ways	Lagoon and Habitat Groups Deniliquin Local Aboriginal Land Council Maritime
2.3	Climate change response	
2.3.1	Pursue opportunities for carbon offset investment and trading	Agricultural sector
2.3.2	Identify and invest in business and industry practices that mitigate risks of climate change (such as more frequent and severe weather events and droughts)	Local businesses and industries National Parks Landcare Groups Murray Irrigation First Nations community
2.4	Disaster risk reduction	
2.4.1	Promote emergency preparedness and prevention through engagement with local residents and businesses	Emergency Services Edward River Council Residents and businesses
2.5	Waste management	
2.5.1	Promote the reduction and re-use of waste across Edward River region	Edward River Council Not for Profit Community Groups Residents and visitors Businesses, industries and organisations

Monitoring our progress

Every four years, via the State of the Region Report, an update will be provided reporting on our progress towards reaching our targets. This will assist in the revision and development of the next Community Strategic Plan for the Edward River region.

Ref	Measure	Baseline	Target	Data source
2.1	Water policy: Number of advocacy actions	Not established		Edward River Council
2.2	Pests and weeds: Impact of invasive weeds and feral animals	2.9*	↓	University of Canberra Regional Wellbeing Survey
2.3	Climate change response: Local greenhouse gas emissions	866.7 Kt in 2021	<575 Kt in 2028	seed.nsw.gov.au
2.4	Disaster risk reduction: Formal levees certified for 1% AEP events	Not measured	↑	Edward River Council
2.5	Waste management: Amount of waste generated per capita	22.62 kgs per person per week in 2023-24	Reduction of 10% per person by 2030	NSW EPA

* Rated on 7 point scale; 'not a problem' (1), 'very big problem' (7)

3. Built environments: Liveable built environments

Our strategic objectives for achieving liveable built environments are to have:

- Sustainable, quality infrastructure
- Expanded footpath network with street lighting
- Pleasant public spaces with quality community facilities
- A road network that enables safe and effective transport of people and products
- Preserved heritage
- Enhanced digital connectivity, mobile phone coverage and internet access/speeds



Reference	Strategies to get there	Who might contribute
3.1	Infrastructure	
3.1.1	Plan to invest in infrastructure improvements to future-proof Edward River's water and sewer needs	Edward River Council
3.1.2	Advocate for investment of renewable energy and energy transmission into the Edward River region	Edward River Council Local MPs TransGrid EnergyCo Renewable Energy Providers
3.1.3	Plan and review existing Agricultural Infrastructure assets	Edward River Council Agribusiness groups
3.2	Road network, and footpaths and cycleways (active transport)	
3.2.1	Maintain and enhance the region's road, footpath and cycleways network to enable residents, visitors and freight to move safely within and through the region	Edward River Council Transport for NSW
3.3	Public space and community facilities (including sports)	
3.3.1	Plan to enhance the River front precinct to provide facilities catering for recreational activities that meet the diverse needs of the whole community	Edward River Council NSW Government Private investment/community philanthropy
3.3.2	Advocate for a youth centre or PCYC in Deniliquin CBD, utilising a vacant building	NSW Police & Community Youth Clubs CBD landlords
3.3.3	Plan and maintain quality sporting facilities that meet needs of community now and into future	Edward River Council Sporting and Community Groups

3.3.4	Plan to maintain and enhance the network of parks and reserves across the region to provide pleasant open space for residents and visitors to participate in active and passive recreation	National Parks and Wildlife Service Edward River Council Crown Lands Friends of the Cemetery
3.4	Heritage	
3.4.1	Value and preserve our local built heritage, utilising available grant opportunities to refurbish street frontages and other key heritage items	Property owners
3.5	Digital connectivity	
3.5.1	Advocate for enhanced digital connectivity, mobile phone coverage and internet	Local MPs Edward River Council Commonwealth Government Telcos

Monitoring our progress

Every four years, via the State of the Region Report, an update will be provided reporting on our progress towards reaching our targets. This will assist in the revision and development of the next Community Strategic Plan for the Edward River region.

Ref	Measure	Baseline	Target	Data source
3.1	Infrastructure: Number of boil water alerts	0		Edward River Council
3.2	Road networks: Access to roads and public transport	3.0*	↑	University of Canberra Regional Wellbeing Survey
3.2	Road network: No of motor vehicle crashes in the LGA; No of vehicle crash fatalities; No injured in vehicle crashes	Crashes in 2022 = 11 Fatalities in 2022 = 0 Injured in 2022 = 12	↓	Transport for NSW Road Safety crash stats
3.3	Public space and community facilities: I like the environment and surrounds I live in	6.3**	↑	University of Canberra Regional Wellbeing Survey
3.4	Heritage: Grant funding for Heritage projects	\$25,000 per year	↑	Edward River Council
3.5	Digital connectivity: Access to telecommunications	3.8*	↑	University of Canberra Regional Wellbeing Survey

* Rated on 7 point scale; 'very poor' (1), 'very good' (7)

** Rated on 7 point scale; 'strongly disagree' (1), 'strongly agree' (7)

4. Economy: Strong, diverse and sustainable

Our strategic objectives for ensuring a strong, diverse and sustainable economies are to have:

- A strong, diverse agricultural sector
- Value-adding industry development – processing, manufacturing, transportation, agri-tourism
- A skilled and motivated workforce with an increased number of job opportunities
- Business development, promotion and entrepreneurial opportunities
- An activated CBD with vibrant revitalisation
- Land use planning that enables variety of employment precincts
- A strong and sustainable tourism sector
- Improved transport options
- A strong and vibrant arts and culture sector
- Recognise First Nations contributions to the local economy



Reference	Strategies to get there	Who might contribute
4.1	Agriculture and industry value-add sector development	
4.1.1	Continue to enhance agricultural economic outcomes	Agricultural businesses Dept of Primary Industries & Regional Development Not-for-profit farming system groups
4.1.2	To support regional jobs growth and investment, identify and pursue strategic alliance opportunities for regional agriculture	Local agricultural enterprises Local freight providers Other local providers in the supply chain
4.1.3	Pursue opportunities to diversify the agricultural sector to ensure its long term sustainability	Agricultural businesses Dept of Primary Industries & Regional Development Private Investors
4.2	Workforce and jobs	
4.2.1	Advocate to education providers to ensure curriculum options address local workforce and skills gaps	Edward River Council Local MPs Tertiary education providers Local Education and Training providers

4.3	Business development, promotion and entrepreneurship	
4.3.1	Plan, prepare and develop Business Investment strategies for the Edward River region	Regional Development Australia Dept of Primary Industries & Regional Development Business Chamber Business investors Edward River Council
4.4	Activated CBD	
4.4.1	Plan and pursue opportunities to revitalise Deniliquin CBD and river frontage	Edward River Council Deniliquin Business Chamber Business owners and operators
4.4.2	Engage and partner with key stakeholders to grow the economy	Edward River Council Deniliquin Business Chamber Business owners and operators Murray Irrigation Sunrice Local agriculture extension groups Deniliquin Business Chambers

4.5	Land use planning	
4.5.1	Review and update long-term land-use planning strategies and legal instruments to ensure they continue to plan for and enable land use that supports achievement of the Edward River community's goals	Edward River Council Planning NSW Local Industries
4.5.2	Provide for adequate, well-serviced industrial land and employment precincts to facilitate the expansion of local enterprise that value-adds to the local economy	Edward River Council Planning NSW Developers Local Industries
4.6	Tourism and visitor economy	
4.6.1	Engage and partner with relevant tourism bodies to grow Edward River region	Local Tourism providers Local accommodation providers Local event organisers
4.6.2	Encourage overnight visitation through provision of parking and rest areas for long-haul drivers and caravans	Edward River Council Transport for NSW
4.6.3	Advocate and promote tourism products and experiences that celebrate our local region	Event organisers
4.7	Transport networks	
4.7.1	Enhance and upgrade Deniliquin Airport to attract more regional flights and private aviation	Edward River Council
4.7.2	Plan and promote the region as a key transport hub with links to Port of Melbourne, Adelaide-Sydney, Melbourne-Brisbane freight routes and the inland Rail hub	Edward River Council Transport for NSW Private investors

Monitoring our progress

Every four years, via the State of the Region Report, an update will be provided reporting on our progress towards reaching our targets. This will assist in the revision and development of the next Community Strategic Plan for the Edward River region.

Ref	Measure	Baseline	Target	Data source
4.1	Agriculture: Gross value of agricultural production	\$326.3 million in 2020-21 FY	\$350 million by 2028	ABS
4.2	Workforce and jobs: % of 15-19 year olds fully engaged in education and/or employment	72.9% in 2021	More than 75% by 2028	ABS
4.2	Workforce and jobs: Unemployment rate (15+ years)	3.6% in 2021	Not greater than regional average in 2028	ABS
4.2	Workforce and jobs: Median personal weekly income	\$701 in 2021	Not less than regional average in 2028	ABS
4.3	Business development: Total number of businesses	1,023 in 2023	1,130 by 2028	ABS
4.4	Activated CBD – Percentage of vacant CBD shops (Deniliquin)	To be established	↓	Edward River Council
4.5	Land use planning: Value of Development Applications	\$22.2 million (2024)	↑	Edward River Council
4.6	Tourism: Visitor spend	Approx \$32 million in 2023-24 FY	Approx \$45 million by 2027-28 FY	Commbank iQ
4.7	Transport networks: Development of Deniliquin Airport	Stage 2 runway project yet to commence	Stage 2 runway project completed	Edward River Council

5. Leadership: Accountable civic leaders

Our strategic objectives for promoting accountable civic leadership are to:

- Have a shared vision for the Edward River region
- Embrace diversity to hear all voices in decision-making
- Achieve strong collaboration across all levels of government advocating for the region
- Support and grow current, new and emerging leaders
- Ensure effective communication and engagement with community stakeholders
- Encourage good corporate governance and lead by example



Reference	Strategies to get there	Who might contribute
5.1	Shared vision	
5.1.1	Promote and use this Community Strategic Plan across the Edward River region so that it becomes the vehicle through which the community shares its aspirations for the future and works to achieve them	Edward River Council Local MPs Business Chamber Sports and social clubs Other community leaders
5.1.2	Use this Community Strategic Plan as the evidence base for seeking funding and other investments to resource activities that achieve the Edward River community's goals	Community groups Sports organisations Funded service providers Edward River Council
5.1.3	Update and deliver the Edward River Advocacy Plan to support our elected leaders to speak with one voice on behalf of our community	Edward River Council Local MPs
5.1.4	Equitably use public revenue to support enhancement and provision of community facilities across the region	Elected representatives Interested community members Media outlets
5.2	Diversity of leadership	
5.2.1	Create ways to hear diverse voices in decision-making processes	Local MPs Edward River Council Business Chamber Sports organisations Funded community service providers First Nation community

5.3	Inter-governmental collaboration	
5.3.1	Ensure the aspirations of the Edward River community are heard in decision-making across all levels of government	Edward River Council Local MPs RAMJO Regulatory bodies LG Association State Advocacy
5.4	Grow our own leaders	
5.4.1	Identify, collaborate and facilitate opportunities for current, aspiring and emerging leaders and volunteers within the Edward River region	Deniliquin High School Edward River Council Service Clubs Sporting organisations
5.5	Communication and engagement	
5.5.1	Plan and foster community engagement strategies for the whole of Edward River community	Edward River Council Local MPs
5.6	Good corporate governance	
5.6.1	Encourage businesses, community groups, government organisations, clubs and sporting organisations to implement practices that promote good governance, ethical decision-making, risk management, and financial sustainability	Edward River Council Local businesses Community Groups Sporting organisations

Monitoring our progress

Every four years, via the State of the Region Report, an update will be provided reporting on our progress towards reaching our targets. This will assist in the revision and development of the next Community Strategic Plan for the Edward River region.

Ref	Measure	Baseline	Target	Data source
5.1	Shared vision: Community Strategic Plan	Adopted in 2025	Updated in 2029	Edward River Council
5.2	Diversity of leadership: How often do you feel left out?	2.1*	↓	University of Canberra Regional Wellbeing Survey
5.3	Inter-governmental collaboration: Number of engagements with stakeholders	Not established	6 per year	Edward River Council
5.4	Grow our own leaders: % of residents who volunteer for an organisation or group	20.7% in 2021	More than 25% in 2026	ABS
5.5	Communication and engagement: Engagement with community	6 consultations per year after consultations	↑	Edward River Council
5.6	Good corporate governance: Operating performance ratio	0	0	Edward River Council

* Rated on 5 point scale; 'Never' (1), 'All of the time' (5)



EDWARD RIVER: TOWARDS 2035
COMMUNITY STRATEGIC PLAN

This Community Strategic Plan was prepared on behalf of the Edward River community by Edward River Council with the assistance of Karen Legge Consulting

Endorsed by Council: [date]

1 Civic Place (PO Box 270)
Deniliquin NSW 2710
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council@edwardriver.nsw.gov.au
www.edwardriver.nsw.gov.au

11.2. 2025 COUNCIL MEETING SCHEDULE

Author: Acting Director Corporate Services

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council adopt the proposed 2025 schedule of Ordinary Council Meetings which schedules meetings for the third Tuesday of each month between March and December 2025 to commence at 10.00am in the Deniliquin Council Chambers.

Quarter 1	Quarter 2	Quarter 3	Quarter 4
18 March 2025	15 April 2025	15 July 2025	21 October 2025
	20 May 2025	19 August 2025	18 November 2025
	17 June 2025	16 September 2025	16 December 2025

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

BACKGROUND

The Local Government Act 1993 requires council to meet at least ten (10) times each calendar year, each time in a different month.

Further Council's Code of Meeting Practice provides that "Council shall, by resolution, set the frequency, time, date and place of its ordinary meetings".

PROPOSAL/DISCUSSION

That Council hold their regular Ordinary Meetings of Council the third Tuesday of each month between March and December 2025 at 10am in the Deniliquin Council Chambers.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

This report ensures compliance with the legislative and Code of Meeting Practice requirements of Council.

6.2 Financial

There is no financial implications associated with this report or scheduling of Ordinary Meetings.

6.3 Community Engagement/Consultation

Details of scheduled meetings will be placed on Council's website, printed media the week before and on social media platforms for community information. All Ordinary Meetings of Council are open for the public to attend and/or watch the livestream recording.

6.4 Work Health and Safety

All scheduled Ordinary Meetings of Council will be held in accordance with Council's Code of Conduct and Code of Meeting Practice which ensures the safety and wellbeing of all attendees.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

Nil

11.3. COUNCILLOR APPOINTMENT TO COMMITTEES

Author: Acting Director Corporate Services

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council

1. Appoint the Councillors to the Committees as listed in Attachment 1.
2. The term of appointment to the Committees will be for the term of Council or a further resolution which changes the appointments.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

BACKGROUND

Council is entitled to representation on a number of Council Committees. Councillors are appointed as a representative of Council by resolution of Council to the Committees listed in the attachment to this report. As Council are working to formally adopt a Committees Framework, the duration of appointment will be until the new Framework is adopted or a further resolution of Council is passed.

The purpose of appointments is to promote and ensure collaboration with our Committee representatives and our elected Councillors, which focuses on ensuring that Council can contribute to the broader community and achieving the purpose of the various Committees. It is worth recognising that some of the Committees may not be Council Committees, although utilising one of Council facilities/assets. In these cases the appointment will be reliant on the Committee inviting the nominated Councillor representative to the Committee meetings.

Each Committee will have some form of Terms of Reference and depending on this document, it will depend on the capacity of the Councillor at the Committee meetings. With the Committees Framework, the type of Committee will determine the type of Agreement or Terms of Reference which will then provide clarity around roles and responsibilities as we move forward.

Councillors have been provided with the opportunity to submit nominations for the various internal and external Committees to which they wish to be appointed.

PROPOSAL/DISCUSSION

That the Councillor representatives within Attachment 1 to this report be the elected Councillor representative to the named Committee for the current term of Council or until a further resolution of Council is made.

RISK AND IMPLICATIONS**6.1 Legislative and Policy**

There are no legislative or policy implications associated with the appointment of Councillors as representatives to the Committees listed on Attachment 1 of this report.

6.2 Financial

There are no financial implications associated with the appointment of Councillors as representatives to the Committees.

6.3 Community Engagement/Consultation

N/A

6.4 Work Health and Safety

There are no identified Work Health and Safety implications associated with this report.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

Attachment 1 - Councillor Representative appointments

Attachment 1 - Councillor Appointment



Council Asset	Group Name	Status	Councillor Representative	Councillor Rep Name
N/A	Audit, Risk and Improvement Committee (ARIC)	Active	Yes	Already appointed Clr Leanne Mulham Deputy in absence of primary Clr Linda Fawns
N/A	Australia Day Committee	Active	Yes	Mayor Ash Hall Deputy Mayor Kellie Crossley
N/A	Aboriginal Liason Committee	Active	Yes	Clr Linda Fawns Clr Ken Bates
Deniliquin Airport	Airport User Group	Active	Yes	Clr Linda Fawns Clr Shannon Sampson Clr Shirlee Burgee
Blighty Hall & Recreation Facilities	Blighty Hall and Recreation Reserve Committee	Active	Yes	Clr Craig Druitt Clr Ken Bates
Booroorban Hall	Booroorban Sporting and Social Club	Active	Yes	Clr Shannon Sampson Clr Linda Fawns
N/A	Local Area Traffic Committee	Active	Yes	Clr Ken Bates
Rotary Park	Rotary Park Users Group	Active	Yes	Clr Craig Druitt Deputy Mayor Kellie Crossley
Deniliquin Saleyards	Saleyards Advisory Committee	Active	Yes	Clr Shirlee Burge Clr Ken Bates Clr Linda Fawns
Conargo Hall	Conargo Hall Committee	Active	Yes	Clr Crossley Clr Shannon Sampson Clr Craig Druitt
Mayrung Hall	Mayrung Hall Committee	Active	Yes	Clr Ken Bates
Memorial Park	Memorial Park Users Advisory Committee	Active	Yes	Clr Shannon Sampson Clr Leanne Mulham
Pretty Pine Hall	Pretty Pine Hall Committee	Active	Yes	Clr Kellie Crossley
N/A	Rural Fire Service Bushfire Management Committee	Active	Yes	Clr Frank Schofield
Wanganella Hall	Wanganella Hall Committee	Active	Yes	Clr Frank Schofield
N/A	Arts & Culture Advisory Committee	Active	Yes	Clr Frank Schofield Clr Shirlee Burge
N/A	Community Grant Assessment Panel Committee		Yes	Mayor Ash Hall Deputy Mayor Kellie Crossley
Edward River Village	Edward River Village Advisory Committee		Yes	Mayor Ash Hall Deputy Mayor Kellie Crossley
N/A	General Manager/CEO Performance Management Committee		Yes	Mayor Ash Hall Deputy Mayor Kellie Crossley Clr Craig Druitt (Councillor nominated) Clr Leanne Mulham (CEO nominated)

11.4. NAMING OF NORTH DENILIQVIN REST AREA

Author: Director Infrastructure

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council:

1. Adopt the name 'North Deniliquin Reserve' for Crown Reserve No. 46452, currently known as North Deniliquin Tennis Club reserve, for the purpose of submitting to the Geographical Names Board of NSW for approval,
2. Adopt the name 'Flo Allen Park' for the area of the former North Deniliquin tennis courts as defined in Attachment 1 of this report, for the purpose of submitting to the Geographical Names Board of NSW for approval, and
3. Undertakes further consultation regarding naming of other areas within the reserve.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future

1.3 Enhanced Active and Passive Open Spaces

BACKGROUND

At its July 2024 meeting, Council resolved the following regarding naming of the North Deniliquin rest area:

That the report be deferred until the current policy is investigated to ensure Council is working within policy and that the report comes back to Council in August 2024.

Due to caretaker provision regarding the September 2024 local government elections, this matter could not be dealt with at the August 2024. The matter is now being brought back to Council for further discussion and resolution.

PROPOSAL/DISCUSSIONCouncil Policy

Council does not have a specific policy regarding naming of parks or facilities. The most relevant Council policy relating to this matter is the 'Memorials in Public Spaces' policy, adopted by Council by way of resolution in November 2019.

The 'Memorials in Public Spaces' provides guidance and direction regarding the provision of plaques in public spaces by directing these to be placed at the memorial wall in the civic area. As noted in the strategic implications in this report, the policy does not discuss the naming of parks and reserves and as such these requests are managed on a case by case basis. It has been on this case by case basis, informed by the process highlighted by the Geographical Names Board of NSW regarding place naming, that Council has been dealing with this matter.

A review of how other councils manage naming of parks and facilities shows that they have implemented policies based on the naming procedures documented by the Geographical Names Board of NSW (GNB). It is noted that Council has followed these procedures to date and will continue to do so for this matter.

Personal Nature of the Endorsed Name

The Geographical Names Board of NSW (GNB) provides advice that personal names may be used for reserves where the person or persons have had a long-term association with the area or have

made a significant contribution to the area of the proposed park or reserve. This association or contribution may include:

- Two or more terms of office on the governing local government council,
- Twenty or more years association with a local community group or service club, or
- Twenty or more years of association or service with a local or state government or organisation.

As part of information supporting the naming of the area, Council has received advice that Mrs Allen's association with the North Deniliquin tennis courts stretches over twenty years and was considered significant for the area and tennis in Deniliquin. Based on this information it is considered appropriate that the 'Flo Allen Park' name is used.

Options for Naming the Reserve

At its July meeting, Council received information on three options for naming the reserve, based on submissions received during the two rounds of community consultation. These are:

Option 1 - Naming the whole reserve 'Flo Allen Park'

This option is in line with Resolution 1 from Council's 21 May 2024 meeting, in that the whole reserve is named 'Flo Allen Park'.

Option 2 - Separate names for areas inside the reserve

This option is in line with two of the submissions received and is shown in Attachment 1. It includes:

- Naming the area of the old tennis courts 'Flo Allen Park' with signage at the entrance to the parking area and along the Davidson Street frontage. This would also include interpretive signage noting the contribution of Mrs Allen and the historical use of the area as a tennis facility,
- Naming the truck stop area 'The Transport Legends Truck Stop', as per the submissions received, and
- Changing the name of the wider crown reserve from 'North Deniliquin Tennis Club' to 'North Deniliquin Reserve'.

Council staff understand that it is common to have different names for different ovals, parks and facilities within a wider reserve. An example of this is the Deniliquin Regional Sports and Entertainment Facility within the Rotary Park reserve.

It is noted that the naming of the truck stop area, and changing the name of the wider reserve, has not specifically been included as part of the latest public consultation. These names, however, were included in submissions from the original public consultation. The names 'truck stop' and 'rest area' may also have specific meanings and definitions beyond the intent of the area and this is something that may need to be fully investigated.

Option 3 - Only naming the area of the former tennis courts 'Flo Allen Park'

This option is similar to Option 2 in that it would include the following:

- Naming the area of the old tennis courts 'Flo Allen Park' with signage at the entrance to the parking area and along the Davidson Street frontage. This would also include interpretive signage noting the contribution of Mrs Allen and the historical use of the area as a tennis facility, and

- Changing the name of the wider crown reserve from 'North Deniliquin Tennis Club' to 'North Deniliquin Reserve'.

What is not included in this option is naming the truck stop area. This would be subject to a separate process, similar to that followed in relation to the name 'Flo Allen Park'. This would allow Council to undertake the naming the rest area part of the reserve as a separate process, as Council has not undertaken public consultation specifically aimed at including a name based on referencing transport or trucking.

Summary

In summary Council staff recommend that Council adopts the name 'Flo Allen Park' for the area of the former tennis courts. This provides respectful acknowledge of Mrs Allen's contributions to the North Deniliquin Tennis Club over the years. Staff also recommend that further consultation be undertaken regarding other areas of the reserve, which acknowledges the multiples uses of this area of over the years.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

The Geographical Names Board of NSW (GNB) is the authority, under the Geographical Names Act 1996, responsible for assigning of names to places and geographical features. The GNB have published detailed guidelines to assist councils with these matters and Council has been following these guidelines.

6.2 Financial

Is this currently budgeted No. There is not a specific budget item for this matter.

If not, can it be funded within existing budget? Yes. The naming process is an administrative process that can be funded within existing operational budgets.

6.3 Community Engagement/Consultation

Level of Engagement	Stakeholder	Activity	Outcome
Consult and engage	Broader community	Council has undertaken two rounds of public consultation to assist in reaching a resolution to this matter.	Information from the submissions informed reports to Council.

6.4 Work Health and Safety

There are no WHS issues regarding this matter.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Proposed area for 'Flo Allen Park'

PLEASE NOTE THAT THE AREAS SHOWN ARE INDICATIVE ONLY

PLAN - OPTION 3 FOR NAMING OF REST AREA
SCALE 1:400 (A1)

Legend:

Working Gardens

Adj 1 | Community Facility Entrance - Low Appeal

Community Facility Entrance

To clearly identify the entrance to the park, playground, picnic areas and reserves. When used in conjunction with a sign, it is a strong visual cue.

The Alpha specification provides a concrete where budget or sign quantities are limited.

PA 1 | Interpretive - Low Appeal

Interpretive

To highlight a place, person or event of historical or cultural significance, and to provide the meaning and context of the place, person or event to the community.

The Alpha specification provides a concrete where budget or sign quantities are limited.

North Deniliquin Rest Area

OPTION 3 FOR NAMING PARTS OF THE RESERVE

SCALE 1:400 (A1) | SHEET No. 1 OF 1 | DRAWING No.

AMEND | SHEET SIZE
A | A1

No.	ISSUED FOR INFORMATION	DESCRIPTION	DATE	MJD	INT	DRAWN DATE	MJD DATE	CHECKED DATE	PROJECT OFFICER
A	ISSUED FOR INFORMATION	AMENDMENTS	12.02.25			12.02.25			

11.5. LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PHASE 4**Author: Projects Coordinator****Authoriser: Director Infrastructure****RECOMMENDATION**

That Council resolves to allocate the remaining funding amount of \$363,170 from Phase 4 of the Local Roads and Community Infrastructure program to the following projects:

1. Upgrades at the Deniliquin Basketball Stadium to the amount of \$100,000,
2. Refurbishment of Sextons Hut at the Deniliquin Cemetery to the amount of \$40,000,
3. Refurbishment of the VRA building in Charlotte Street to the amount of \$73,170, and
4. Electrical and infrastructure upgrades at the Deniliquin Saleyards to support electronic ID for sheep to the amount of \$150,000.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
 - 1.3 Enhanced Active and Passive Open Spaces
4. Delivering community assets and services
 - 4.1 Vibrant villages and towns

BACKGROUND

In July 2023, Edward River Council was allocated \$963,170 as Part A of the Local Roads and Community Infrastructure Round 4 funding program. In its meeting held 12 May 2023, Council resolved to allocate, \$600,000 of this funding to the Lighting Deniliquin and Blighty Reserves Project, now complete. After concerns were raised by the Band Hall committee around the condition of the building, the remaining amount of \$363,170 was allocated to the refurbishment of the Band Hall. In June 2024, Councillors made the decision to seek alternatives for the Band Hall, leaving this amount unallocated. Construction for P4 is required to be physically completed by 30 June 2025, however, grant opportunity does not close until 30 June 2026 and the grant authority may allow for extension of time variations to be approved if requested.

PROPOSAL/DISCUSSION

At the June 2024 briefing, the following capital projects were discussed for inclusion in the 2024/25 Operational Plan and Budget, subject to funding being sourced. No decision was made at the time.

Council staff are confident these projects comply with the funding guidelines under Phase 4 of the Local Roads and Community Infrastructure program (LRCI P4) and recommend that Council request a variation to work schedules to include these projects.

Project	Cost Estimate
Basketball Stadium - Further Facility Upgrades	\$100,000
Deniliquin Cemetery - Refurbishment of Amenities Block near Sextons Hut	\$40,000
VRA Building - Refurbishment of the Building	\$73,170
TOTAL	\$213,170

This would then leave \$150,000 unallocated.

Council has recently undertaken a project to install electronic ID Scanners and Reading equipment at the Deniliquin Saleyards as a requirement by DPIE NSW legislation, to be undertaken by January 2025. Funding for this project has come through a rebate program and additional funding from DPIE. The requirement for electrical and infrastructure upgrades at the aged Saleyards will place the project spend over the funding received. Staff, therefore, recommend that the remaining amount of \$150,000 be allocated to complete this project.

Final allocation is recommended as follows:

Project	Cost Estimate
Basketball Stadium - Further Facility Upgrades	\$100,000
Deniliquin Cemetery - Refurbishment of Amenities Block near Sextons Hut	\$40,000
VRA Building - Refurbishment of the Building	\$73,170
Electronic ID Scanner and Reader infrastructure and electrical upgrades	\$150,000
TOTAL	\$363,170

RISK AND IMPLICATIONS

6.1 Legislative and Policy

There are no legal implications regarding this matter.

6.2 Financial

The works are covered by the available budget.

The proposed funding source is LRCI P4 and DPIE Rebate.

6.3 Community Engagement/Consultation

Level of Engagement	Stakeholder	Activity	Date, Location, etc	Outcome
Inform and Consult	User Groups & Community	Issue letters, community meeting, social media, printed media,	Note target dates for issue, location of face-to-face opportunities	Awareness and collaboration of user groups and the community

6.4 Work Health and Safety

The physical works required for these projects are well understood. WHS risk is relatively low given existing procedures and controls.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

N/A

11.6. AUDIT, RISK AND IMPROVEMENT COMMITTEE - LOCALLY BASED INDEPENDENT MEMBER

Author: Acting Coordinator Risk

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council:

1. Notes that Council did not receive any applications for the position of locally based independent member of the Audit, Risk and Improvement Committee (ARIC).
2. Agrees to either:
 - a. Re-advertise the position for an additional four weeks, and review the status of the position after that period, OR,
 - b. Amend the ARIC Terms of Reference to remove the requirement for a locally based independent member.
3. Notes the ARIC Chair's advice that Council could be satisfied that Councillor Mulham, as the councillor member on ARIC, provides the necessary local experience and knowledge that a locally based independent member would provide.
4. Notes the risk that while the locally based independent member position remains vacant (and a formal part of the ARIC Terms of Reference), the ARIC will not be able to make a quorum in the event that one of the three current independent members is sick or resigns.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

BACKGROUND

At its meeting on 29 October 2024, Council resolved to:

1. [...]
2. Adopt the ARIC Annual and Strategic Work Plans, and the revised ARIC Terms of Reference, with the inclusion at paragraph 5.2 of the Terms of Reference "an independent member based within the Edward River local government area".

[...]

(Resolution 2024/2910/11.2)

The position of locally based independent member was advertised on Council's website on 4 December 2024, in the local newspaper on 10 December 2024, and on Council's Facebook page on 13 December 2024.

The following organisations in the local government area also received a copy of the information pack and were asked to distribute it to their stakeholders:

- Business Chamber
- Rotary

- Lions Club
- U3A
- RSL Club
- North Public School
- South Public School
- High School
- St Michael's
- Edward Public School
- Blighty Public School
- Conargo Public School
- Mayrung Public School.

The closing date for expressions of interest was 5pm 6 January 2024.

PROPOSAL/DISCUSSION

Following Council's amendment on 29 October 2024 to the ARIC Terms of Reference to include a locally based independent member, the position was advertised as per the background, above. No applications were received by the closing date.

Council could either readvertise the position for a period (of say, four weeks), or amend the ARIC Terms of Reference to revert the membership of the ARIC to three independent members.

While the locally based independent member position remains vacant (and a formal part of the ARIC Terms of Reference), the ARIC will not be able to make a quorum in the event that one of the three current independent members is sick or resigns.

The Chair of the ARIC has considered the situation and has advised that while he respects Council's position, the reality may be that there is a limited pool of locally based candidates who possess the necessary skills, expertise, and experience to effectively fulfill the role of Independent Member.

The Chair also acknowledges the quorum situation and emphasises the importance of ensuring effective and timely meetings in accordance with mandatory requirements.

Finally, the Chair also considers that Councillor Mulham (with Councillor Fawns as back up), effectively brings a local perspective to ARIC, and together with the three independent members, the Committee already benefits from a diversity of experiences, which is vital in effectively fulfilling its role.

The next meeting of ARIC is scheduled 20 February 2024.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

The *Local Government (General) Regulation 2021* requires the Audit, Risk and Improvement Committee to hold at least four meetings per year.

While the locally based independent member position remains vacant (and a formal part of the ARIC Terms of Reference), the ARIC will not be able to make a quorum in the event that one of the three current independent members is sick or resigns.

6.2 Financial

There are no financial risks associated with this paper.

6.3 Community Engagement/Consultation

Level of Engagement	Stakeholder	Activity	Date, Location, etc	Outcome
Consult	Chair - ARIC	Reviewed this paper	7 January 2024	Refer Chair's advice in Section 5.

6.4 Work Health and Safety

There are no WHS implications associated with this paper.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

Nil.

11.7. LOCAL GOVERNMENT NSW & AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - KEY CONFERENCES 2025

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council

1. Approves the attendance of the Mayor and the Chief Executive at

- a. The Local Government NSW Rural and Regional Summit on Thursday 8 May 2025 in the State Library of NSW
- b. The Australian Local Government Association 2025 National General Assembly 24 to 27 June 2025 at the National Convention Centre in Canberra
- c. The Local Government NSW Annual Conference 23 to 25 November 2025 in Penrith.

2. Considers the attendance of other Councillors in line with the Councillor Expenses and Facilities Policy and Councillor Training.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

BACKGROUNDRegional and Rural Summit 2025 8 May 2025

The Rural and Regional Summit will be held at the State Library of New South Wales on Thursday 8 May 2025. LGNSW Rural and Regional Summit is a crucial one-day event, which serves as a focal point for deliberating on the pressing challenges facing rural and regional communities. With Mayors, Councillors, Council Staff and NSW State Government representatives attending, the summit promises to foster collaborative solutions aimed at bolstering the socio-economic landscape of NSW's Rural and Regional areas.

Early bird tickets are available until 3 March 2025 @ \$540.00. The standard price is \$650.00.

National General Assembly 2025 24-27 June 2025

The Australian Local Government Association is the national voice of local government, representing 537 councils across Australia. The Association gathers all together to debate issues important to local communities and provides an opportunity to hear from State and Federal leaders. It is also an opportunity to network with a broad range of Councils.

National Priorities Need Local Solutions is the theme for this year's Assembly. Motions for the conference are now open and close 31 March 2025. Early bird rates are available until 23 May 2025 @ \$979.00.

The Local Government NSW Annual Conference 2025 23-25 November 2025

The Annual Conference is the supreme policy-making body of LGNSW and an opportunity for Councillors to come together to share ideas and debate issues that shape the way LGNSW is governed and advocates on behalf of the local government sector.

LGNSW members may put forward motions for consideration of the Annual Conference. Where a majority of voting delegates at the Annual Conference vote in support of the motion, it is adopted as a resolution

of LGNSW. LGNSW updates its [Policy Platform](#) annually to reflect these resolutions, and they also inform our [Advocacy Priorities](#) .

The conference is also an opportunity for Mayors and Councillors from right across NSW to learn from and support each other and consider new ways to deliver for the communities they represent.

PROPOSAL/DISCUSSION

Approval for the attendance at these conferences will allow Edward River Council the opportunity to secure early bird tickets and accommodation. It also gives the Councillor body the opportunity to work through their calendars and nominate the conference they think would be the most beneficial to attend.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

The recommendation is in line with the Councillor Expenses and Facilities Policy and Councillor Training.

6.2 Financial

The attendance of the Mayor, Chief Executive Officer and Councillors at The Australian Local Government Conference and Local Government NSW Conferences is captured within the budget.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

No attachments

12. REPORTS FOR NOTING**12.1. PERFORMANCE IMPROVEMENT ORDER - COMPLIANCE REPORT**

Author: Interim Chief Executive Officer

Authoriser:

RECOMMENDATION

That Council receive and note Compliance Report 3 being the final report in accordance with the Performance Improvement Order issued on Edward River Council.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

BACKGROUND

On 22 July 2024, the Honourable Ron Hoenig, MP, Minister for Local Government issued a Performance Improvement Order (PIO) under Section 438A of the *Local Government Act 1993* (the Act) on Edward River Council (ERC).

The Minister appointed Mark Ferguson as Temporary Adviser to ERC to exercise the functions for the term specified in Schedule 3 of the PIO.

Schedule 1 of the PIO set out the reasons for the order, as follows:

1. There is evidence that ERC'S meeting procedures are not complying with the Meeting Code of Practice and there is lack of respect and formality.
2. There is evidence to suggest that ERC is not complying with its work, health and safety obligations as a result of the behaviours of some councillors.
3. There is evidence of hostility and acrimony between councillors that, if unaddressed, is likely to lead to dysfunction and reputational damage.
4. There are behaviours that indicate that some councillors may not understand their obligations under the code of conduct when dealing with staff of the council.
5. There are behaviours that indicate that some councillors may not understand their obligations under the code of conduct when dealing with each other.
6. There are behaviours that indicate that some councillors may not understand their obligations under the code of meeting practice.

In accordance with the PIO two compliance reports have been provided to the Minister and this third, and final, report is due by 28 February 2025.

PROPOSAL/DISCUSSION

The PIO requires the provision of a final report on the status of ERC including observations of behaviours and conduct of councillors, including the observations and outcome from councillor induction.

Schedule 2 of the PIO required ERC to implement the following actions to improve its performance:

1. Improve council behaviours within ERC meetings and workshops to reflect community standards and ensure compliance of Council's code of meeting practice.
2. Complete councillor training workshops as requested by the Deputy Secretary, Local Government.
3. Identify actions required to be taken to ensure compliance by the councillors with the staff interaction policy. These actions will be informed by the Temporary Adviser.
4. Identify actions that the governing body and councillors need to undertake to ensure compliance with its legislative obligations including Financial Reporting and Integrated Planning and Reporting (End of Term report).
5. Identify actions and strategies to ensure ERC is complying with its obligations under Safe Work NSW, specifically around Councillor/Councillor and Councillor/Staff interactions.
6. Identify actions and strategies to ensure councillors are correctly briefed on the effective operations and relevant activities.
7. Identify actions to deliver and evaluate councillor induction training, including how to respect the principles of political discourse within and outside of council meetings.

The following actions have been undertaken to improve performance as required by the PIO.

Improve council behaviours within ERC meetings and workshops to reflect community standards and ensure compliance of council's code of meeting practice.

Council at an extraordinary meeting held on 25 June 2024 resolved the following:

"That Council:

1. Acknowledges the Minister for Local Government's correspondence dated 17 June 2024 notifying Council of the Minister's intention to issue a Performance Improvement Order on Council under Section 438A of the *Local Government Act 1993*,
2. Advises the Minister that it accepts the "Reasons for the Order" as detailed in Schedule 1, accepts the "Action required to improve performance" in Schedule 2, and accepts the proposal for "Appointment of temporary adviser" in Schedule 3 as proposed in the draft Order.
3. Provide all necessary assistance to the proposed "temporary adviser" when appointed, including access to all relevant documents, video files and electronic correspondence; and
4. Makes a submission to the Minister for Local Government regarding the Notice of Intention to issue Council with a Performance Improvement Order noting that it accepts all items detailed in Schedules 1,2 and 3 of the draft Order.

Prior to the 2024 Council election, Council adopted the latest version of its Code of Meeting Practice, based on the model code, in January 2022. Refresher training was held regarding the Code of Conduct in November 2022.

Local Government elections were in September 2024. Sixteen nominations were received for Edward River Council, including three candidates from the former council. The three former councillors were re-elected.

Due to a countback held following the election, an extraordinary meeting of Council was unable to be held until Tuesday 15 October 2024 to enable elected councillors to take the Oath or Affirmation of Office.

At the extraordinary meeting of Council, Cr Ashley Hall was elected Mayor and Cr Kellie Crossley was elected Deputy Mayor. Both were elected unopposed.

The extraordinary Council meeting was attended by all Councillors and Council's Temporary Adviser, Mark Ferguson. Prior to the extraordinary meeting of Council, a workshop was held with the new Councillors to commence the induction process.

The workshop covered leadership and meeting preparation, including:

- Introduction to the Code of Conduct
- Introduction to the Code of Meeting Practice
- Explanation of the Oath/Affirmation of Office
- Mock Council meeting
- What contribution can an individual Councillor make
- Introduction to Councillor and Staff Interaction Policy

The workshop was attended by all Councillors and Council's Temporary Adviser, Mark Ferguson.

Complete councillor training workshops as requested by the Deputy Secretary, Local Government

Council will arrange Councillor attendance at any Councillor training workshops, in addition to Council's in-house Induction Program, as requested.

Identify actions required to be taken to ensure compliance by the councillors with the staff interaction policy. These actions will be informed by the Temporary Adviser.

Council officers, with input from our temporary adviser, developed a comprehensive induction program (refer attached) to address this, and other actions.

Council's Interim CEO altered the Councillor/Staff Interaction Policy to significantly expand the number/range of staff available for direct interaction with councillors.

The first workshop held with councillors following the election included a session on the Councillor/Staff Interaction Policy. Council's CEO will implement any actions required that are identified by Council's temporary adviser.

Identify actions that the governing body and councillors need to undertake to ensure compliance with its legislative obligations including Financial Reporting and Integrated Planning and Reporting (End of Term report).

As part of the induction program for Councillors specific training addressing Financial Reporting commenced on 22 October 2024 with an initial two-hour workshop session and then continued throughout the induction program ensuring a thorough overview and understanding of the Integrated Planning and Reporting framework and associated documents that fit within the framework.

Council will also implement any actions that are required by council's temporary adviser.

Identify actions and strategies to ensure compliance with its legislative obligations under Safe Work NSW, specifically around Councillor/Councillor and Councillor/Staff interactions.

Council acknowledges its role as a Person Conducting a Business or Undertaking (PCBU) under the *Work Health and Safety Act 2011*. This includes the behaviours and actions of Councillors. Requirements and expectations relating to the *Work Health and Safety Act 2011* and Code of Conduct have been discussed with Councillors. At the workshop held on 15 October 2024

Councillors were introduced to the Code of Conduct and Councillor/Staff Interaction Policy. A workshop on WHS for Health and Safety was held on 22 November 2024 for all Councillors. The workshop was conducted by Coastal OHS ran for four hours.

Prior to the 2024 Council election, Council adopted the current version of its Code of Conduct in May 2022. Refresher training was held on regarding the Code of Conduct in November 2022. Following the September 2024 local government elections a workshop was held on 15 October 2024 with Councillors which included an introduction to the Code of Conduct. At Council's first Ordinary Meeting of Council post Oath/Affirmation (29 October 2024) Council has adopted an updated version of its Code of Conduct based off the model Code of Conduct.

Council will also implement any actions required that are identified by Council's temporary adviser.

Identify actions and strategies to ensure councillors are correctly briefed on the effective operations of ERC and relevant activities.

Council's induction program continues to provide opportunities for our Councillors to be aware, learn and appreciate the Edward River region specific subjects and this will continue beyond the induction program to enable informed decision making.

Council will implement any actions required that are identified by Council's temporary adviser.

Identify actions to deliver and evaluate councillor induction training, including how to respect the principles of political discourse within and outside of council meetings.

Council's Interim CEO conducted exit interviews with all but one outgoing Edward River Councillor prior to the 2024 September 2024 local government elections. Feedback from the exit interviews was used to assist preparation of the induction program.

Prior to the Christmas closure, a self-reflection survey was conducted with our Councillor cohort to seek feedback regarding their induction program to date to allow for tweaks to made to the second half of the Councillor Induction program which is reflected in the Induction plan attached to this report.

Temporary Adviser Comments - Compliance Report Three

Below is the final report in accordance with the Performance Improvement Order from the appointed, Temporary Advisor, Mark Ferguson. It should be noted that minor amendments may be made to the final report during Mr Ferguson's attendance at Edward River Council the week of the February Ordinary Meeting of Council.

Council Meeting Performance

The Council meeting of the 18th of February 2025 will be the 6th consecutive council meeting I have attended. Two of those meetings with the former council and four with the current council. Those council meetings have all been conducted effectively and efficiently and in good spirit. Minor changes to seating arrangement were previously implemented keeping the councillors together to reinforce the councillors as a collegiate governing body.

Performance within council meetings has steadily improved as councillors become more confident in asking questions of their peers and staff. Councillors are developing competence in the rules of debate such as the procedure for moving and seconding motions or speaking to the motion in a live-streamed recorded public setting. The meetings have been well chaired, and councillors have acted respectfully. As outlined in the report councillors have received training at workshops delivered through the induction process.

It is important that the council continues to operate in accordance with its legislative obligations under the NSW Local Government Act 1993, ensuring transparency, good governance, and community trust. This must remain a priority as the council builds on its progress.

My advice to council is that the future meetings of council be conducted in the ante room of the Deniliquin Town Hall. This grand area is renovated, larger and would accommodate members of the public more comfortably. It is a more appropriate setting for the council meetings to be held in this venue. Council will need to allocate expenditure to install audio visual capacity for streaming of meetings and furniture. This hopefully will be included in the budget review process.

Induction Process

As outlined in the compliance report the induction process was designed to provide legislative and policy guidance, skills development, strategic and corporate planning, risk management, oversight and accountability, self-awareness and leadership development. It is an intensive program that has focussed upon collaborative learning and behavioural change. The program was delivered by consultants, Local Government practitioners, the on-line OLG programs, the Interim CEO, Council Staff and the Temporary Adviser.

The attendance rate at these sessions by Councillors has been very high. This has required a time commitment more than eighty-six (86) hours by each councillor. In total the councillors will have completed approximately one hundred (100) hours induction within six months of election. Whilst it has been an intensive time commitment to develop skills the evidence supports that spending time together in this learning process will enhance collaboration, strengthen trust and build stronger teamwork among councillors.

The councillors were asked to complete a self-reflection survey on the process midterm. All councillors responded to the survey. The outcomes were positive with councillors identifying their confidence in their knowledge of council, understanding of the role and their capacity to work collaboratively with the mayor, other councillors and community to achieve council's objectives. Suggestions for areas to concentrate further on include strategic questioning, governance, Council financials and technology.

Behaviour and Culture

The composition of the council because of the election is a community-based council with a strong mixture of experience, community, commitment, initiative, teamwork and political acumen. The newly elected councillors have brought a fresh approach to conducting council activities. The current council has the knowledge and experience of the former councillors with the enthusiasm and fresh approach of the new councillors.

The current leadership by the Mayor and Deputy Mayor has been outstanding. As an example, when dealing with legacy issues among former councillors, both sought to consider the individual perspectives and then attempted to triangulate the issues to mediate an acceptable outcome. It is this style of considered decision-making that builds trust among councillors and staff.

Sarah Artist views on 'difficult' councillors also reinforces the need for firm but respectful action being required throughout the organisation so that the focus is always on the best interests of the whole community (CJLG Issue 27 p186 Dec 22).

The council has made it clear within its 29 October resolution that it does not accept nor tolerate any behaviour inconsistent with the Edward River Code of Conduct that may be deemed bullying, whether between councillors or between councillors and staff. The new council has demonstrated a willingness to form effective working relationships through respectful communication for all councillors and between councillors and staff. The positive culture and improved governance

practices must be maintained and embedded in council operations to ensure lasting change and compliance with the broader obligations outlined in the Act. The council resolution requires this to be implemented and monitored.

In discussions with the Mayor and Deputy Mayor it became apparent that for the council to optimise its capability it needed to appoint a tenured General Manager/Chief Executive Officer. This was critical to resolve the structure, appoint staff to positions that had been in an acting capacity and facilitate longer term council strategy. I facilitated this process with the assistance of the Council staff to enable the CEO Recruitment Panel to interview selected candidates and the full council to interview two candidates before making an appointment.

The outcome by the council was a unanimous decision to appoint Mr Jack Bond to the position for a five-year contract period. Mr Bond commenced as the new CEO on the 29th of January 2025. I am confident that he will do an outstanding job for the council. This is also an example of the council's agility in decision-making with this comprehensive process and critical outcome being undertaken within an eight-week period.

I would also like to acknowledge the significant contribution to the council by the Interim Chief Executive Officer, Mr Gary Arnold. Mr Arnold made a significant difference to the organisation climate and relationships upon his arrival and kept that momentum throughout his tenure. Every assistance has been offered to me by the Interim CEO during my period as Temporary Adviser.

In summary, the council has demonstrated substantial improvement, particularly in governance, collaboration, and leadership. I encourage the council to remain diligent in meeting its obligations under the Local Government Act and Work Health and Safety Act to continue fostering a positive, transparent, and accountable culture in its service to the community.

Mark Ferguson

Temporary Adviser

11/2/2025

RISK AND IMPLICATIONS

6.1 Legislative and Policy

Section 438A of the *Local Government Act 1993* enables the Minister to issue a Performance Improvement Order on a Council if the Minister reasonably considers that action must be taken to improve the performance of a council.

6.2 Financial

Is this currently budgeted? No

If not, can it be funded within existing budget? Yes

What is the proposed funding source? Pursuant to Section 438G (7) of the *Local Government Act 1993* the Minister decreed that Council's temporary adviser be paid from Council funds.

6.3 Community Engagement/Consultation

Information report.

6.4 Work Health and Safety

The PIO requires that Council is to identify actions and strategies to ensure ERC is complying with its obligations under Safe Work NSW, specifically around Councillor/Councillor and Councillor/Staff interactions.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

ERC Induction Program

Attachment 1 - Councillor Induction



2024 Councillor Induction

PART 2 INDUCTION (Jan 2025 – Apr 2025)

Legend of colours

OLG Hit the Ground Running	Workshops – Face to Face	Workshops - Teams	Council Meeting	Formal event	Public Holidays
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Date(s)	Activity	Detail	Responsibility/ Delivery	Purpose/Alignment	Time Commitment
Friday, 10 January	Citizenship Ceremony 9.30am -10.30am	Edward River Citizenship Ceremony – Town Hall		Community celebration	1.0
Thursday, 30 January	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Metropolitan strategic planning 	LG NSW	This webinar will provide an overview of the NSW planning framework and priorities. Participants will gain an understanding of their responsibilities as a councillor when it comes to strategic planning for metropolitan areas, including the roles of the Department of Planning, Housing and Infrastructure, and the Western Parkland City Authority.	2.0
Sunday, 26 January	Australia Day	Australia Day Celebration – Town Hall <ul style="list-style-type: none"> 8.30am Breakfast 9.45am Ceremony and Awards Post Celebration, Rotary Club will raise the 2000 Time Capsule in the Waring Gardens			
Monday, 27 January	Australia Day	Public Holiday		Public Holiday	
Thursday, 6 February	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Local and regional strategic planning 	LG NSW	This webinar will provide an overview of the NSW local and regional planning framework and priorities. Participants will gain an understanding of their responsibilities as a	2.0

LEADERSHIP

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EXCELLENCE

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ACCOUNTABILITY

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DELIVERY

We are committed to delivering results to our community and outstanding service to our customers



2024 Councillor Induction

				councillor when it comes to strategic planning for local and regional areas.	
Tuesday, 11 February	Councillor Workshop (1 hour) 8.00am – 9.00am	Draft Community Strategic Plan feedback	Acting Director Corporate		1.0
	Councillor Workshop (1 ½ hours) 9.00am – 10.30am	Draft Delivery Program	Executive	Building off Draft CSP consultation and service statements	1.5
	Councillor Workshop (1/2 hour) 10.30am – 11.00am	Naming of North Deni Rest area	Director Infrastructure	Background ready for presentation at February Ordinary Meeting of Council	0.5
	½ hour 11.00am – 11.30am	Organisation Structure Review <ul style="list-style-type: none"> • What do we need to consider • Alignment back to Delivery Program and Operational Plan • Did the previous restructure achieve its purpose/intent • What have we learnt 	CEO		0.5
	Councillor Workshop (1/2 hour) 11.30am – 12.00pm	Councillor Workshop and Meeting Schedule <ul style="list-style-type: none"> • What day, time and location do we want to hold Meetings and Workshops beyond Induction 	Executive	Enable compliance to legislative requirements of Council resolution for Council meeting times	0.5
	Councillor Workshop (1.5 hours via Teams) 4.30pm to 6.00pm	Growth Strategy <ul style="list-style-type: none"> • Page by Page turn 	Executive Acting Mgr Community & Economy	Enable formal adoption of Strategy	1.5
Thursday, 13 February	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> • Crown lands native title and Aboriginal land rights 	LG NSW	This webinar will provide an overview of Crown land in NSW and council requirements under the Crown Land Management Act 2016. Participants will gain an understanding of the	2.0

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2024 Councillor Induction

				Native Title Act 1993, and Aboriginal land rights under the Aboriginal Land Rights Act 1983.	
Tuesday, 18 February	Councillor Workshop (1 hour) 1pm – 2pm	<ul style="list-style-type: none"> Draft Final Adviser Report of ERC 	ERC Adviser – Mark Ferguson	Councillor self assessment as majority of this report is based on competency and behaviour	1.0
Tuesday, 18 February	Fifth Council Meeting 2pm – 4pm	<ul style="list-style-type: none"> Schedule of reports 			2.0
Thursday 20 February	Councillor Workshop (1 hour) 1.00pm – 2.00pm	Introduction to State Cover Insurance Mutual	JLT		1.0
	Councillor Workshop (1 hour) 2.00pm – 3.00pm	<ul style="list-style-type: none"> Introduction to Riverina and Murray Joint Organisation (RAMJO) 	Yvonne Lingua Executive Officer of RAMJO	To be confirmed	1.0
Thursday, 20 February	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Town water services; a Councillors responsibilities 	LG NSW	In this webinar participants will develop a greater understanding of their additional responsibilities when councils provide essential water services. Using case studies and interviews the seminar will illustrate a range of water issues that councillors will encounter when making decisions about drinking water, recycled water and sewage.	2.0
Tuesday 25 February 2025	Councillor Workshop (2 hours) 8am – 10am	Advocacy items <ul style="list-style-type: none"> Health Care Child Care 	CEO	Health – Linda Barclay, MLHD Rep, etc Child Care – Felicity Michaels RREE	2.0
Thursday, 27 February	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Ongoing professional development 	LG NSW	Our final webinar for the series, will guide councillors on what it takes to be successful in the role, as well as understand what their individual training and support requirements are and how they can undertake further	2.0

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2024 Councillor Induction

				professional development during their term as a councillor.	
March 2025	Individual Professional Development Plans established	<ul style="list-style-type: none"> Each councillor to have a one-to-one session with the Chief Executive Officer to identify key learning priorities and ongoing professional development preferences. 	CEO	In accordance with legislative and policy requirements	1.0
Tuesday 4 March 2025	Councillor Workshop (2 hours)	<ul style="list-style-type: none"> 2025/26 Draft Operational Plan and Budget Rate System and Structure <ul style="list-style-type: none"> What are the changes we need to consider What are the key messages How do we want to approach engagement with our community 	CEO and Acting Chief Financial Officer	Preparing for adoption of draft budget for community engagement	2.0
Tuesday 11 March 2025	Councillor Workshop (1 hour via Teams) 8.30am – 9.30am	<ul style="list-style-type: none"> Risk Appetite Statements <ul style="list-style-type: none"> How do you feel with the risk appetite that we have arrived at? Are there any changes you would like to see? 	Executive		
Tuesday 18 March 2025	Councillor Workshop (2 hours via Teams) 8.00am – 10.00am	<ul style="list-style-type: none"> Disability Awareness Training 	ERC People and Culture Team	In accordance with Council’s Disability Inclusion Action Plan 2023-2026 all staff and Councillors required to complete disability awareness training	2.0
Tuesday 18 March 2025	Ordinary Council Meeting	Location and Time to be confirmed at February meeting			2.0
Tuesday 1 April 2025	Councillor Workshop (6.5 hours) 9am – 3.30pm	Tour of facilities <ul style="list-style-type: none"> Library, Depot, Aerodrome, Saleyards, Swimming Pool, Stadium, Cemetery, Peppin, Edward River Village, Sewer Treatment site, Town Hall 	Executive Mgr Facilities and Open Space	Councillor Induction Appendix E <ul style="list-style-type: none"> Orientation to council facilities and local government area 	6.5

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2024 Councillor Induction

Tuesday 8 April	Councillor Workshop (2 hours) 8.30am – 10.30am	<ul style="list-style-type: none"> Committees <ul style="list-style-type: none"> What are the different types What ones do we want Councillor representation Engagement with Committees Draft Framework 	Executive	More engagement with village committees – feedback will need to be built into Framework and this session will be held in March 2025	2.0
	Councillor Workshop (1 hour) 10.30am – 11.30am	Council assets and our Lease/License register	Executive Mgr Facilities & Open Space		1.0
Tuesday 15 April 2025	Councillor Workshop (2 hours) 8am – 10am	Key local topics <ul style="list-style-type: none"> Country Universities Water Buy Back 	CEO	Water Buy Backs – Ron McCalman CEO Murray Irrigation, Mark Lam CEO MDA, MDBA Reps	2.0
Tuesday 15 April 2025	Ordinary Council Meeting	Location and Time to be confirmed at February meeting			2.0
Thursday 17 April 2025	Councillor Workshop (2 hours) 9.00am – 11.00am	<ul style="list-style-type: none"> Land-use planning & Crown land management overview Public health, including water/ sewer responsibilities of Council 	Executive Mgr Development Services	Councillor Induction Appendix E <ul style="list-style-type: none"> Strategic planning Land use planning Natural resource management Water management 	2.0
Friday 18 to Monday 21 April 2025	Easter Long Weekend	Public Holidays and Weekend		Public Holidays and Weekend	
Friday 25 April 2025	Anzac Day	Public Holiday		Public Holiday	
TBC	Councillor Workshop (1 hour via Teams) 3.00pm – 4.00pm	Introduction to Murray Regional Tourism	CEO Murray Regional Tourism		1.0

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2024 Councillor Induction

OPTIONAL (Various Dates/Times)

Date(s)	Activity	Detail	Responsibility/Delivery	Purpose/Alignment	Time Commitment
	Councillor Workshop (4 hours) 9am – 1pm	<ul style="list-style-type: none"> Financial management responsibilities 	(LG NSW – Understanding LG Finances for Councillors)	Councillor Induction Appendix E <ul style="list-style-type: none"> Financial processes and financial management 	4.0
	Councillor Workshop (3.5 hours)	Meeting Practice Training <ul style="list-style-type: none"> Code of Meeting Practice 	LG NSW – Code of Meeting Practice for Councillors Or Other provider(s); previous Mayor’s	This session is recommended for all Councillors and Executive and can be provided on site It also aligns with feedback to date that there is a keen interest to better understand	3.5
Mayor and Deputy Mayor	Half to one day workshop	<ul style="list-style-type: none"> Media Training How to chair council meetings Role of mayor (code of conduct, IP&R, GM Employment, regional body representation, civic and ceremonial role) 		Councillor Induction Appendix E <ul style="list-style-type: none"> Supplementary topics for Mayor Mayor and Deputy Mayor specific training Mayor and Deputy to confirm availability to schedule/book this training	

PART 1 – COMPLETED (Sept 2024 to Dec 2024)

Date(s)	Activity	Detail	Responsibility/Delivery	Purpose/Alignment	Time Commitment
14 September	Local Government elections	<ul style="list-style-type: none"> Election Day 	NSW Electoral Commission		

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2024 Councillor Induction

Date(s)	Activity	Detail	Responsibility/Delivery	Purpose/Alignment	Time Commitment
1 to 3 October	Progressive declaration of results	<ul style="list-style-type: none"> Election Results 	NSW Electoral Commission		
4 October	Election results declared	<ul style="list-style-type: none"> Declared 	NSW Electoral Commission		
Monday 7 October	PUBLIC HOLIDAY				
8 October to 11 October	One-to-one with ICT Team to be issued laptop/Council email, log-in, IT policies, mobile phone etc	<ul style="list-style-type: none"> Provide device, ensure log in, overview of email, Sharepoint site and IT policies Completion of Disclosure of Interest to be completed (CoC 4.21) 	Executive Assistant to CEO and Manager Customer Experience Manager Governance, Safety and Risk	Ensure all Councillors are able to log into system, access SharePoint and manage emails/calendar	1.0
Tuesday 15 October	Councillor Workshop (3 hours) 2pm to 5pm	<ul style="list-style-type: none"> Basic Leadership and meeting preparation <ul style="list-style-type: none"> Introduction to Code of Conduct, Code of Meeting Practice, Staff & Councillor Interaction What is the Oath and why What does leadership look like What contribution can I make Mock Meeting 	ERC Adviser – Mark Ferguson & Interim CEO Gary Arnold	Before the first meeting commences, understand obligations at high level of Code of Conduct and Code of Meeting Practice What and why of the Oath With the pending decision to elect a Mayor and Deputy Mayor, take the step back to consider what leadership looks like	3.0
	First Council Meeting 5pm Councillor Photo's 5.30	<ul style="list-style-type: none"> Oath Election of Mayor & Deputy Mayor (2 year period) Decide count-back position Determine Council meetings for remainder 2024 	Executive Zowie Crumb Photographer organised	Swearing in ceremony for newly-elected Council and mandated business (including election of the Mayor and Deputy Mayor). Followed by finger food with family and friends. Take councillor photos (for website and future publications – individual and group)	1.0

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Date(s)	Activity	Detail	Responsibility/Delivery	Purpose/Alignment	Time Commitment
	Post Photo's – Nibbles and Social	<ul style="list-style-type: none"> Superannuation contribution 			
Thursday, 17 October	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Roles and responsibilities 	LG NSW	This webinar will cover everything councillors need to know to achieve positive community outcomes and understand the context in which councils operate. Participants will understand their council's role in the local community, the different roles of a councillor and how to manage the challenges involved.	2.0
Monday, 21 October	Teams Meeting ERC Performance Improvement Order and Report 2 context 4pm – 5pm	<ul style="list-style-type: none"> What is the Performance Improvement Order that OLG have issued on ERC Enable overview of pending second report of PIO 	ERC Adviser – Mark Ferguson and Interim CEO	Context of PIO, understanding purpose, intent and outputs of order	1.0
Tuesday, 22 October	Councillor Workshop (2 hours) 9.00am – 11.30am	<ul style="list-style-type: none"> Introduction to ERC Financials ERC Budget Overview and Process (annual, QBRS, etc) 23/24 Financial Statements Introduction to Procurement, tendering, evaluation and contract approval 	Acting Chief Financial Officer & Financial Accountant Executive	Councillor Induction Appendix E <ul style="list-style-type: none"> Financial processes and financial management 	2.5
Thursday, 24 October	Councillor Workshop (3 hours) 5pm –8pm	Meet the Leadership Team for introduction to service <ul style="list-style-type: none"> Service statement slides/presentation 	Leadership Group	Councillor Induction Appendix E <ul style="list-style-type: none"> Overview of the key functional areas of council operations and staffing 	3.0
Thursday, 24 October	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Making the most of meetings 	LG NSW	This webinar will cover everything councillors need to know about council meetings, their purpose, and process. Participants will understand expectations for council meetings	2.0

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				as well as how to make them effective and maximise the benefits.	
Monday, 28 October	Councillor Workshop (3 hours) 5.30pm to 8.30pm	<ul style="list-style-type: none"> Roles and responsibilities of the governing body Role of councillors to liaise with constituents and forward concerns Principles of Local Government IP&R – elements of the framework (inc Resourcing Strategy) and councillor role Council committees including ARIC 	Karen Legge Consulting	Councillor Induction Appendix E <ul style="list-style-type: none"> Roles and Responsibilities of Councillors and staff Establishment of a well-functioning governing body Legal and political context of local government Overview of the key functional areas of council operations and staffing 	3.0
Tuesday, 29 October	Councillor Workshop (3 hours) 9am – 11am	<ul style="list-style-type: none"> Code of Conduct Code of Meeting Practice Conflicts of Interest (including pecuniary and other interests) Appointment & oversight of CEO/GM Complaints Handling Other key legislation (eg EP&A) and operating environment (eg other levels of government and oversight) Public Interest Disclosure (PID) Other key policies – social/media, staff interaction, use of Council resources (mock situations) 	Karen Legge Consulting	Councillor Induction Appendix E <ul style="list-style-type: none"> Legal and political context of local government Decision making Customer services and complaints handling Support available to assist councillors in their role 	3.0
Tuesday, 29 October	Second Council Meeting 2.00pm – 4.00pm	<ul style="list-style-type: none"> Receive State of the Region Report; Adopt 2023/24 Financial Statements (need to be referred to OLG by 31/10) 	Executive	Key policies may include: <ul style="list-style-type: none"> Councillor and Staff interaction Policy Code of Conduct 	2.0

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		<ul style="list-style-type: none"> • ARIC Terms of Reference, Internal Audit Charter and Councillor representative for ARIC • Consider any other priority policies for Council term • Conduct other ordinary business of the new Council 			
Thursday 31 October	Councillor Workshop (3 hours) 9.00am – 12pm	<ul style="list-style-type: none"> • Pre-survey regarding expectations/goals for Council term • Land-use planning & Crown land management overview • Public health, including water/ sewer responsibilities of Council • Strategic vs operational roles and responsibilities • Mock Meeting 	Karen Legge Consulting	Councillor Induction Appendix E <ul style="list-style-type: none"> • Strategic planning • Land use planning • Natural resource management Water management	3.0
Thursday, 31 October	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> • Integrated Planning and Reporting 	LG NSW	This webinar will cover everything a councillor needs to know about engaging with their community and setting the long-term direction for your council to ensure that money and other resources are used effectively. Participants will gain an understanding of their responsibilities and obligations under Integrated Planning and Reporting, its effectiveness as a planning tool and be updated regarding general strengths and areas for development.	2.0
Tuesday, 5 November	Union Picnic Day	<ul style="list-style-type: none"> • Non working day for union members 			

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Thursday, 7 November	Councillor Workshop (2 hours) 9.00am – 11.00am	<ul style="list-style-type: none"> Councillor Conduct and Meeting Practices <ul style="list-style-type: none"> A new framework What are our thoughts Do we want to make a submission Wyoming Dairy Farm 	CEO & Acting Director Corporate Services	Consultation on Paper closes 15 November (this enables council to formally pass resolution to provide response (if required))	2.0
Thursday, 7 November	OLG Hit the Ground Running webinar 4.30pm to 6.30pm	<ul style="list-style-type: none"> The governing body and financial management 	LG NSW	This webinar will provide councillors with an understanding of their legislative responsibilities in relation to accounting practice, financial management and financial reporting of councils. Participants will gain an understanding of the principles of sound financial management, the difference between internal and external reporting and the budget and audit processes.	2.0
Friday 8 November	RAMJO Meeting	<ul style="list-style-type: none"> Local joint organisation 	CEO and Mayor		
Monday 11 November	Councillor Workshop (1.75 hours) 9.00am – 10.45am	Key local topics <ul style="list-style-type: none"> Renewable Energy 	Executive	ERC Specific	1.75
Monday 11 November	Remembrance Day	<ul style="list-style-type: none"> 11am Ceremonial commitments 	CEO and Mayor		1.0
Tuesday 12 November	Councillor Workshop (6 hours) 9am – 3pm	<ul style="list-style-type: none"> Robbie Sefton Workshop MF – Observations and insights of effective local governments GA – ERC objectives and priorities Connecting Collaborating and Building Positive Relationships 	Robbie Sefton Executive	Councillor Induction Appendix E <ul style="list-style-type: none"> Roles and Responsibilities of Councillors and staff Councillor Induction Appendix E	6.0

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		<ul style="list-style-type: none"> Defining your shared vision, value proposition and commitment statement Communication and Community Engagement 		<ul style="list-style-type: none"> Establishment of a well-functioning governing body Keeping it strategic Collaboration – united voice, two way conversations	
Wednesday, 13 November	Councillor Workshop (3 hours) 1pm – 4pm	<ul style="list-style-type: none"> Draft Community Strategic Plan, 2023-24 Annual Report, Committees Review and Delivery Program. 	Karen Legge Consulting Executive		3.0
Thursday 14 November	Travel for Mayors Association Conference		Mayor and CEO		
Thursday, 14 November	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Risk management and internal audit 	LG NSW	This webinar will cover the mandatory local government risk management and internal audit framework with particular emphasis on how audit, risk and improvement committees will support councillors to perform their roles as the strategic drivers and decision makers of councils.	2.0
Friday 15 November	Country Mayors Association Conference	<ul style="list-style-type: none"> Skills and Education AGM – further networking opportunity 	Mayor and CEO	Sydney	
Monday 18 and Tuesday 19 November	LG NSW Conference	<ul style="list-style-type: none"> Opportunity to Network with other Council Mayor’s and Deputy’s – sector wide conference 	Mayor and GM traditionally attend	Tamworth	
Thursday, 21 November	OLG Hit the Ground Running webinar	<ul style="list-style-type: none"> Appropriate conduct and ethical decision making 	LG NSW	This webinar will cover key elements of the Model Code of Conduct for Local Councils in	2.0

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	4.00pm to 6.00pm			NSW including general conduct, behaviour in meetings, managing conflicts of interest and interactions with council staff. Participants will gain an understanding about how to protect and enhance their individual and council’s credibility and reputation through appropriate conduct.	
Friday 22 November	Councillor Workshop (4 hours) 8.30am-12.30pm	<ul style="list-style-type: none"> WHS* Role and Responsibility as governing body WHS Law (including psychosocial), Roles and Responsibilities, emergency preparedness, 	Coastal OHS Services	Councillor Induction Appendix E <ul style="list-style-type: none"> Legal and ethical responsibilities and risk management *Include OLG/Safework WHS video for councillors and legislative responsibilities	4.0
Tuesday, 26 November	Councillor Workshop (3.5 hours) 8am – 11.30am	Key local topics <ul style="list-style-type: none"> Edward River Village Hardinge Street Tree Policy and associated issues 	Executive	ERC Specific	3.50
	Councillor Workshop (1/2 hour) 11.30am – 12pm	Key local topics <ul style="list-style-type: none"> Draft Growth Strategy 	Executive	ERC Specific	0.5
Tuesday, 26 November	Third Council Meeting 2pm – 4pm	<ul style="list-style-type: none"> Business will include receiving Edward River Council’s 2023-24 Annual Report and Financial Statements. Consider Committee’s Review Appoint councillors to internal and external committees Review Community Engagement Strategy 	Executive	<ul style="list-style-type: none"> Code of Meeting Practice 	2.0

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		<ul style="list-style-type: none"> 2024/25 Quarterly Budget Review Review of Delegations Investment Report Confirm policy review schedule and consider any other policies ready Consider Growth Strategy 			
Thursday, 28 November	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Corruption risk and prevention 	LG NSW	This webinar is presented by the NSW Independent Commission Against Corruption (ICAC). It will cover ICAC investigations and recommendations on topics such as the lobbying of councillors and how to mitigate corruption risks; overseas travel by councillors and what to consider to protect your reputation and security while travelling; and how to deal with property developers to minimise corruption risks.	2.0
Thursday, 5 December	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Working together 	LG NSW	This webinar will cover the key components of emotional intelligence. Research has shown that what distinguishes outstanding leaders is their degree of emotional intelligence, not their technical or analytical skills. Participants will learn how to create a healthy, inclusive, and respectful workplace that is fundamental for creating a successful organisation.	2.0
Tuesday, 10 December	Councillor Workshop (1 hour) 8.00am – 9.30am	<p>Key local topics</p> <ul style="list-style-type: none"> Growth Strategy Draft Community Strategic Plan 	Executive Acting Mgr Community & Economy	ERC Specific	1.0

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	Councillor Workshop (2 hours) 9.30am – 11.00am	<ul style="list-style-type: none"> Risk Management – risk appetite, risk framework and policy. How do we assess risk in the context of these documents 	InConsult	Councillor Induction Appendix E <ul style="list-style-type: none"> Legal and ethical responsibilities and risk management 	2.0
	Councillor Workshop (1 hour) 11am – 12pm	Key local topics <ul style="list-style-type: none"> Committees Framework What Committees do we want? Committee Councillor appointment 	Executive	ERC Specific	1.0
Cancelled, to be rescheduled	OLG Hit the Ground Running webinar 4.00pm to 6.00pm	<ul style="list-style-type: none"> Work health and safety 	LG NSW	Details coming soon	2.0
Tuesday, 17 December	Fourth Council Meeting 2pm to 4pm	<ul style="list-style-type: none"> Governance Framework Fraud Prevention Framework CX Strategy and Improvement Plan Corporate Policies Investment Report ARIC Minutes 2025 Ordinary Meeting Council meeting dates Draft CSP Committees Framework 		Key Policies <ul style="list-style-type: none"> Reserves and Investment Policy Councillor Expenses and Facilities Policy Councillor Induction and Professional Development Policy Media and Social Media Policy 	2.0
19 December 2024	Self reflection and Feedback Digital Survey	<ul style="list-style-type: none"> How have you found the Induction program so far? What information or session do you need to revisit or further explore? What has been learnt, what the gaps are, where we need further development 	ERC Adviser – Mark Ferguson and Interim CEO	What is working, what needs to be improved, ensure appropriate understanding Working together, refresher on any induction sessions, clarification, identification of missing elements	0.5

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Date(s)	Activity	Detail	Responsibility/Delivery	Purpose/Alignment	Time Commitment
		<ul style="list-style-type: none"> Any questions/concerns arising from first 100 days Clarification, review, etc 		This will contribute to the final performance improvement order report	
From 20 December 2024 to 3 January 2025	Christmas/New Year Break			Office Closure	

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12.2. DELIVERY PROGRAM PROGRESS REPORT - JULY TO DECEMBER 2024

Author: Executive Assistant Corporate Services

Authoriser: Acting Director Corporate Services

RECOMMENDATION

That Council receive and note the six-monthly Delivery Program progress report for the period July to December 2024.

COMMUNITY STRATEGIC PLAN

This report contributes to Council's commitment to the following Community Strategic Plan objective:

5. Accountable leadership and responsive administration.

BACKGROUND

Council's Delivery Program and annual Operational Plans are prepared under the five themes established in the Community Strategic Plan:

1. Shaping the future
2. An open and connected community
3. Encouraging growth through partnerships
4. Delivering community assets and services
5. Accountable leadership and responsive administration

The attached report provides Council with an update on the progress made to the 2024/25 Operational Plan commitments.

PROPOSAL/DISCUSSION

The purpose of the six-monthly review is to provide Council with an opportunity to monitor the progress of achieving Delivery Program commitments.

The attached Progress Report shows the scheduled annual actions towards achieving the Delivery Program, outcomes at the end of December were:

- 13.10% of actions were complete
- 62.07% of actions were progressing on track
- 12.41% of actions were progressing behind schedule
- 7.59% of actions were not due to commence
- 4.83% of actions were unable to commence

Commentary is provided in the attached Progress Report to explain why some actions have not progressed as originally planned.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

This report meets Council's obligations under the Integrated Planning & Reporting framework of the NSW *Local Government Act 1993*.

6.2 Financial

There are no financial implications as a result of this report.

6.4 Work Health and Safety

There are no identified work health and safety issues identified with this report.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

Delivery Plan Progress Report - July to December 2024

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
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Delivery Program Progress Report – July to December 2024

1.1.1.1	Continue to implement the Edward River Weed Action Plan	% of scheduled actions completed	At least 90%	Progressing on track	Program objectives on track for completion	Open Spaces
1.1.2.1	Deliver the annual golden perch and Murray cod fish re-stocking program at Billabong Creek	Annual restocking completed	By January 2025	Completed	Fingerlings entered at various locations along Billabong Creek completed January 2025	Open Spaces
1.1.3.1	Participate in the procurement process of the Power Purchasing Agreement in partnership with Hunter Joint Organisation and	Procurement commenced	By March 2025	Completed	Edward River Council entered into agreement as delegated	Open Spaces
1.2.1.1	Work in partnership with key internal stakeholder to deliver and report on progress of the 2024-25 scheduled, funded actions of the Disability Inclusion Action Plan	% of funded scheduled actions completed	At least 90%	Progressing on track	15 Scheduled items 19% completed Unable to provide progress update of remaining items - will provide an update at Q3.	Community Development & Events
1.2.1.1 2023/24 Carry Forward	Deliver a consolidated Edward River Local Environmental Plan (LEP)	LEP gazetted by December 2024	100%	Progressing on track	Dept Planning, Housing and Infrastructure were due to finalise formal drafting and proceed LEP to gazettal in December. This timeframe was not met by DPHI. Expect to occur early 2025.	Planning & Development
1.2.1.2	Deliver the Rural Tree Scheme for 2024-25	No of tube stock trees sold	At least 2,000	Completed	Collection completed May 2024 - Total Trees ordered/distributed - 2695 EOI for 24/25 delivery completed September 24	Open Spaces
1.2.1.3 2023/24 Carry Forward	Engage local communities in refreshing Village Plans to inform future Council planning and investment	6 village forums held; Revised Village Plans endorsed by March 2024	100%	Unable to commence	Progress has been temporarily paused whilst a comprehensive review is undertaken by the CEO and Director of Infrastructure	Strategic Asset Management
1.2.2.1	Assess and determine: - complying development applications - construction certificate applications - local activities applications	Assessments determined within statutory or Council timeframes	>80%	Progressing on track	CDC - Nil received 100% - CC's determined in statutory timeframe 85% - Local Activity Applications(s68) determined within statutory timeframes as at December 31 2024	Health & Building

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
1.2.2.10	Administer the Local Heritage Grants Program to support the maintenance of heritage in the community	% of grant-funded projects completed; Amount of grant expended	100% \$20,000	Progressing on track	The Local Heritage fund is 50% complete. As at 31 December 2024 Projects that were successful in gaining funding are due for completion by 31 May 2025	Planning & Development
1.2.2.2	Assess and determine Development Applications	Assessments determined within statutory timeframes	>80%	Progressing on track	100% DAs determined within statutory timeframes at December 31 2024	Planning & Development
1.2.2.3	Provide Planning Certificates (10.7) and sewerage and drainage certificates for property sales	% of certificates issued within 5 days of request	90%	Progressing on track	100% Planning Certificates (72) issued within 5 days of request 100% Sewerage Drainage Diagrams(46) issued within 5 days of request for Oct - Dec 2024	Planning & Development
1.2.2.4	Undertake backyard swimming pool inspections	No. of inspections completed	At least 35 per annum	Progressing on track	15 Swimming Pool inspections undertaken as at 31 December 2024	Health & Building
1.2.2.5	Undertake inspections of food and skin penetration premises	% of premises inspected	100%	Not due to commence	Inspections commence Q3/4. This is in line with timing for annual inspections.	Health & Building
1.2.2.6	Undertake water sampling in line with Council's Memorandum of Understanding with NSW Health	% of required sampling completed	100%	Progressing on track	100 % required weekly sampling undertaken as at 31 December 2024	Health & Building
1.2.2.7	Undertake arbovirus monitoring program	% of scheduled program completed	100%	Progressing on track	Program commences Q2/3. This is the required period for arbovirus (mosquito) monitoring program	Health & Building
1.2.2.8	Implement the Companion Animals program, including: - microchipping program - desexing program	No. of animals microchipped; No. of animals desexed	15 15	Progressing on track	10 Companion Animals Microchipped 12 Companion Animals Desexed	Ranger Services

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
1.2.2.9	Prepare an Edward River Council Development Control Plan (DCP) following finalisation of Local Environment Plan (LEP)	DCP adopted	Jun-25	Unable to commence	Unable to commence until the LEP and Growth Strategy are finalised as these documents inform the DCP. Expect this to occur in Q3.	Planning & Development
1.2.3.1	Complete arrangements related to future of Edward River Village, including planning for Stage 3 (including the Community Centre)	% of tasks completed	at least 80%	Unable to commence	Progress has been temporarily paused whilst a comprehensive review is undertaken by the CEO and Director of Infrastructure	Edward River Village
1.2.3.2	Council to consider tender for construction of nine Stage 2 dwellings	Contract tabled for consideration	by May 2025	Unable to commence	Progress has been temporarily paused whilst a comprehensive review is undertaken by the CEO and Director of Infrastructure	Project Management Office
1.2.3.3	Council to determine whether Stage 3 (community centre) is constructed based on successful sales of Stage 1	Contract tabled for consideration	by May 2025	Unable to commence	Progress has been temporarily paused whilst a comprehensive review is undertaken by the CEO and Director of Infrastructure	Project Management Office
1.3.1.1	Inspect, repair, maintain and renew playgrounds, parks and gardens, public amenities and passive recreation areas	% of scheduled playground inspections completed	100%	Progressing behind schedule	Review of service being completed. Staff training planned for 2025 to complete playground audit and renewal program.	Open Spaces
1.3.1.2	Install an interpretive sign at the North Deniliquin rest stop explaining the history of the area, in consultation with the Historical Society	Installation complete	By June 2025	Not due to commence	Rest stop naming deferred from previous Council	Open Spaces
1.3.1.3 2023/24 Carry Forward	Complete upgrade to Memorial Park (grant-funded project)	Upgrade completed by June 2024	100%	Completed	Project closure/completion due with handover, yet to be completed.	Open Spaces

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
1.3.2.1	Deliver a Road Safety program for the Edward River community, including: - On the road 65+ - Helping learner drivers become safe drivers - Drink driving prevention campaigns at Deni Ute Muster & Southern 80 Ski Race	No. of initiatives delivered; Total no. of participants	At least 4; At least 250	Progressing behind schedule	Road Safety Officer finalising delivery programmes	Road Safety
1.4.1.1	Provide a weekly kerbside collection of residential, commercial and public space domestic waste bins delivered through JR Richards contract	Contamination rates for yellow (recycling) and green (organic waste) bins	<10% for yellow bins; <4% for green bins	Progressing on track	Green bins < 1% and Yellow Bins 1.86% Reporting period to October 31st 2024 - JR Richards Report	Resource Recovery
1.4.1.2	Operate waste management services efficiently and effectively by reducing the proportion of waste that ends up in landfill	% of total waste collected in landfill	reduce by 20%	Progressing on track	Reduced by estimated 60% at 30.11.2024 - JR Richards November 2024 Report	Resource Recovery
1.4.2.1	Operate landfills in Deniliquin, Blighty, Wanganella and Booroorban, and transfer stations in Conargo and Pretty Pine	% compliance with EPA licence conditions	100%	Progressing on track	All landfills are fully functioning and complying with EPA guidelines	Resource Recovery
1.4.2.2	Report illegal dumping through 'RID Online', as required by the EPA	% of illegal dumping reported to Council captured in RID Online	100%	Progressing on track	All illegal dumping is currently reported to RID Online	Resource Recovery
1.4.2.3	Implement the Liquid Trade Waste Management Policy	% compliance with EPA licence conditions	100%	Completed	Implemented 100% of policy as from Nov 2024	Sewer

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
1.4.3.1	Deliver community engagement activities to promote recycling	No of community initiatives delivered	at least 4	Progressing on track	Resource team has been doing numerous (> 10) engagement activities in the community as at 01 Jan 2025. 1. Appearance at ERC Library x 12 2. Inter reach staff & Volunteers 3. Gardening Club 4. Salvation Army 5. Ray White 6. ERC Staff 7. St Vinnies staff & volunteers 8. The Peppin Volunteers and Staff 9. Murulla Club 10. Deni Show x 2 days 11. Chamber of Commerce Info Night 12. Easter Fair	Resource Recovery
1.4.4.1	Undertake flood impact repairs at Yorkies Pit (Deniliquin Landfill)	Repairs commenced	by January 2025	Progressing behind schedule	EPA instructed ERC to conduct groundwater studies before construction begins. Ground studies and management plans initiated, construction works will resume in Feb 2025	Resource Recovery
2.1.1.1	Advocate to Government for funding to support the development of a logistics/freight hub in partnership with industry	Value of grant funding received	\$4,000,000	Progressing on track	Note from Community and Economy: Logistics/freight hub is included in current Advocacy Plan 2024-25 and draft Edward River Growth Strategy 2050. Currently liaising with Port of Melbourne as preparation. (\$4,000,000) funding is solely for this project)	Mayor & Councillors
2.1.2.1	Complete work on airport hangars upgrade (refurbishing Bellman hangar doors x2)	% of work completed	100%	Progressing behind schedule	6% Complete Review of the condition of the Bellman hangars indicates no refurbishment is required. Alternative airport related projects to be considered.	Project Management Office
2.1.2.2	Continue to advocate to Government for investment in the airport runway extension	Amount of funding secured	\$4 million	Progressing on track	Funding for the extension of the runway has been announced, awaiting on confirmation of funding amount. (\$4,000,000)	Mayor & Councillors

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
2.1.2.3	Install runway lighting if external funding becomes available	Funding secured; Lighting installed	By June 2025	Unable to commence	No funding available	Facilities
2.2.1.1	Continue to participate in the Riverina and Murray Joint Organisation (RAMJO) Telecommunications Working Group	No. of meetings attended	2	Unable to commence	Meetings have not been scheduled by RAMJO	Leadership & Executive Support
2.2.2.1	Finalise Council's ICT Strategy and implement funded Year 1 actions	% of Year 1 actions delivered	100%	Unable to commence	Waiting on a final report from the contractor	Information Communication Technology
2.2.2.2	Work with service leaders to better utilise their primary Tech One modules to enhance integration of business processes and improve efficiency	No of Tech One modules reviewed	2	Unable to commence	This has not yet commenced as the focus has been on a number of major upgrades	Business Systems
2.2.2.2 2023/24 Carry Forward	Implement priority Technology One modules to enhance the integration of business processes and improve efficiencies, including: - Full deployment of the Human Resource Planning module - A mobile field app for outdoor staff	Modules implemented by March 2024	100%	Completed	The focus this year has been on delivering a number of major upgrades We have implemented the field app but will require review of current work order processes to roll this out to the field staff As for Human resources modules this has been implemented and we are scoping up what will be needed in a possible phase 2 project	Business Systems
2.2.3.1	Develop a Big Screen Christmas promotions campaign in collaboration with local businesses and events	No of promoters signed up for Christmas period	At least 15	Completed	30 Businesses participated.	Economic Development
2.2.3.1 2023/24 Carry Forward	As part of the development of the ICT Strategy, consider how data can support corporate and community planning and reporting	Strategy completed by March 2024	100%	Unable to commence	Waiting on the final report from the contractor - 90% completed	Information Communication Technology

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
2.2.3.2	Develop a review schedule and policy register for all ICT policies for service delivery	Policy register completed and approved; % of policies scheduled for review updated and approved by 30 June 2025	by October 2024; 100%	Unable to commence	Edward River Council will need to develop a full suite of ICT policies this year, as we have moved away from the old policy Lite product that was managing our IT polices. Due to current workloads this has needed to be pushed back and has not commenced at this time. Once completed these new policies, we will schedule them for revision within best practice timeframes.	Information Communication Technology
2.2.3.3	Undertake new Information Technology security review with Cyber NSW	Review completed and outcomes report received	by 31 March 2025	Unable to commence	We have not yet engaged with Cyber NSW for this review. Have been unable to commence due to workload restrictions.	Information Communication Technology
2.2.3.4	Review Disaster Recovery Plan, including: - update - test and outcomes report	DRP review completed; Test and outcomes report completed	by 31 March 2025; by 30 June 2025	Progressing on track	Plans are being updated with the learnings from last year's full Disaster Recovery test	Information Communication Technology
2.2.3.5	Provide reliable, secure and available technology to support effective and efficient service delivery	% uptime of physical hardware; % uptime of network; % of support requests resolved to user satisfaction	100%; 100% 100%	Progressing on track	All KPI's are currently on track with no outages	Information Communication Technology
2.2.3.6	Coordinate technology fleet replacement in accordance with schedule	% of scheduled replacements completed	100%	Progressing on track	Currently on track	Information Communication Technology
2.2.3.7	Deliver key ICT system improvements: a) move the Active directory to Azure environment a) continue the implementation of Microsoft security suite	Improvements completed	100% by 30 June 2025	Progressing on track	Scoping for the Active directory migration is underway - approximately 15% completed	Information Communication Technology
2.3.1.1	Facilitate the Aboriginal Liaison Committee	No. of meetings held	4	Unable to commence	Councillors have not been assigned to committees	Leadership & Executive Support

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
2.3.2.1	Provide a Library service to the Edward River community which continues to provide opportunities for the community to come together	No of events held; No of Library visitors; No of loans; No of Library program participants; % of collection less than 5 years	at least 4; 5% increase (to >16,725); 2% increase (to >36,160); 5% increase (to >2,100); <25%	Progressing on track	Events- 6 completed - 150% Visitors- 13,458 YTD- 80.4% Loans 23149 YTD - 64% Program participation 769 YTD - 36.6% (Note we have stopped counting 8-10 school visits as programs) % of collection less than 5 years- 26%	Library Services
2.3.2.2	Adopt and implement (the funded activities of) a Library Strategy including consideration of library engagement and event planning to increase utilisation and participation	% scheduled actions completed by June 2025	90%	Progressing on track	The library have been conducting a number of major events in the last few months with the highlights being Twisted Science Book Week (Books are magic) Halloween (scavenger hunt) School holiday events (Art competition and other activities) David Malin exhibition	Library Services
2.3.2.3	Provide a quality gallery experience through a program of relevant exhibitions	No of exhibitions; Exhibition attendance rates	More than 2; Greater than 10% increase on 2023-24 rates	Progressing on track	No of exhibitions to end Q2: 5 Melange in Deniliquin Bald Archys Sculpture Muster High Art Beyond Threads Exhibition attendance rates currently 7.5% approx increase YTD	Visitor Services, Gallery and Museum
2.3.2.4	Collaborate with industry and organisers to promote and produce an online events calendar: 'What's On'	No of external calendar contributors	at least 20 unique event organisers	Progressing on track	31 unique event organisers - External 3 unique event organisers - Internal	Community Development & Events
3.1.1.1	If successful in the Study Hubs funding round, assist the Country Universities Centre Riverina to establish the Board and commence construction	Board Established; Project construction commenced	by March 2025; by June 2025	Unable to commence	Awaiting funding outcome	Leadership & Executive Support

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
3.1.2.1	Develop and deliver programs and activities that facilitate skills development for the business community in partnership with the Business Chamber and government	Number of events delivered; Number of participants	At least 2; 30	Unable to commence	No. Events - 0 No. Participants - 0 Inadequate resources to commence	Economic Development
3.1.2.1 2023/24 Carry Forward	Generate awareness, support and participation for the Country University Centre	No.of community meetings held, No.of letters of support from local industry, No.of CUC Development meetings held	2 6 3	Unable to commence	Awaiting funding outcome	Office of the CEO
3.2.1.1	Finalise and commence implementation of funded actions of the Edward River Growth Strategy	% of scheduled funded actions completed	at least 90%	Unable to commence	0% No funded actions Growth Stratgy yet to be adopted	Economic Development
3.2.2.1	Provide business support for new and existing businesses through information, advice, advocacy and programs and undertake investment attraction and economic growth activities in line with the adopted Growth Strategy	No of new business enquiries supported	At least 5	Progressing on track	Coffee Oasis (via Development Services) Rewearable Energy Proponents (15 proponents) Existing businesses supported through information and advice: - Caruso - Blightly football/netball club - Patterson Pastoral - Port of Melbourne - EnergyCo - Transgrid	Economic Development
3.2.3.1	Facilitate Agribusiness Masterplan industry delivery of Plan actions consistent with the Growth Strategy recommendations	No of industry engagements	4	Progressing behind schedule	Reconvened Project Reference Group with initial meeting 22/10/24. Focus on alignment with Growth Strategy and structure for future group to deliver Agribusiness Masterplan. The reconvening of the Agribusiness Masterplan is behind schedule with the engagement with stakeholders and proponents of the South West Renewable Energy Zone.	Economic Development

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
3.3.1.1	Continue to provide sponsorship (cash and in-kind) support to local events through formalised sponsorship arrangements (eg Play on the Plains, Deni Ute Muster, annual Art Show)	% formal sponsorship agreements in place	100% for existing arrangements	Unable to commence	2024 - 2027 Play on the Plains/Ute Muster - New arrangement in place October 2024. Support and sponsorship tracker has been developed. Currently preparing schedule for review of existing arrangements and agreements. Resourcing has affected the ability to complete this action to date. Will need to re-commence associated tasks in 2025-2026.	Community Development & Events
3.3.1.2	Seek funding to support and enhance the delivery of existing Council-delivered events	Amount of funding secured	at least \$5,000	Progressing on track	Successfully applied for Aus Day Funding of \$10,000 Successfully applied for Seniors Week Funding of \$5,000 - Youth Week - application in progress	Community Development & Events
3.3.1.3	Present the Australia Day event	No of nominees in each award category	at least 2	Progressing on track	Nominees in each award category: Citizen of the Year - 4 Young Citizen of the Year - 2 Environmental Citizen of the Year - 1 Community Group of the Year - 2 Sports Award - 2 Junior Sports Award - 2 Arts & Culture Award - 3 Junior Arts & Culture Award - 4 Community Event or Initiative of the Year - 5	Community Development & Events
3.3.1.4	Coordinate citizenship ceremonies, as requested	% of requests for citizenship ceremonies delivered	100%	Progressing on track	One request received from Department of Home Affairs and Ceremony held 10 January 2025. Further Ceremonies will be conducted when advised. 100% of requests delivered.	Leadership & Executive Support

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
3.3.2.1	Finalise delivery of funded works at Peppin Heritage Centre, including signage and accessibility improvement and upgrades to exhibition infrastructure	% funded works completed by 30 June 2025	60%	Progressing behind schedule	3D Projects have conducted 2 visits so far and propose design scope to be ready by Q4. Further Heritage grants are being considered for application to enhance the project. 10 -15% funded works will be completed by 30 June 2025 - Curator Appointed	Visitor Services, Gallery and Museum
3.3.2.2	Finalise the delivery of the Stronger Country Communities Round 5 grant-funded projects to support the operation of the Town Hall	% of funded projects completed	100%	Progressing behind schedule	Project is being managed out of the PMO with Manager Facilities & Open Spaces as Sponsor. The project includes the provision of, gallery hanging system, LED display screen, kitchen enhancements, audio and lighting equipment and possible additional storage. This project is 5% complete and is a multi-year project with a completion date in January 2026. Progress has been affected by several scope changes, however delivery in line with grant funding requirements is still anticipated.	Cultural Development
3.3.2.3	Facilitate and support the Arts and Culture Advisory Committee	No of meetings held	at least 4	Unable to commence	Final meeting of ACAC to complete endorsed workplan held in August 2024. Awaiting new Council and re-establishment of Committee.	Cultural Development

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
3.3.2.4	Deliver funded activities and events that connect community and develop community capacity in partnership with others, including: - International Women's Day - Youth Week activities - Seniors Week - Community Christmas party	No of event participants; % of post-event evaluations conducted and reported	5% increase (to > 1,575); 100% of Council events	Progressing on track	Christmas Party 20/12/2025 Participants: 450 (est) Planning for events underway: - International Womens Day (Dinner Event 7th March 2025) - Seniors Week April 2025 - Youth Week April 2025	Community Development & Events
3.3.3.1	Deliver scheduled and funded actions of the <i>Visit Deni</i> Tourism Development Plan and Murray Regional Tourism Local Area Action Plan	% of scheduled actions completed	at least 90%	Progressing on track	Completed - Deni Ute Muster 4/10 - PGA Pro Am 29/10 - Truck Show 26/10 New souvenir launch completed and successful New Visit Deni Website underway (Q4 launch) Social Media Management appointed Oct 16 2024 for 2 year term Completed Actions: 50%	Tourism Development & Promotion
3.3.3.2	Facilitate opportunities and events for the tourism industry to network and collaborate	No of initiatives and events delivered; No of operator e-newsletters issued	At least 2; At least 4	Progressing on track	No of initiatives and events delivered: 1 No of operator e-newsletters issued: 5	Tourism Development & Promotion
3.3.3.3	Deliver customer experience training to frontline Visitor Information Centre staff and volunteers	% of frontline staff trained	100%	Not due to commence	0% Scheduled Q4.	Visitor Services, Gallery and Museum
3.3.3.4	Seek out opportunities to host <i>journalist famils</i> to support regional promotion	No of <i>journalist famils</i> hosted	at least 1	Progressing on track	Quote recieved - Q4. Desination Riverina Murray facilitated famil during Ute Muster 2024.	Tourism Development & Promotion

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
3.3.3.5	Position and market the Edward River region as a visitor destination by leveraging the Visit Deni brand	No of unique visitors to the Visit Deni website Annual visitation statistics	5% increase to 12,600 96,000+ overnight visitors	Progressing on track	No of unique visitors to the Visit Deni website Q1-Q2 - 8,200 (Year to date - 65% of target) Cannot provide data that supplies overnight visitor counts. Recommend to change measure to "Visitor Count" that includes all visits to Edward River LGA as Commbank IQ can provide this reporting data. Through Destination Riverina Murray, Council now has access to Commbank IQ data. Visitor Count (July - December 2024) - 132,800 (Commbank IQ data)	Tourism Development & Promotion
3.3.3.5	Initiate discussions with the Deniliquin Business Chamber to re-establish the Tourism Industry Group (TIG) and consider providing funding to support aligned initiatives to develop tourism in Edward River	TIG re-established by December 2023	100%	Unable to commence	Unable to commence due to current lack of resources.	Tourism Development & Promotion
3.3.3.6	Provide quality visitor facilities, services, and products through the Peppin Heritage Centre Visitor Information Centre	Value of merchandise sold; Annual visitors from VIC	5% increase to \$63,000 in sales; 10% increase to >13,200 in annual visitors from VIC	Progressing on track	5% increase to date Sales to end Q2 = \$44,000 10% increase to date. Visitation from VIC to end Q2 = 7128	Visitor Services, Gallery and Museum
3.3.3.7	Deliver a <i>Visit Deni</i> activation at the annual Moomba Festival in partnership with industry	No of new subscribers to the <i>Visit Deni</i> newsletter via Moomba opt-in competition; No of tourism operator partners	at least 600; at least 4	Progressing on track	In planning phase. No of new subscribers to the Visit Deni newsletter via Moomba opt-in competition: Confirmed post event. No of tourism operator partners: TBC February 2025	Tourism Development & Promotion
3.4.2.1	Support local doctors and nurses with financial assistance when moving to the Edward River region	Support provided to local health professionals	At least two health professionals supported up to \$10,000	Completed	3 individuals supported . \$10,000 Total.	Community Development & Events
3.4.3.1	Contribute to the Rural Doctors' Network's Bush Bursary program to place medical students in Deniliquin	No. of students supported	2	Completed	3 students (2 Placements), commenced 2nd December 2024	Community Development & Events

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.1.1.1	Undertake asset revaluation program	% of scheduled program completed	at least 90%	Progressing on track	10% Completed. Contractor engaged, dates booked for onsite inspections of Open Space & Recreation and Building assets in early February 2025	Asset Management
4.1.1.2	Update Asset Management Plans in line with the Strategic Asset Management Plan	No. of AM Plans updated	6	Progressing behind schedule	30% of all plans are in draft format ready for review by asset custodians	Asset Management
4.1.1.3	Deliver the scheduled activities of the Asset Management Strategy Improvement Plan, including: - review of configuration of asset information - review componentisation and useful life assumptions for asset valuation - plan to improve quality of asset condition data, including through use of drone technology for inspections - progress maturity of asset management planning to 'Core' status	% of scheduled activities completed	100%	Progressing behind schedule	This work will need to be prioritised : -We are working with Tech 1 on a revised data configuration to intergrate with Intramaps and GIS -Condition data will be amended as it comes to hand	Asset Management
4.1.2.1	Develop and adopt a Masterplan for the Deniliquin Swim Centre precinct	Masterplan adopted	By June 2025	Progressing behind schedule	To be scoped for consultation	Facilities
4.1.2.1 2023/24 Carry Forward	Review and update user agreements for Council facilities, including consideration of financial and in-kind support	(90% of user agreements updated 2023/24) by June 2025	90% of user agreements updated	Progressing behind schedule	Review still being completed. Consultation with User groups commenced 2024.	Facilities
4.1.2.2	Undertake a Service Review for the Open Space service area	Review completed	by March 2025	Progressing behind schedule	Service Level plan in draft	Open Spaces
4.1.2.3	Develop service level plans to support priority service delivery	Service levels confirmed	by June 2025	Progressing on track	The asset custodians are preparing plans	Strategic Asset Management

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.1.3.1	Complete construction of new plinths at Deniliquin Lawn Cemetery	Construction complete	by December 2024	Completed	Desktops have been ordered and plinths have been completed	Facilities
4.1.3.10	Top dress Rotary Park	Top dressing completed	by June 2025	Completed	Completed December 2024	Open Spaces
4.1.3.11	Deliver upgrades to Deniliquin Basketball Stadium, if grant funding becomes available	Funding secured; Upgrade commenced	by June 2025	Unable to commence	Funding not yet confirmed	Facilities
4.1.3.2	Complete upgrade of Cemetery amenities block if grant funding becomes available	Funding secured; Upgrade commenced	by June 2025	Unable to commence	Funding not yet confirmed	Facilities
4.1.3.3	Replace the emulsion tank at Council's Depot	Tank replacement completed	by 30 June 2025	Progressing behind schedule	This project is being managed by the PMO and is approximately 8% complete. Lack of scope clarity has delayed the progress of this project. RFQ for the supply and installation of a replacement tank at the existing depot location is to be called. Dependent on planning pathway the project may still be delivered by 30 June.	Facilities
4.1.3.4	Inspect and maintain local boat ramps and associated parking areas in preparation for the summer season	% of scheduled inspection and maintenance program completed	100%	Completed	Additional a independant NSW Boat Ramp Facility compliance audit was completed, with Transport have lodged grant applications for improvement works at Sloane Street and Harfluer Street Boat Ramps.	Boat Ramps
4.1.3.5	Deliver funded major works program (including Airport residence, Multi-Arts Centre and building security review and upgrade, 2023/24 Carry Forward)	% scheduled works completed; % of grant acquittal requirements met	at least 90% 100%	Progressing on track	Design, DA and Procurement Completed. Scheduled to commence demolition and construction Feb 2025. Multi Arts Complete. Sunday School stage 2 complete April 2025.	Project Management Office
4.1.3.6	Deliver the asset rehabilitation and flood recovery program, including the Reconstruction of Essential Public Assets (REPA) under disaster recovery funding arrangements	% scheduled works completed; % grant acquittal requirements met	at least 90% 100%	Progressing on track	Regional Emergency Road Repair Fund (RERRF) 21% complete. Disaster Recovery Funding Arrangements (DRFA) Southern Unsealed Road Package Commenced 28% complete.	Project Management Office

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.1.3.6 2023/24 Carry Forward	Deliver the Crispe Street tree upgrade	Upgrade completed by November 2023	100%	Completed	This project is being managed by the PMO. The project included installation of irrigation to all trees south of Sloane St and replacement of trees where necessary.	Open Spaces
4.1.3.7	Upgrade the amenities at the Deniliquin Saleyards (Complete the Deniliquin Saleyards refurbishment activities arising from the safety report 2023/24)	Upgrade completed	by June 2025	Progressing on track	This project is being managed by the PMO. The project is approximately 5% complete and involves the replacement of the existing amenities with a demountable amenities building including disabled access complaint toilets and showers. Male and Female	Facilities
4.1.3.8	Deliver sheep e-ID project at Deniliquin Saleyards if grant funding becomes available	Funding secured; Project commenced	by June 2025	Completed	Scanners installed December 2024. First sale January 2025 completed as required.	Facilities
4.1.3.9	Re-sheet the carpark at Rotary Park	Re-sheet completed	by June 2025	Progressing on track	Line marking to be completed, forecasted for completion March/April 2025 subject to weather. Funded from Local Roads Resealing Program.	Roads and Kerb and Gutter
4.1.4.1	Deliver drainage works associated with local road reconstruction program	% of scheduled program completed	at least 90%	Progressing on track	Construction tender awarded, forecasted commencement February 2025, with completion forecasted for mid-April 2025	Flood mitigation and Drainage
4.1.4.10	Deliver kerb and gutter renewal program, including: - George St (Russell to Butler) - Henry St (Edward to Napier) - Hetherington St (Norris to Dick) - Pakenham St - Hardinge St (Ochtetyre to Harfleure)	% of scheduled program completed	at least 90%	Progressing behind schedule	Hardinge Street - Project behind schedule, due to delays with approval for design from Transport for NSW. Forecasted to commencement May 2025. New Audit of network completed and condition rated, with programme of work adjusted to focus on high priority risk exposure areas.	Roads and Kerb and Gutter
4.1.4.11	Deliver water infrastructure projects, as described in the Capital Works program, including High Lift Pump replacement at the Water Treatment Plan, (Upgrade telemetry (SCADA) system - Carried forward, 2023/24.)	% of scheduled projects completed	at least 90%	Progressing on track	Contract awarded in Jan 2025, pumps procurement and designs in progress. Construction works expected in May 2025.	Water Supply
4.1.4.12	Deliver sewer infrastructure projects, as described in the Capital Works program	% of scheduled projects completed	at least 90%	Progressing on track	Sewer pump stations designs in progress, construction expected to be completed in May 2025.	Sewer Supply

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.1.4.13	Deliver waste management infrastructure projects, as described in the Capital Works program	% of scheduled projects completed	at least 90%	Progressing on track	Studies/Assesments completed, currently finalising conceptual designs. At least 90% of the project is done.	Resource Recovery
4.1.4.2	Deliver Town Levee refurbishment program	% of scheduled program completed	at least 90%	Progressing on track	The 306 applications, (NSW Natural Disaster Restoration of Essential Public Assets) completed and submitted to the NSW Public Works. The application includes cost estimates and reports for both the St Michaels bank erosion repair, and the McLeans Beach levee wall repair.	Flood mitigation and Drainage
4.1.4.3	Deliver flood mitigation and drainage works, including: - levee bank refurbishment - stormwater drainage (as part of Hardinge St upgrade) - River Street drainage improvements	% of scheduled program completed	at least 90%	Progressing behind schedule	Project behind schedule, due to delays with approval for design from Transport NSW. Forecasted to commencement May 2025	Flood Mitigation and Drainage
4.1.4.4	Install automated weir and pump system for the lagoon stormwater system	Installation complete	by 30 June 2025	Progressing on track	In design phase, tender, construction and commissioning forecasted, June 2025	Flood Mitigation and Drainage
4.1.4.5	Deliver the footpath renewal program	% of scheduled program completed	at least 90%	Progressing on track	All associated works were originally, external contractor, now delivering through in-house within capacity and capability	Footpaths and Pathways
4.1.4.5 2023/24 Carry Forward	Undertake a Service Review for the Roads & Transport service area	Review completed by March 2024	100%	Progressing behind schedule	This will be tied in with the current level of service project	Strategic Asset Management
4.1.4.6	Deliver the scheduled actions of the Pedestrian Access Management Plan replacement program	% of scheduled program completed	at least 90%	Progressing on track	Audit completed, priority PAMP's scheduled with footpath renewal programme	Footpaths and Pathways
4.1.4.7	Complete scoping and design of roads reconstruction works to support efficient implementation of the road construction program	Roads reconstruction scoping and design complete	By June 2025	Progressing on track	Design activities have commenced with forecasted completion aligning with construction programme	Transport

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.1.4.8	Deliver regional road program, including: - Blighty Hall Rd reconstruction - Main Road 296 (Pretty Pine) - resealing program in response to condition assessment prioritisation	% of scheduled program completed	at least 90%	Progressing on track	Blighty Hall Road completed, Main Road completed (Pretty Pine) with resealing progressing on track fo FY2024/25	Roads and Kerb and Gutter
4.1.4.9	Deliver local road program, including: - Blighty Hall Rd bridge approaches - Blighty Hall Rd from Malones Rd - Flanagans Rd intersection with Moonee Swamp - Fowler - Wakool Rd to Sloane - Hardinge St - Ochtertyre to Harfleur - Mayrung Rd - Murgha Windouran bridge approaches	% of scheduled program completed	at least 90%	Progressing behind schedule	Flanagans Road - construction to commence mid February 2025. - Fowlers Street in design with forecasted construction commencement April 2025. - Hardinge Street; Project behind schedule, due to delays with approval for design from Transport for NSW. Forecasted to commencement May 2025. - Murgh /Windouran bridge - request for tender Feb 2025, with works completion late May 2025 - All other nominated projects completed.	Roads and Kerb and Gutter
4.2.1.1	Scope the refurbishment and upgrade for the electrical systems at the Sewerage Treatment Plant	Scoping study completed (to inform tender process)	by December 2024	Progressing on track	Scope was completed by Nov 2024, project has progressed to next stage of designs. Construction/installation expected in May 2025	Sewer Supply
4.2.1.2 2023/24 Carry Forward	Finalise the Integrated Water Cycle Management Plan	IWCM adopted by December 2023	100%	Progressing behind schedule	A contractor is yet to be engaged	Water Supply
4.2.2.1	Undertake daily water sampling in compliance with the regulations	Compliance rate	100%	Progressing on track	100% compliance rate	Water Supply

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
4.3.1.1	Continue to implement customer experience improvements, including: - Customer Request Management System - centralised knowledge database and Frequently Asked Question resources - after hours and overflow telephony - expansion of online self-service options	Knowledge database complete; No of FAQ resources published on website; No of online self-service options introduced on website	100%; >10; >1	Progressing on track	Knowledge database complete; 60% No of FAQ resources published on website; 40% No of online self-service options introduced on website 100%	Customer Services
4.3.2.1	Provide front line customer service support	% of customer requests resolved at first point of contact	>50%	Unable to commence	Progressing, unable to give a percentage at this time we are working on ways to report on first call resolutions by changing the current CRM fields	Customer Services
4.3.2.2	Implement scheduled and funded actions from Customer Service Strategy	% of scheduled actions completed by 30 June	100%	Unable to commence	Draft customer service charter yet to be adopted - 75% complete	Customer Services
5.1.1.1	Undertake a review and update of communication and engagement policies and procedures as part of the policy review initiative	% of policies updated by June 2025	100%	Completed	Policies and procedures were reviewed and the rephased Communications and Community Engagement Strategy adopted 17th December. (100%)	Communications & Engagement
5.1.1.10	Implement the scheduled, funded findings of the Risk Management Framework review	% of actions completed	80%	Progressing on track	Consultant working with Council to review Risk Appetite Statements, Framework, Policy and Registers	Risk Management
5.1.1.11	Implement the requirements of the Office of Local Government's Risk Management and Internal Audit Framework	% of actions completed	90%	Progressing on track	83% of items are completed and now implemented, with work continuing to ensure compliance by end of Quarter 3	Risk Management

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.1.1.12	Facilitate and participate in interagency meetings, including: - Local Emergency Management Committee - Rural Fire Service Bushfire Management Committee	No of LEMC meetings attended; No. of RFS BMC meetings attended	3 2	Completed	Attended 1 Local Emergency Management Committee Meeting in Deniliquin:17.10.24 Attended 1 Rural Fire Service Bushfire Management Committee: 25.09.24	Emergency Management
5.1.1.13	Review and update Emergency Management Plan	Update completed	by October 2024	Completed	Mid Murray Emergency Management Plan was signed off at the July, Regional Emergency Management Committee Meeting. New Plan is available on ERC website.	Emergency Management
5.1.1.14	Prepare and deliver a councillor induction program for newly elected Council	Induction program delivered	by March 2025	Progressing on track	First half of program has been delivered. Councillors are now completing self reflection to finalise second half of induction program.	Mayor & Councillor Services
5.1.1.15	In consultation with incoming Council, prepare a professional development program for each councillor	% of councillors with a professional development plan	100% by March 2025	Not due to commence	This will occur within the second part of the Councillor Induction Program	Mayor & Councillor Services
5.1.1.2	Deliver annual Operational Plan and Annual Report	% of statutory obligations met	100%	Progressing on track	Annual Report inclusive of financials adopted at Dec 2024 meeting, lodged with OLG and published on website. 2024/25 Operational Plan reporting progressing.	Corporate Performance & Strategy
5.1.1.3	In consultation with the community, deliver the next suite of Integrated Planning & Reporting documents to guide the incoming Council's term, including: - State of the Region Report - Community Strategic Plan - Delivery Program - Resourcing Strategy	SotR Report published; New suite of IP&R documents endorsed/ adopted	by October 2024; by end June 2025	Progressing on track	State of Region - Adopted and published Community Strategic Plan - endorsed for community consultation Dec 2024	Corporate Performance & Strategy
5.1.1.3 2023/24 Carry Forward	Finalise Plans of Management for all Council-controlled Crown Land	100% of PoM completed	100%	Progressing behind schedule	Coinciding with user agreements and committee reviews of Council's lease and licence framework development	Open Spaces

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.1.1.4	Implement records management activities as outlined in the Information Management Framework	% of scheduled activities completed	100% of scheduled actions completed	Unable to commence	Draft framework requiring approval - 75% completed	Information Management (Records)
5.1.1.5	Implement funded Year 1 recommendations of the Records Management Internal Audit	% of Year 1 actions delivered	100%	Progressing on track	Audit of physical records locations be identified within the Records Management Strategy - 100% Records Policy and procedure - 90% Bring your own device Policy - 0% Normal Administrative Practices (NAP) Policy 90% Records Management Framework and Strategy 90% Formal training plan developed for existing and new staff 75%	Information Management (Records)
5.1.1.6	Implement the online delegation system	Implementation commenced by June 2024	by 31 March 2025	Unable to commence	Due to resources, this task may be deferred for the future year	Governance
5.1.1.7	Complete development and implementation of the Corporate Governance Framework	Framework adopted	by December 2024	Progressing behind schedule	Governance Framework adopted December 2024, training program being finalised to roll out to staff	Governance
5.1.1.8	Review and update the statutory policies required for adoption by the incoming Council	Policies adopted	by March 2025	Progressing on track	Code of Conduct completed, Councillor and Staff Interaction Policy completed	Governance
5.1.1.9	Develop and implement a fraud prevention framework	Framework adopted	by December 2024	Completed	Fraud Prevention Framework adopted inclusive of action plan	Risk Management

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.1.2.1	Implement scheduled funded actions of the Communications and Community Engagement Strategy including: a) Further development of the communications content calendar b) Audit and rationalisation of ERC social media accounts in alignment with Social Media Policy c) Develop community engagement and communication resources for council projects and events d) Deliver content management training to website content owners e) Implement the online engagement hub to increase accessibility and participation	% of scheduled actions completed	100%	Progressing on track	a) Continually being improved to meet our needs. Ie: Consolidated comms tracker. 100%, ongoing review. b) Audit complete. Ongoing monitoring of consolidated Social Media platforms. Work ongoing to streamline processes for internal content. 100%, ongoing review. c) Checklist tool to be developed Jan - March 2024. d) 100% - Ongoing support and training as needed. e) 2-way engagement underway through public exhibition of Community Strategic Plan. Internal promotion and education to be completed April - June 2024. Currently 50%.	Communications & Engagement
5.1.2.1 2023/24 Carry Forward	Audit and update Council's website content	Audit completed by December 2023	100%	Completed	Incorporated the library website in December 2024. (100%)	Communications & Engagement
5.1.2.2	Coordinate a media campaign and candidate information sessions to generate interest and attract candidates for the local government elections	No of candidate information activities held; No of candidates	At least 2; More than 9	Completed	2 Councillor Information sessions held More than 9 candidates stood for election	Governance
5.1.2.3	In consultation with the NSW Electoral Commission, coordinate activities to support the local government election scheduled for 14 September 2024	Election held in accordance with legislative requirements	by 30 September 2024	Completed	Election results declared and Councillors sworn in	Governance

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.1.2.4	Provide communication and engagement activities that promote the work of Council	No of media releases issued; No of visits to website homepage; No of social media posts	At least 25; 2% increase to 98,000; at least 3 per week	Progressing on track	On track and exceeding target (Year to date) No of media releases issued: 27 No of visits to website homepage: Views = 8,694 NOTE: Unable to verify homepage visits metric to report against accurately. Current number of views is 8,694. Would recommend updating this measure to 16,000 views per annum to homepage for 2024-2025. No of social media posts: 255 total, 10 per week average	Communications & Engagement
5.1.2.5	Represent Council and the Edward River community at: - Country Mayors Association - ALGA Annual Conference - LGNSW Annual Conference	Participation rate	100%	Progressing on track	Australian Local Government Association held 2-4 July 2024 was attended. Local Government NSW Annual Conference held 17-19 November 2024 was attended. Country Mayors Meeting: 15 November 2024 attended. 100% attended each event.	Mayor & Councillor Services
5.1.2.6	Refurbish and hang old Council honour boards, and establish new honour boards for Edward River Council	Old honour boards hung; New ERC honour boards hung	By March 2025 By June 2025	Not due to commence	Will commence in February when relevant staff have returned from annual leave	Leadership & Executive Support
5.1.3.1	Complete implementation of recommendations arising from Council Committees review	% of Committees with current ToR by 30 June 2025	100%	Progressing behind schedule	Committees Framework is on hold whilst further engagement with affected committees is undertaken	Governance
5.2.1.1	Establish a Grants Management Framework for Council	Framework adopted	by June 2025	Progressing on track	Framework currently progressing for presentation to Executive Management Team. On track for adoption by June 2025 (resource dependant).	Grants Management
5.2.1.10	Deliver the annual Council-funded grants program	No of community grant applications received; % total funding pool allocated	16 100%	Progressing on track	Applications Received: 14 100% total funding pool allocated	Grants Management

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.2.1.2	Contribute to Council project development initiation through grant applications	% of grant applications successfully funded;	at least 50%;	Progressing behind schedule	Project listing to be presented to Executive Management Team for prioritisation for potential funding application. Recent appointment of Grants Officer will allow this work to begin. Applications submitted Q2 by Community & Economy: 0	Grants Management
5.2.1.2 2023/24 Carry Forward	Implement the scheduled improvement actions arising from the Plant & Fleet Service Review	100% of scheduled actions completed	100%	Progressing behind schedule	Working group terms of reference in draft.	Plant & Fleet
5.2.1.3	Prepare annual budget and implement scheduled activities of the long-term financial plan, including a review of fees and charges	Budget prepared; % of activities completed	by June 2025 100%	Progressing on track	Budget process has commenced. New Fees and Charges system rolled out in mid-December 2024.	Finance Services
5.2.1.4	Continue to implement the scheduled actions of the Financial Sustainability Review	% of scheduled actions completed	100%	Progressing on track	78% of actions have commenced. Of the 27 actions under the 9 strategies: 10 have been completed, 11 are underway, but behind schedule, 5 are delayed (Growth Strategy and ERV) while the SRV application is on hold	Finance Services
5.2.1.5	Work with Council service leaders to identify savings and further efficiencies to reduce expenditure to achieve a balanced year-end result	Operating Performance Ratio	>0.00%	Progressing on track	This is incorporated into the new monthly management reporting and review process with savings included in the updated quarterly report through the QBRS budget reviews	Finance Services
5.2.1.6	Commence modelling and community consultation regarding options for increasing revenue in the future.	Community consultation undertaken	by 30 June 2025	Unable to commence	Limited options are available to Council, including parking meters and user pays fees and charges Unlikely to proceed as a result of limited options	Finance Services
5.2.1.7	Update all finance policies that are due for review	% of finance policies reviewed and updated by June 2025	100%	Progressing on track	All Finance Policies, due for review have been completed	Finance Services

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.2.1.8	Maintain and renew Council's plant and fleet in accordance with the maintenance schedule and adopted Plant Replacement Program and outcomes of the Plant & Fleet Review	% of scheduled maintenance & renewal actions completed	100%	Progressing behind schedule	Purchase of small plant progressed. Heavy plant tender due for release Q3-Q4	Plant & Fleet
5.2.1.9	Continue implementation of the Project Management Framework (including training staff in its application)	% of projects delivered using the PMF; % staff trained in PMF	100% 100%	Progressing behind schedule	25% Feasibility phase implemented for all new projects. 100% Managers provided opportunity for training.	Project Management Office
5.2.2.1	Provide procurement business support and advice across Council, including in relation to Purchase Orders, Tenders and Requests for Quotes.	% of all Purchase Orders that comply with Procurement Policy; % tender compliance with legislation	100% 100%	Progressing on track	Currently, 43% of PO's are compliant Tender Template and Evaluation Plan have been revised to improve compliance	Procurement
5.2.2.1 2023/24 Carry Forward	Implement actions arising from the Procurement Audit	100% of actions addressing high and extreme risk completed	100%	Progressing on track	10 out of the 11 recommendations have been implemented. Category management process currently being implemented.	Procurement
5.2.2.2	Update procurement guides and templates and provide training to staff	Guides and templates published; % of staff trained who undertake procurement	by December 2024; 100%	Progressing on track	Training continues to be rolled out as required Guides and templates are all up to date	Procurement
5.2.2.3	Continue to review and update Council's policies in line with legislative compliance and organisation priorities, including Council's donations, grants and sponsorship program and policy	% of ERC Policies which are out of date	less than 30%	Progressing on track	Working with organisation to review policies and ensure accuracy and reliance. Currently 146 policies identified, 93 (64%) have not been reviewed since 20219.	Governance
5.2.2.4	Prepare, distribute and publish Council Meeting Agendas	% of Agendas published within statutory timeframes	100%	Progressing on track	All Council Meeting Agendas distributed and published within statutory timeframes. 100%	Leadership & Executive Support

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.2.3.1	Facilitate the activities of the Audit, Risk & Improvement Committee and Internal Audit function, including: - develop annual workplan - implementation of the revised Risk Management & Internal Audit Framework - recruitment and induction of new Committee - coordinate 2 internal audits as per annual Internal Audit Plan (emergency preparedness including business continuity and tax compliance)	No. of ARIC meetings held; % of scheduled internal audits completed; No. of service reviews completed; new Committee in place; internal audits completed	at least 4 100% at least 1 by 30 Sept 2024 by June 2025	Progressing on track	2 ARIC meetings held YTD - Sept and Nov Tax Compliance Audit scheduled Service Review to be scheduled 3 Members appointed, Councillors sought local representative, further report to Feb 25	Risk Management
5.3.1.1	Continue to implement actions arising from the Safety Culture audit	% of scheduled actions completed	at least 90%	Progressing on track	WHS Management System and Policy review and revamp in progress, once approved, training program will be developed	Safety
5.3.1.2	Update WH&S contractor management system	System updated and in use; % contractor using system by 30 June 2025	by 31 March 2025; 100%	Unable to commence	Require overarching WHS Manangement System, Policies and Procedures to enable next steps. This will be deferred to 2025/26	Safety
5.3.1.3	Provide operational support to enable Council to fulfil its obligations under the Work Health & Safety Act (the Act) and partner with service leaders in developing a safe and healthy workplace	Lost time to injury/incident rate; % of incident Investigations completed within 14 days; No of WHS training sessions delivered; No of emergency response drills held per facility	decrease to <4 per 100 employees; 100% 15 at least 1	Progressing on track	Updated WHS Reporting template has been approved - presented to Leadership and EMT Investigations are being actioned relevant to the incident Inductions occurring as WHS Officer advised of new staff/contractors Emergncy Drill to be scheduled in 2025	Safety
5.3.1.4	Instal GPS and dash cam technology into Council's vehicle fleet	% of identified vehicles upgraded with GPS and dashcam	100% by June 2025	Progressing behind schedule	Identification of required plant still in review.	Plant & Fleet

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.3.2.1	Implement the scheduled and funded activities of the Workforce Management Plan	% of scheduled activities completed	at least 90%	Progressing on track	With a new Council the workforce plan will be required to be reviewed and aligned with the CSP & Op Plan. 71% of activities completed	People & Culture
5.3.2.2	Deliver Council's Employee Health Program	No of activities delivered; % staff participation	at least 2; at least 85%	Completed	RUOK Day: Successfully organised and delivered RUOK Day activities, including a breakfast event for Outdoor Staff and a morning tea for Indoor Staff. The initiative achieved over 90% staff participation, promoting mental health awareness. Hearing Test: Bi-annual hearing tests were conducted as scheduled, ensuring compliance with workplace health requirements and supporting employee wellbeing. November Month: The Movember campaign was effectively implemented, with over 90% staff participation. The initiative finished in a successful end-of-month fun event, raising awareness for men's health and encouraging staff engagement.	People & Culture
5.3.2.3	Deliver an efficient and accurate Payroll Service	% of pays processed on time; No of errors requiring correction in pay run	100% 0	Progressing on track	100% pays completed on time 3 pays requiring corrections 1 due to payroll error and 2 due to staffing errors	People & Culture
5.3.2.4	Coordinate Council's workers compensation and return-to-work management	% of injured workers on Recover-at- Work plans	100%	Progressing on track	All claims have a current Recover-at- Work plans in place.	People & Culture
5.3.3.1	Support Councillor and CEO advocacy efforts for regional growth through the provision of information and research to identify strategic advocacy priorities for the 2024-28 Council term	Advocacy priorities confirmed	Advocacy priorities articulated in new Delivery Program	Progressing behind schedule	Adoption of Community Strategic Plan will drive advocacy priorities.	Economic Development

OP ref	2024-25 action	Measure	Target	Progress	Comment	Responsibility
5.3.4.1	Support Council's Leadership Team to undertake annual staff appraisals	% of staff who have been appraised by target date of 31 August 2024	at least 90%	Progressing behind schedule	89.5% of staff reviews are completed. All outstanding reviews are from the same directorate. P&C have continually chased these with no success at this stage.	People & Culture
5.3.4.2	In partnership with Council's Leadership Team, prepare and deliver Council's annual training and development program	Annual Training Plan developed; % of staff overdue for mandatory training; % of staff who have completed scheduled program	by 30 September 2024; 0% 100%	Progressing behind schedule	Training plan developed for all mandatory training. Personal/professional development plans developed and implemented with all staff with completed staff reviews. Mandatory training is on track to be completed by 30 June.	People & Culture
5.3.4.3	Coordinate delivery of cyber security training to workforce	% workforce trained	100%	Progressing on track	Working on an online training module with People and Culture to be delivered to all staff 25%	Information Communication Technology

12.3. FUNDED PROJECTS UPDATE - JANUARY 2025

Author: Projects Coordinator

Authoriser: Director Infrastructure

RECOMMENDATION

That Council notes the funded projects report for January 2025.

COMMUNITY STRATEGIC PLAN

4. Delivering community assets and services

4.1 Vibrant villages and towns

4.2 Reliable Water and Sewerage

BACKGROUND

A breakdown of current funding for active projects is as follows:

Funding Body	Total Funding Amount	Project Details
Local Roads and Community Infrastructure - Phase 4 (Federal Funding)	\$1,518,748	Part A - Lighting Deni and Blighty Reserves. Additional projects to be determined. Part B - K&G and Drainage - Hardinge Street Reconstruction
Local Roads and Community Infrastructure - Phase 3 (Federal Funding)	\$1,926,340	Refurbishment of Deniliquin Saleyards, Airport Precinct, Urban Footpath Renewal, Basketball Stadium Carpark, River Street drainage, McLean Beach Caravan Park Amenities & Kiosk, Whitelock Street Car Parking, Peppin Heritage Centre Museum Floor replacement & Re-sheet Tocumwal Road
Stronger Country Communities - Round 5 (State Funding)	\$939,885	Town Hall Revitalisation - Regional Theatre Peppin Heritage Centre - Masterplan Implementation
Regional Emergency Road Repair Fund (State Funding)	\$7,001,855	Flood Recovery - local roads
Disaster Funding Recovery Assistance (Administered by TfNSW)	\$11,535,909	Road Network Repair

PROPOSAL/DISCUSSION

Included in Attachment 1 to this report is a list of major grant funded projects, identifying initial budgets, financial status and delivery status of the work currently being undertaken by Council.

Following is a brief project update by Project.

Peppin Heritage Centre - Masterplan Implementation

The curator presented to Council PCG staff an exhibition design for the museum space. The PCG were thoroughly captivated by the presentation and are looking forward to Councillors also viewing this proposed design.

This funding is due for completion in January 2026 and Council will have opportunities for input into this project throughout 2025.

Saleyards Refurbishment

Walkways and loading ramps were installed in early December 24. EID scanner installation, electrical upgrades for the readers and reconfiguration of yards and gates were also complete in December. The January 25 sale attracted sellers and buyers with 45,000 sheep utilising refurbished yards and EID technology which proved successful.

Council received an Extension of Time variation to complete this project by March 2025, with a few small items to be completed, this project is on track to do so.

Pretty Pine Road Widening

This project has had finalisation reporting approval by the funding body and we are now waiting for final claim payment to complete.

Town Hall Revitalisation

This project is temporarily on hold whilst staff evaluate the necessity for the construction of an onsite storage facility adjacent to the Town Hall which forms part of the revised scope of works for this project. This funding is due for completion in January 2026.

Regional Emergency Road Repair Fund - Road Works

The following roads are included in this program of works:

Road Name	% Complete
Stud Park Road (sections)	100
Maude Road	100
Boooroban-Tchelery	100
Millears Road	98
Blighty Hall Road	100
Carrathool Road	88
Tocumwal Road	39
Moonee Swamp Road	100
Mayrung Road	88
Aratula South Road	25
Aratula North Road	22

Disaster Recovery Funding Assistance - Emergency Road Works

The following roads and status of works are included in this program of works:

Works Completed on Maude Road.

Package	Upper Grant Limit (\$)	Progress (%)
DRFA - Drainage	253,737	17
DRFA - Unsealed - Southern Package (New)	656,271	0
DRFA - Sealed - Package 1	1,534,114	100
DFRA - Sealed - Package 2	1,205,194	100
DRFA - Sealed & Unsealed	2,527,916	96
DRFA - Sealed - Package 3	1,018,004	100
DRFA - Unsealed - Northern Package	949,417	100
DRFA - Unsealed - Western Package	652,308	100
EPARW (IRW) FY22-23	495,474	100
PPR Widening	2,243,475	100
Subtotal	11,535,909	92

RISK AND IMPLICATIONS

6.1 Legislative and Policy

Projects funded through these programs include costs for the design, documentation, and supervision for each project

6.2 Financial

Is this currently budgeted: Yes - through various approved funding allocations.

6.3 Community Engagement/Consultation

Projects funded through State and or Federal Funding are shared with the community usually via medial release, social media and direct contact with user groups.

Level of Engagement	Stakeholder	Activity	Date, Location, etc	Outcome
Inform and Consult	Targeted to user groups and the broader community	Media release, social media, meetings	Varies for each project as announced	Awareness of funded project opportunities for the community.

6.4 Work Health and Safety

Council WHS policy and procedures apply to all projects carried out from funding allocations.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1: Project Status Report for January 2025

Current/Active Funded Projects - January 2025

Funding Source	Project Title	Total Budget	Actual Expenses	Project Delivery % Complete	Financial spend % complete
Local Roads and Community Infrastructure R4		\$ 1,518,748	\$ 600,000		40%
	Part A - Lighting Deni and Blighty Reserves	\$ 600,000	\$ 600,000	100%	100%
	Part A - Under Review	\$ 363,170	\$ -	0%	0%
	Part 2 - Hardinge St K&G	\$ 555,578	\$ -	0%	0%
Local Roads and Community Infrastructure - R3		\$ 1,926,340	\$ 1,679,987		87%
	Refurbishment of the Saleyards	\$ 426,340	\$ 179,987	70%	42%
	Airport Precinct	\$ 286,332	\$ 286,332	100%	100%
	Urban Footpath Renewals	\$ 153,267	\$ 153,267	100%	100%
	Basketball Stadium Carpark	\$ 277,314	\$ 277,314	100%	100%
	River St Drainage upgrades	\$ 141,698	\$ 141,698	100%	100%
	McLean Beach Caravan Park Amenities & Kiosk	\$ 309,156	\$ 309,156	100%	100%
	Whitlock St Car Parking	\$ 158,569	\$ 158,569	100%	100%
	Peppin Heritage Centre Museum Floor Replacement	\$ 99,963	\$ 99,963	100%	100%
	Resheet Tocumwal Road	\$ 73,701	\$ 73,701	100%	100%
Stronger Country Communities R5		\$ 939,885	\$ 112,851		12%
	Peppin Heritage Centre - Masterplan Implementation	\$ 714,000	\$ 100,580	10%	14%
	Town Hall Revitalisation Project - Regional Theatre	\$ 225,885	\$ 12,271	5%	5%
Regional Emergency Road Repair Funding - TfNSW		\$ 7,001,855	\$ 3,123,738		45%
	Emergency Road Repair	\$ 7,001,855	\$ 3,123,738	42%	45%
Fixing Country Roads		\$ 1,736,972	\$ 1,736,972		100%
	Pretty Pine Road - Widening		\$ 1,736,972	100%	100%
Essential Public Asset Reconstruction		\$ 11,535,909	\$ 7,167,562		62%
DFRA - TfNSW Administer	Road Network Repair	\$ 11,535,909	\$ 7,167,562	91%	62%
Total Current Funding		\$ 24,659,709	\$ 14,421,110	70%	58%

12.4. FREE WASTE DISPOSAL WEEKENDS

Author: Executive Assistant - Infrastructure

Authoriser: Director Infrastructure

RECOMMENDATION

That Council notes the following Free Waste Disposal weekends at the Deniliquin Landfill for the remainder of 2025:

1. 8th and 9th March 2025,
2. 14th and 15th June 2025,
3. 13th and 14th September 2025, and
4. 6th and 7th December 2025.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
 - 1.1 Pristine natural environment
 - 1.4 Sustainable Waste Management
4. Delivering community assets and services
 - 4.1 Vibrant villages and towns

BACKGROUND

As of 1 July 2024, changes in the operation of the Deniliquin Landfill depot implemented gate charges for the disposal of residential general waste and residential green waste at the landfill. Prior to this the disposal of residential waste at the landfill depot was included in annual access charges.

To assist residents with managing residential waste, including larger items, Council has continued to implement four free weekends over the calendar year.

PROPOSAL/DISCUSSION

In previous years disposal of residential green waste and residential general waste has been free to the rate payers of Edward River Council. This did not include large household items. As a result, Council had been offering four (4) weekends annually as open weekends at the landfill for disposal of larger items as a free service to ratepayers.

The free weekends allow for the disposal of larger items such as mattresses (2 per customer), refrigerators, other white goods and furniture. This is for residential properties only, noting that the Landfill does not accept commercial & industrial waste or construction & demolition waste on any weekend.

RISK AND IMPLICATIONS

6.2 Financial

It is noted that the provision of free weekends is a lost revenue opportunity for Council. Council staff have estimated, based on historical volumes of disposed waste during these weekends, that the lost revenue opportunity may be in the order of \$15,000.

6.3 Community Engagement/Consultation

Council advertises the weekends through community news, website and Facebook page in the lead up to the proposed dates.

6.4 Work Health and Safety

All staff are required to work according to the *Work Health & Safety Act 2011*.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

Nil

12.5. INVESTMENT REPORT - DECEMBER 2024

Author: Financial Accountant

Authoriser: Acting Chief Financial Officer

RECOMMENDATION

That Council receive and note the Investment Report for December 2024.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.2 Financially sustainable

BACKGROUND

In accordance with clause 212 of the Local Government (General) Regulation 2021 (the Regulation), the Responsible Accounting Officer (CFO) must provide council with a report setting out details of all money council has invested under section 625 of the *Local Government Act 1993* (the Act).

The report must also include a certificate as to whether or not the investment has been made in accordance with the Act, the Regulations and the council's investment policies.

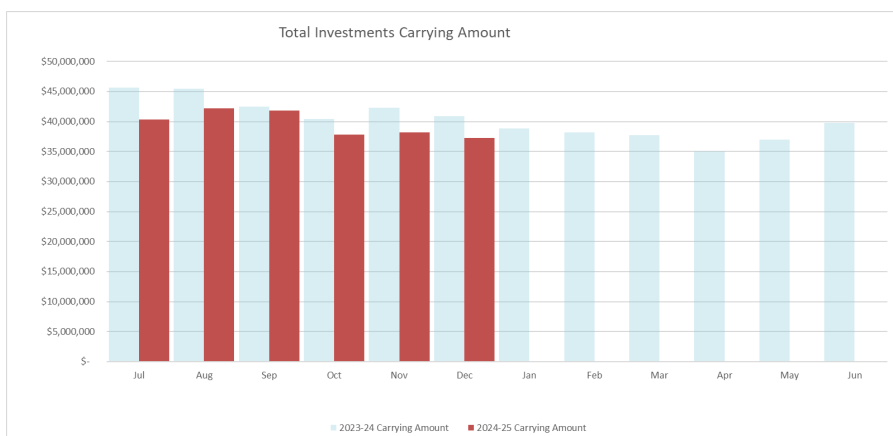
PROPOSAL/DISCUSSION

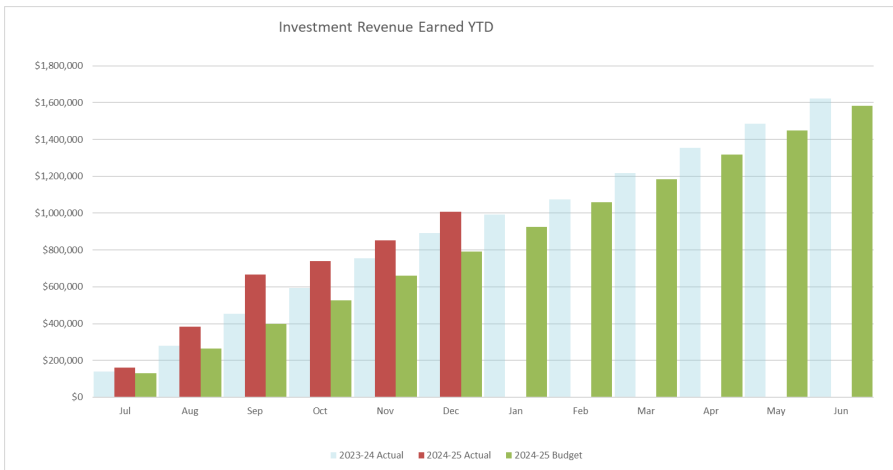
As at 31 December 2024, Council had a total of \$37,288,717 in term deposits and cash at bank exclusive of un-presented receipts or cheques. Councils' investments do not include the Conargo Hall Committee's Term Deposit, which is \$2.877m as of 30 November 2024.

Council's weighted average interest rate was 5.02%, which was 0.55% above the Bloomberg AusBond Bank Bill Index implied one-year return of 4.47%. Total interest earned for the year to 31 December 2024 was \$1,008,242 compared to the budget of \$791,462 and previous year total of \$892,969.

The total cash and investments balance has reduced by \$0.92m since November 2024 as Council has been successfully completing capital projects. This also includes seasonal fluctuations from month to month in line with Council's cashflow requirements..

The details of the investments are included in Attachment 1- Schedule of Investments - December 2024.





Council has engaged Arlo Advisory to provide ongoing investment advisory services. As part of this service, Arlo provides, among other services, a monthly investment review report which council uses to inform investment decisions. A copy of the report is attached in this report as Attachment 2 - Investment Review December 2024 - Arlo Advisory. Council continues to obtain financial benefits through accessing better rates through the Imperium Investment platform as well as efficiency savings in the investment process.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

Local Government Act 1993

Local Government (General) Regulation 2021

Investment Policy

6.2 Financial

As at 31 December 2024, Council had a total of \$37,288,717 in term deposits and cash at bank. Total interest earned from investments during the year of December 2024 was \$1,008,242, compared to the budget of \$791,462.

6.3 Community Engagement/Consultation

N/A

6.4 Work Health and Safety

There are no identified Work Health and Safety implications identified through this report.

Certification **Responsible** **Accounting** **Officer**

I hereby certify that the investments listed in the Investment Report Attachment have been made in accordance with Section 625 of the Local Government Act 1993, and clause 212 of the Local Government (General) Regulation 2021 and Council’s Investment Policy.

Alistair
Responsible

Accounting

Cochrane
Officer

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. **Schedule of Investments - December 2024**
2. **Investment Review December 2024 - Arlo Advisory**



Schedule of Investments							
This Report is at date:					31-December-2024		
Description	Type	Rating at EOM (S&P)	Date Invested	Maturity Date	Days	Rate	Face Value Amount
Westpac Business Cheque Plus Account	Oncall/ CMT	A1+	N/a	N/a	365	0.00%	0
Westpac 31 Day Notice Account	Oncall/ CMT	A1+	N/a	N/a	365	4.70%	0
Commonwealth Bank General Fund	Oncall/ CMT	A1+	N/a	N/a	365	4.15%	3,152,209
Commonwealth Bank Business On Line Saver	Oncall/ CMT	A1+	N/a	N/a	365	4.20%	1,132,064
Macquarie Bank - Rates	Oncall/ CMT	A1	N/a	N/a	365	0.00%	3,901
Macquarie Bank - Water	Oncall/ CMT	A1	N/a	N/a	365	0.00%	543
Total Oncall/ CMT Accounts							4,288,717
Term Deposits							
National Australia Bank	TD	A1+	30-Jul-24	30-Jul-25	365	5.30%	1,000,000
National Australia Bank	TD	A1+	30-Jul-24	06-Aug-25	372	5.30%	1,000,000
National Australia Bank	TD	A1+	30-Jul-24	13-Aug-25	379	5.30%	1,000,000
National Australia Bank	TD	A1+	02-Jul-24	02-Jul-25	365	5.45%	1,000,000
National Australia Bank	TD	A1+	16-Jul-24	16-Jul-25	365	5.35%	1,000,000
National Australia Bank	TD	A1+	16-Jul-24	19-Aug-25	399	5.31%	1,000,000
National Australia Bank	TD	A1+	12-Sep-23	16-Sep-25	735	4.90%	2,000,000
National Australia Bank	TD	A1+	14-Aug-24	27-Aug-25	378	5.08%	1,000,000
National Australia Bank	TD	A1+	30-Aug-24	28-Aug-25	363	5.00%	1,000,000
National Australia Bank	TD	A1+	05-Sep-24	09-Sep-25	369	4.95%	1,000,000
National Australia Bank	TD	A1+	12-Sep-24	12-Mar-26	546	4.70%	1,000,000
National Australia Bank	TD	A1+	10-Dec-24	10-Dec-25	365	5.05%	1,000,000
Suncorp Bank	TD	A1+	30-May-24	30-May-25	365	5.27%	1,000,000
Suncorp Bank	TD	A1+	14-Nov-23	15-Jan-25	428	5.40%	1,000,000
Suncorp Bank	TD	A1+	04-Jun-24	03-Apr-25	303	5.21%	2,000,000
Suncorp Bank	TD	A1+	13-Jun-24	13-Mar-25	273	5.25%	1,000,000
ING Direct	TD	A1	22-Feb-24	24-Feb-25	368	5.18%	1,000,000
ING Direct	TD	A1	22-Mar-23	25-Mar-25	734	4.50%	1,000,000
ING Direct	TD	A1	29-Jun-23	30-Jun-25	732	5.55%	2,000,000
ING Direct	TD	A1	20-Mar-24	20-Mar-29	1826	5.06%	1,000,000
ING Direct	TD	A1	02-Jul-24	02-Jul-26	730	5.35%	1,000,000
ING Direct	TD	A1	30-Aug-24	31-Aug-27	1096	4.54%	1,000,000
ING Direct	TD	A1	12-Sep-24	15-Sep-26	733	4.59%	1,000,000
Bank of Queensland	TD	A2	26-Mar-24	28-Mar-28	1463	4.95%	1,000,000
Bank of Queensland	TD	A2	30-Nov-23	27-Nov-25	728	5.35%	1,000,000
BankVic	TD	A2	13-Jun-24	12-Jun-25	364	5.29%	2,000,000
Hume Bank	TD	A2	12-Sep-24	11-Sep-25	364	4.92%	1,000,000
Hume Bank	TD	A2	10-Dec-24	10-Nov-25	335	5.02%	1,000,000
Hume Bank	TD	A2	13-Jun-24	15-Jun-26	732	5.14%	1,000,000
Total Term Deposits							33,000,000
<i>Weighted Average Interest Rate</i>						5.02%	37,288,717



Monthly Investment Review



Edward
River
COUNCIL

December 2024

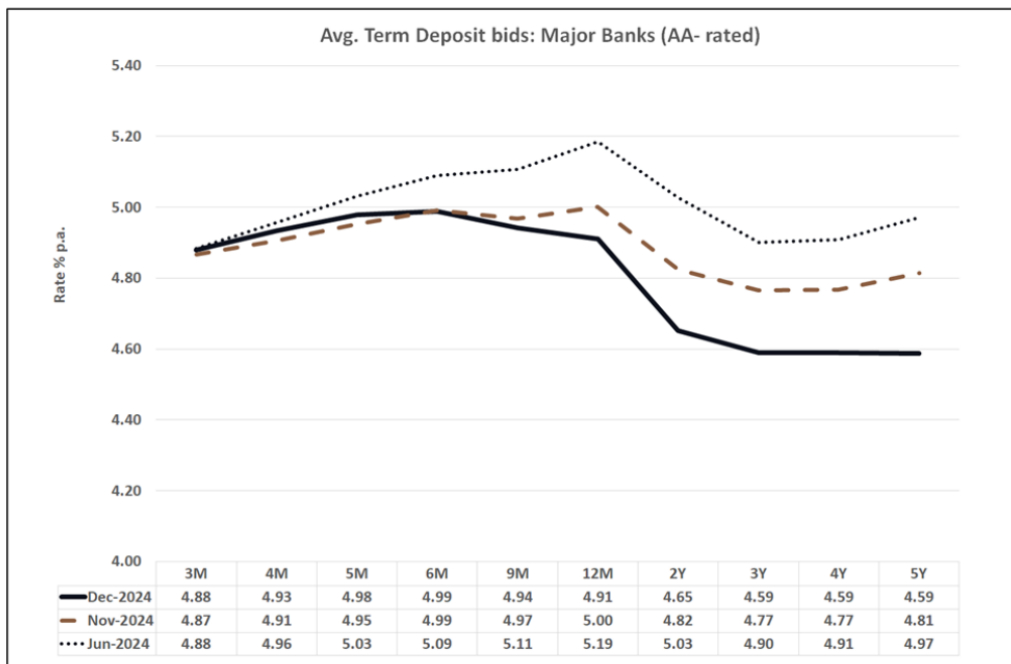
Arlo Advisory Pty Ltd
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Market Update Summary

Risk markets were largely negative in December as financial markets assessed high valuations, uncertainties surrounding tax and tariff policies from the administration of US President-elect Trump, and prospects of global central banks becoming more cautious in 2025 due to sticky inflation.

In the deposit market, over December, at the very short-end of the curve (less than 6 months), the average deposit rates offered by the major banks were relatively unchanged compared to where they were the previous month (November). The biggest moves have been seen at the long-end of the curve. The average rates being offered for 1-5 year terms dropped another 10-23bp compared to where they were in November. The market had reacted after the RBA somewhat pivoted and removed their slight tightening bias in their latest Board meeting in early December.



Source: Imperium Markets

With rate cuts and a global economic downturn priced in over the next few years, investors should consider diversifying and taking an ‘insurance policy’ against a potentially lower rate environment by investing across 1-5 year fixed deposits and locking in rates above 4%% p.a. (small allocation only).



Edward River Council’s Portfolio & Compliance

Asset Allocation

The portfolio is mainly directed to fixed term deposits (~89%), with the remainder of the portfolio (~11%) being held in various overnight cash accounts.

Senior FRNs are starting to become slightly expensive on a historical basis, although new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 3 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With multiple rate cuts and a global economic downturn being priced in coming years, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 1-5 year fixed deposits, locking in and targeting yields above 4% p.a. Should inflation be within the RBA’s target band of 2-3% over the longer-term, returns around 4% p.a. or higher should outperform benchmark.



Term to Maturity

The portfolio remains highly liquid with around 81% maturing within 12 months. Where liquidity permits, we recommend investing surplus funds in the 1-2 year horizons to optimise the portfolio’s returns in the long-run. Where there is (counterparty) capacity to invest in attractive medium-longer term investments, we recommend this be allocated to medium-term fixed deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 – 90 days	\$8,290,402	22.23%	15%	100%	\$29,000,000
✓	91 – 365 days	\$22,000,000	59.00%	0%	100%	\$15,290,402
✓	1 – 2 years	\$4,000,000	10.73%	0%	70%	\$22,103,281
✓	2 – 5 years	\$3,000,000	8.04%	0%	50%	\$15,645,201
		\$37,290,402	100.00%			



Counterparty

Overall, the portfolio is lightly diversified across the investment grade credit spectrum, with no exposure to the unrated ADIs.

As at the end of the December, Council is within Policy limits to each individual ADI. We continue to encourage Council to diversify its investments with other ADIs as this will not only reduce concentration risk, but in all likelihood, this will increase the overall returns of the portfolio.

Compliant	Issuer	Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	ANZ	AA-	\$5,000,000	13.41%	40.00%	\$9,916,161
✓	CBA	AA-	\$4,284,273	11.49%	40.00%	\$10,631,887
✓	NAB	AA-	\$13,000,000	34.86%	40.00%	\$1,916,161
✓	Westpac	AA-	\$1,685	0.00%	40.00%	\$14,914,476
✓	Macquarie Bank	A+	\$4,444	0.01%	25.00%	\$9,318,157
✓	ING	A	\$8,000,000	21.45%	25.00%	\$1,322,600
✓	BoQ	A-	\$2,000,000	5.36%	25.00%	\$7,322,600
✓	BankVic	BBB+	\$2,000,000	5.36%	15.00%	\$3,593,560
✓	Hume Bank	BBB+	\$3,000,000	8.04%	15.00%	\$2,593,560
			\$37,290,402	100.00%		

[^]Applying long-term ratings only.

On 31st July 2024, ANZ's takeover of Suncorp Bank was formalised, and ratings agency S&P upgraded Suncorp's long-term credit rating to that of its parent company immediately (now rated AA-). Investor's exposure to Suncorp is now reflected under the parent company being ANZ.

Credit Quality

The portfolio remains diversified from a credit ratings perspective. The entire long term portfolio is spread amongst the investment grade spectrum. All aggregate ratings categories were within the Policy limits at month-end:

Compliant	Credit Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$22,285,958	60%	100%	\$15,004,444
✓	A Category	\$10,004,444	27%	60%	\$12,369,797
✓	BBB Category	\$5,000,000	13%	35%	\$8,051,641
✓	Unrated Category	\$0	0%	5%	\$1,864,520
		\$37,290,402	100.00%		

[^] Applying long-term ratings only.



Performance

Council's performance (excluding cash holdings) for the month ending December 2024 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.17%	2.17%	4.36%
AusBond Bank Bill Index	0.38%	1.12%	2.24%	2.24%	4.47%
Council's T/D Portfolio [^]	0.44%	1.28%	2.58%	2.58%	4.85%
Outperformance	0.06%	0.17%	0.34%	0.34%	0.38%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.36%
AusBond Bank Bill Index	4.53%	4.50%	4.50%	4.50%	4.47%
Council's T/D Portfolio [^]	5.30%	5.18%	5.18%	5.18%	4.85%
Outperformance	0.77%	0.68%	0.68%	0.68%	0.38%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of December, the portfolio (excluding cash) provided a return of +0.44% (actual) or +5.30% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.38% (actual) or +4.53% p.a. (annualised).

The returns of the portfolio has improved recently, reflective of the maturity of previously lower yielding term deposits that are being replaced by higher yielding term deposits. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months.



Recommendations for Council

Term Deposits

Going forward, Council's interest income can be increased by undertaking a slightly longer duration position (12-24 months), with rates on offer along this part of the curve likely to be offered up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that interest rate cuts and a global economic downturn is imminent and so locking in rates above 4½-5% p.a. across 1-5 year tenors may provide some income protection against a lower rate environment.

As at the end of December 2024, Council's deposit portfolio was yielding 5.13% p.a. (unchanged from the previous month), with a weighted average duration of around 329 days (~11 months). **We recommend Council maintains this average duration over the longer-term.**

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) Senior **FRNs** (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario.

Please refer to the section below for further details on the FRN market.



Term Deposit Market Review

Current Term Deposits Rates

As at the end of December, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING Bank	A	5 years	4.92%
BoQ	A-	5 years	4.85%
Westpac	AA-	5 years	4.68%
ING Bank	A	4 years	4.84%
BoQ	A-	4 years	4.80%
Westpac	AA-	4 years	4.64%
ING Bank	A	3 years	4.79%
Suncorp	AA-	3 years	4.69%
Westpac	AA-	3 years	4.59%
ING Bank	A	2 years	4.80%
Suncorp	AA-	2 years	4.72%
BoQ	A-	2 years	4.60%
Westpac	AA-	2 years	4.59%
NAB	AA-	2 years	4.55%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):



ADI	LT Credit Rating	Term	Rate % p.a.
AMP	BBB+	12 months	4.95%
ING	A	12 months	4.93%
NAB	AA-	12 months	4.90%
ICBC Sydney	A	12 months	4.86%
Suncorp	AA-	12 months	4.90%
Westpac	AA-	12 months	4.68%
BankVIC	BBB+	9 months	5.11%
BoQ	A-	9 months	5.05%
AMP	BBB+	9 months	5.00%
NAB	AA-	9 months	4.95%
Suncorp	AA-	9 months	4.90%
BoQ	A-	6 months	5.20%
Bendigo-Adelaide	A-	6 months	5.05%
NAB	AA-	6 months	4.95%
Suncorp	AA-	6 months	4.92%
NAB	AA-	3 months	5.00%
Westpac	AA-	3 months	4.92%

For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

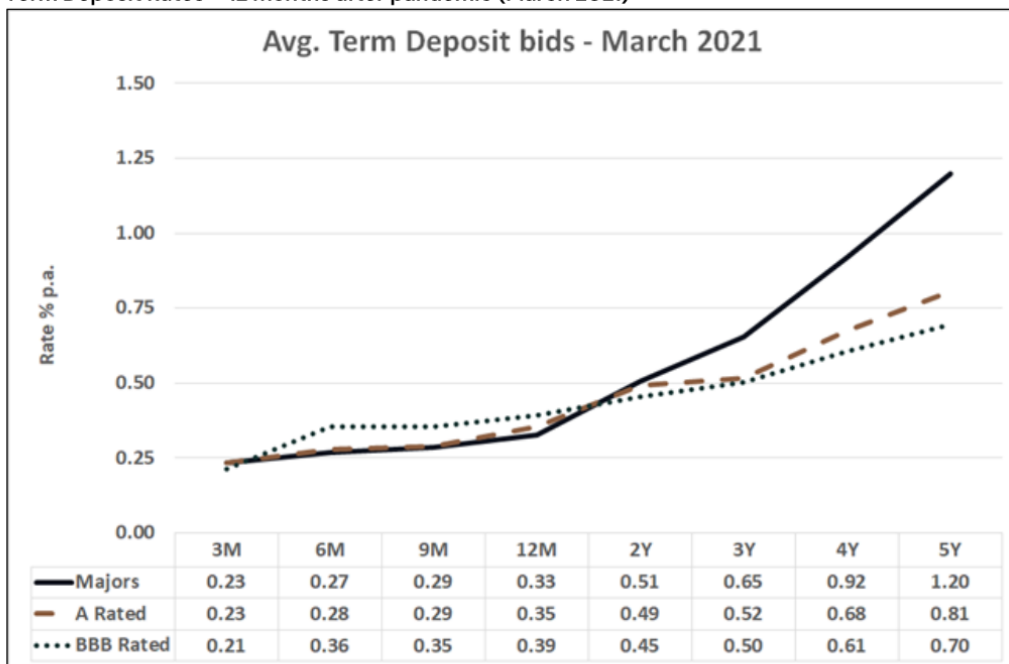
With rate cuts and a global economic downturn priced in over the next few years, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates above 4¾% p.a. This will provide some income protection if the RBA decides to start cutting rates over the second half of 2025.



Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)



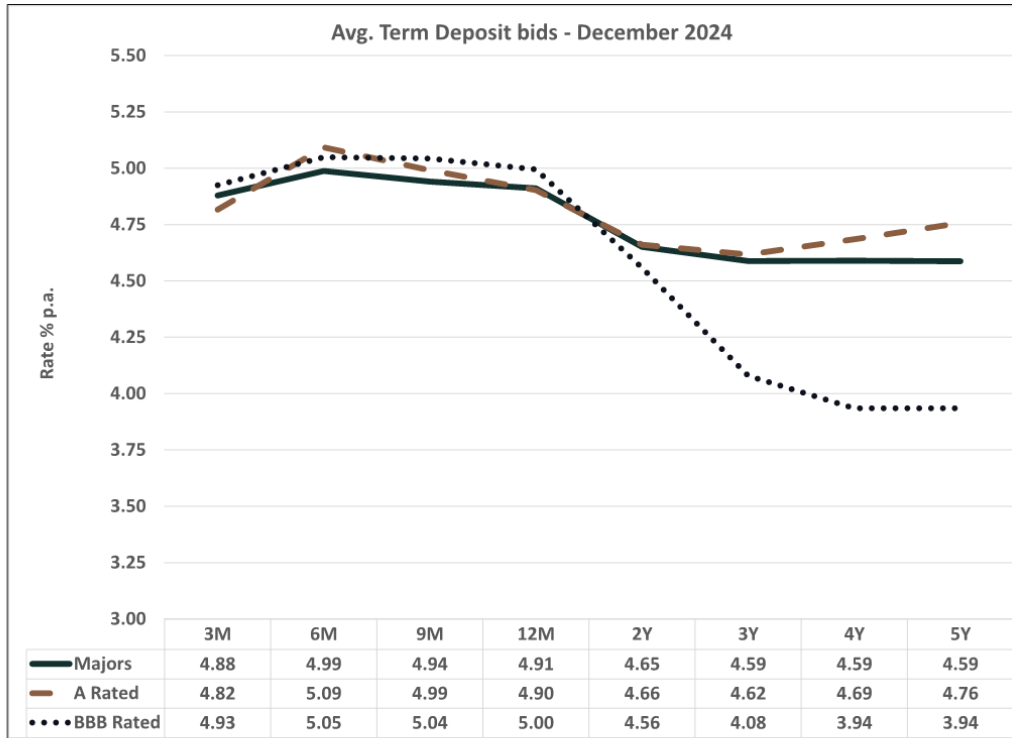
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA's term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (December 2024)



Source: Imperium Markets

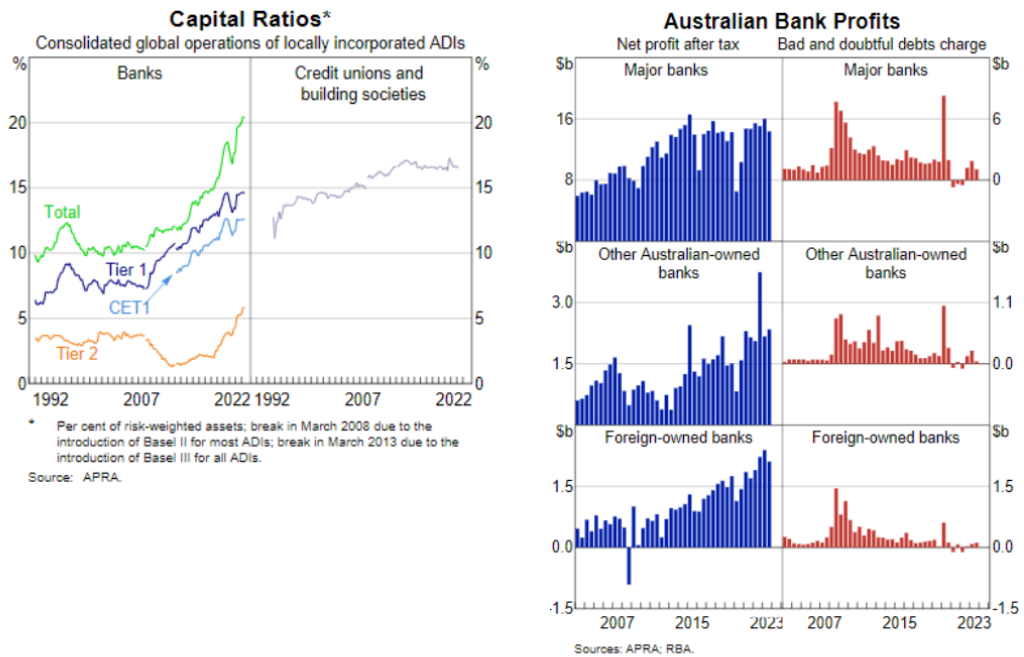
Financial Stability of the Banking (ADI) Sector

The RBA’s latest Financial Stability report of 2024 reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).



Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capita Ratios chart below*). APRA’s mandate is to “protect depositors” and provide “financial stability”.

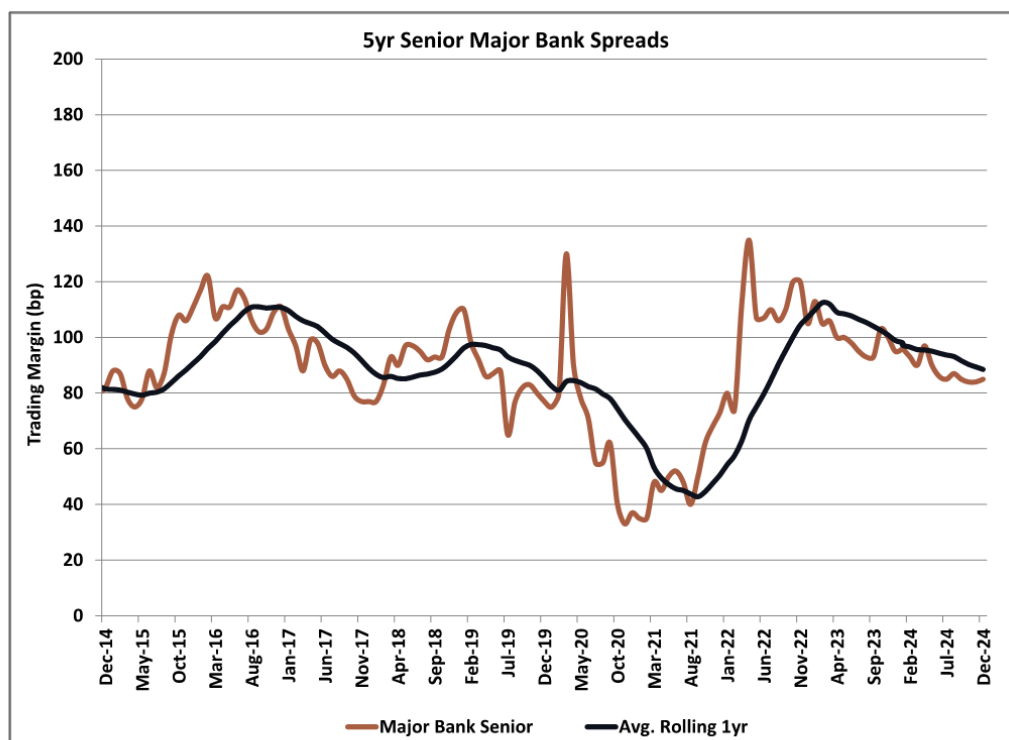
Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits chart below*), which also includes two stress-test environments being the GFC (September 2008) and the COVID pandemic (March 2020):





Senior FRNs Market Review

Over December, amongst the senior major bank FRNs, physical credit securities slightly widened at the long-end of the curve. Long-term major bank senior securities are approaching the ‘expensive’ territory especially if the 5yr margin tightens towards +80bp. During the month, Westpac (AA-) issued a 1 year senior deal at +40bp.



Source: IBS Capital

During December, there was a lack of new issuances from the ADIs heading into the holiday period, with only the following notable issuance:

- Bank of Queensland (A-) 1 year senior FRN at +65bp

Amongst the “A” rated sector, the securities widened by around 5bp at the longer-end of the curve, whilst the “BBB” was wider by around 8bp and is marked at a relatively attractive level. Overall, credit securities remain fair value on a historical basis without being overly exciting. FRNs will continue to play a role in investors’ portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets.



Senior FRNs (ADIs)	31/12/2024	29/11/2024
"AA" rated – 5yrs	+85bp	+84bp
"AA" rated – 3yrs	+70bp	+68bp
"A" rated – 5yrs	+100bp	+95bp
"A" rated – 3yrs	+83bp	+80bp
"BBB" rated – 3yrs	+118bp	+110bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early 2027 for the "AA" rated ADIs (domestic major banks);
- On or before early 2026 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation still high by historical standards, this has seen a significant lift in longer-term bond yields over the past 3 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.16	1.1000%	4.60%
AU3CB0280030	BoQ	A-	Senior	06/05/2026	1.35	1.4000%	4.80%
AU3CB0299337	Bendigo	A-	Senior	15/05/2026	1.37	4.7000%	4.77%
AU3CB0296168	BoQ	A-	Senior	27/01/2027	2.08	4.7000%	4.85%



Economic Commentary

International Market

Risk markets were largely negative in December as financial markets assessed high valuations, uncertainties surrounding tax and tariff policies from the administration of US President-elect Trump, and prospects of global central banks becoming more cautious in 2025 due to sticky inflation.

Across equity markets, the S&P 500 Index fell -2.50%, whilst the NASDAQ added +0.48%. Europe's main indices were mixed, with gains for both France's CAC (+2.01%) and Germany's DAX (+1.44%), while dropping for UK's FTSE (-1.38%).

As widely expected, the US Federal Reserve cut interest rates by 25bps to a range of 4.25%-4.50%. This marks a total of 100bp in cumulative rate cuts since September 2023. However, the Fed is now signalling a more gradual pace of reductions going forward, with a total of 50bp of cuts expected in 2025 (compared to the 100bp projected in September).

There were other central banks that made key decisions, including a 25bp cut from both the European Central Bank and Sweden's Riksbank, and a 50bp cut from Bank of Canada; while there was no change from both the Bank of England and Bank of Japan.

Europe's core CPI was +2.7% y/y vs. +2.8% expected, and headline CPI was +2.3% y/y vs. +2.3% expected.

The November US CPI rose by +0.3% m/m, matching the consensus. The core reading also increased by +0.3%, in line with expectations. This was the fourth consecutive month the core CPI printed with a +0.3% handle, implying a y/y running rate of +3.6%.

The US economy expanded at an annualised rate of +3.1% in Q4 2024, up from the previous estimate of +2.8%. Consumer spending increased by +3.7% during the quarter (the fastest pace since early 2023) driven by +5.6% surge in goods consumption and +2.8% rise in services spending.

The US unemployment rate ticked higher to 4.2% in November (the median forecast was 4.1%), with payrolls rising +227k, in line with consensus for 220k.

Canada's employment growth was a solid +50k, but it was a 0.3% rise in the unemployment rate to 6.8%.

The MSCI World ex-Aus Index fell -2.59% for the month of December:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-2.50%	+2.07%	+23.31%	+7.26%	+12.73%	+11.07%
MSCI World ex-AUS	-2.59%	-0.18%	+17.41%	+4.80%	+9.64%	+8.21%
S&P ASX 200 Accum. Index	-3.15%	-0.80%	+11.44%	+7.41%	+8.06%	+8.51%

Source: S&P, MSCI



Domestic Market

The RBA kept rates on hold in its final meeting for 2024. However, of more importance is the growing confidence that the RBA has in its November inflation track (*"Board is gaining some confidence"*). They removed the prior hawkish language that *"policy will need to be sufficiently restrictive"*.

Australia's GDP rose by +0.3% q/q (+0.8% y/y) in Q3, weaker than consensus (+0.5%) and the RBA at +0.5% q/q. Overall, growth remains very soft in annual terms and is still around its weakest (ex. COVID) since the early 1990s. Public sector spending remains an important support, with private sector growth flat.

Unemployment in November surprised sharply, falling 0.2% to 3.9% from 4.1% (consensus 4.2%). The unemployment rate is now back to its equal lowest since March 2024. Underemployment (those employed but wanting and able to work more hours) fell a 0.1% to 6.1%, its equal lowest since April 2023.

Retail Sales for October were better than expected at +0.6% m/m vs. +0.4% consensus.

Australian consumer sentiment fell by -2% m/m in December, reflecting renewed pessimism surrounding the economic outlook. The sub-indices for "economic outlook (next 12 months)" and "economic outlook (next 5 years)" declined -9.6% and -7.9%, respectively (with both metrics retracing half of their gains from the past two months).

Dwelling prices in November rose +0.1% m/m nationally and are up +5.5% y/y according to CoreLogic. Dwelling price growth remains strong in Brisbane (+0.6% m/m), Adelaide (+0.8% m/m) and Perth (+1.1% m/m). Growth has slowed in Sydney with a small negative being seen in October and again in November (-0.2% m/m). Affordability remains challenged in Sydney.

The goods trade surplus beat expectations at \$5.95bn vs. \$4.5bn consensus.

The Australian dollar fell around -5.05%, finishing the month at US61.88 cents (from US65.17 cents the previous month).

Credit Market

The global credit indices marginally widened during the month. They remain near the levels seen in early 2022 (prior to the rate hike cycle from most central banks):

Index	December 2024	November 2024
CDX North American 5yr CDS	49bp	48bp
iTraxx Europe 5yr CDS	57bp	57bp
iTraxx Australia 5yr CDS	67bp	66bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	December 2024	November 2024
Bloomberg AusBond Bank Bill Index (0+YR)	+0.38%	+0.36%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.51%	+1.14%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.43%	+0.37%
Bloomberg AusBond Credit Index (0+YR)	+0.71%	+0.86%
Bloomberg AusBond Treasury Index (0+YR)	+0.37%	+1.17%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-0.26%	+1.34%

Source: Bloomberg

Other Key Rates

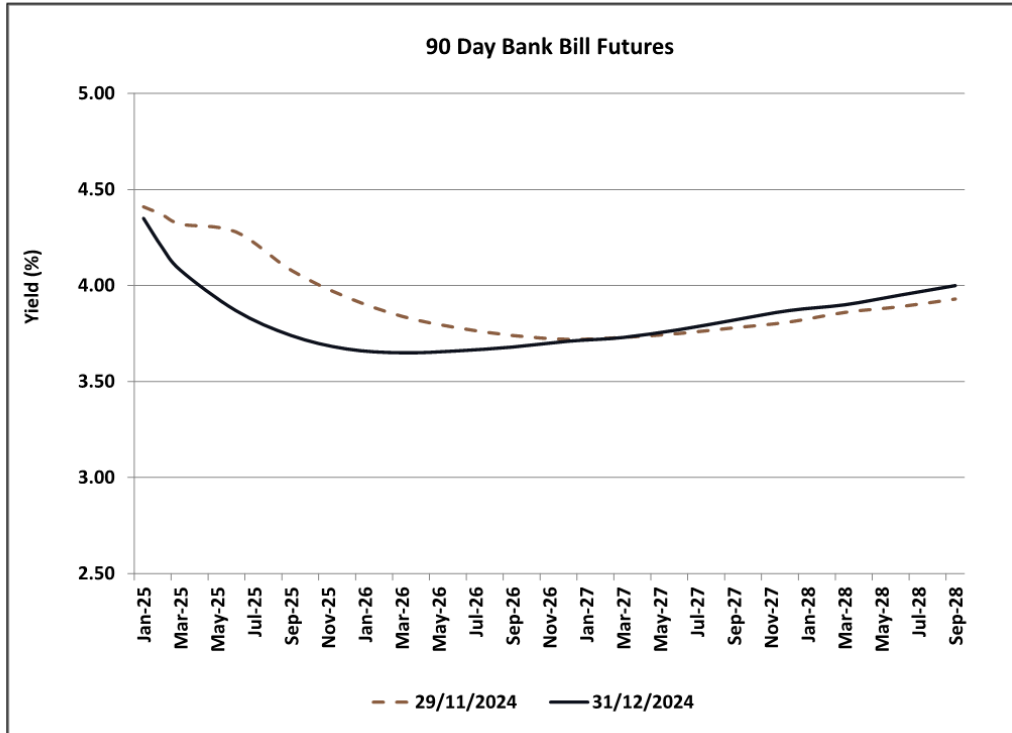
Index	December 2024	November 2024
RBA Official Cash Rate	4.35%	4.35%
90 Day (3 month) BBSW Rate	4.42%	4.43%
3yr Australian Government Bonds	3.82%	3.91%
10yr Australian Government Bonds	4.38%	4.34%
US Fed Funds Rate	4.25%-4.50%	4.50%-4.75%
2yr US Treasury Bonds	4.25%	4.13%
10yr US Treasury Bonds	4.58%	4.18%

Source: RBA, ASX, US Department of Treasury



90 Day Bill Futures

Bill futures fell at the short-end of the curve this month, following the movement in the global bond market. The focus from the market remains on when rate cuts will be delivered in 2025:



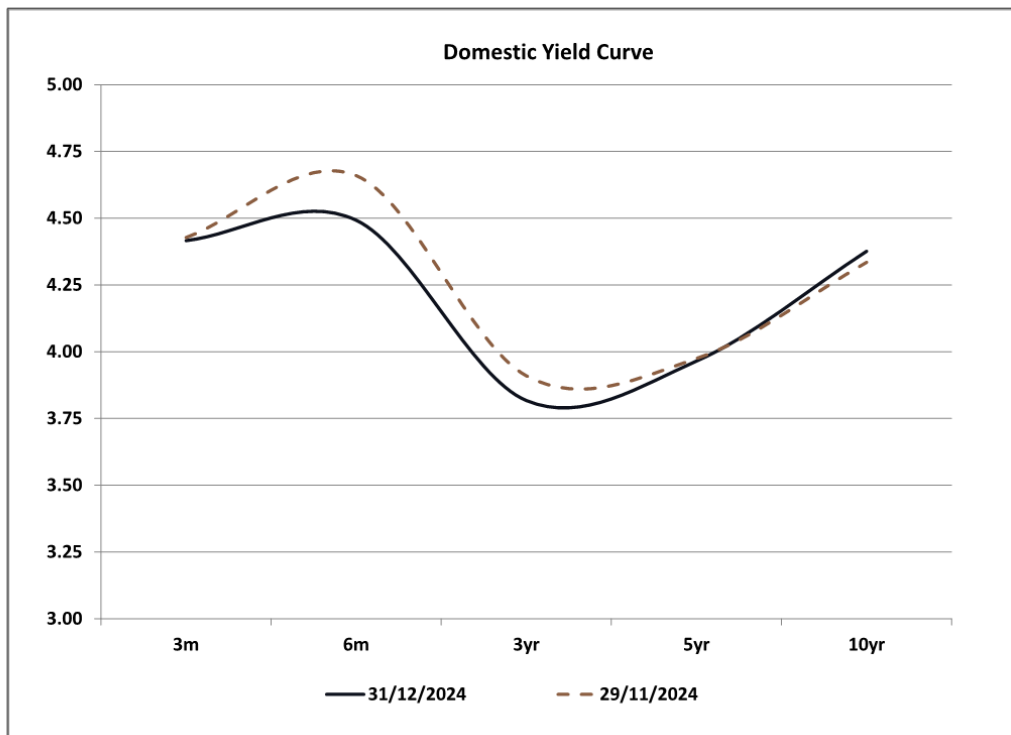
Source: ASX



Fixed Interest Outlook

In delivering the US central bank’s 25bp rate cut during its December meeting, the Fed also signalled it probably would only lower twice more in 2025 (down from the four projected in September), according to the “dot plot” matrix of individual FOMC members’ future rate expectations. Fed Chair Powell’s press conference also confirmed the Fed is going to be much more cautious in 2025, reflective of sticky inflation combined with President-elect Trump’s proposed economic policies (which is expected to exacerbate price pressures).

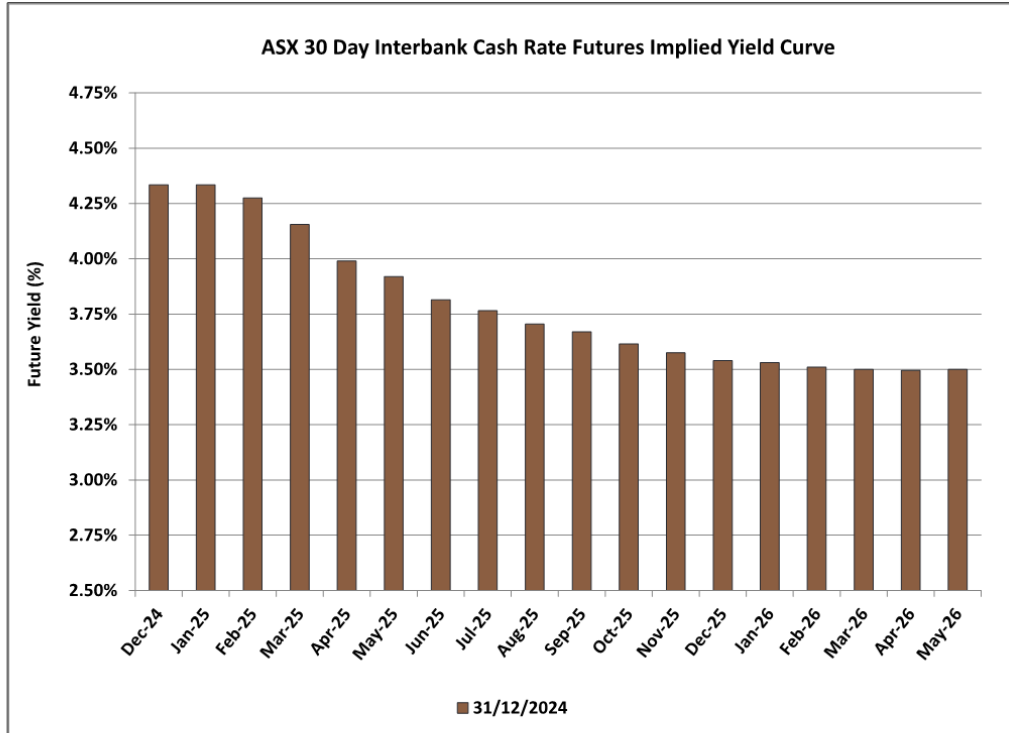
In the RBA Board’s December statement, the RBA removed their hawkish stance and commented “recent data on inflation and economic conditions are still consistent with these forecasts, and the Board is gaining some confidence that inflation is moving sustainably towards target”. Growing confidence in the inflation forecast is important as it lessens the probability of the RBA needing to hold rates for even longer, or the tail risk of them having to hike rates further. Therefore, there is little urgency to adjust policy settings while both inflation and the unemployment rate are evolving gradually. The next quarterly CPI data will be published in late January.



Source: ASX, RBA



Financial markets are currently expecting the first RBA rate cut by March–April, with up to three rate cuts priced in by the end of 2025:



Source: ASX

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12.6. INVESTMENT REPORT - JANUARY 2025

Author: Financial Accountant

Authoriser: Acting Chief Financial Officer

RECOMMENDATION

1. That Council receive and note the Investment Report for January 2025.

COMMUNITY STRATEGIC PLAN

- 5. Accountable leadership and responsive administration
- 5.2 Financially sustainable

BACKGROUND

In accordance with clause 212 of the Local Government (General) Regulation 2021 (the Regulation), the Responsible Accounting Officer (CFO) must provide council with a report setting out details of all money council has invested under section 625 of the *Local Government Act 1993* (the Act).

The report must also include a certificate as to whether or not the investment has been made in accordance with the Act, the Regulations and the council's investment policies.

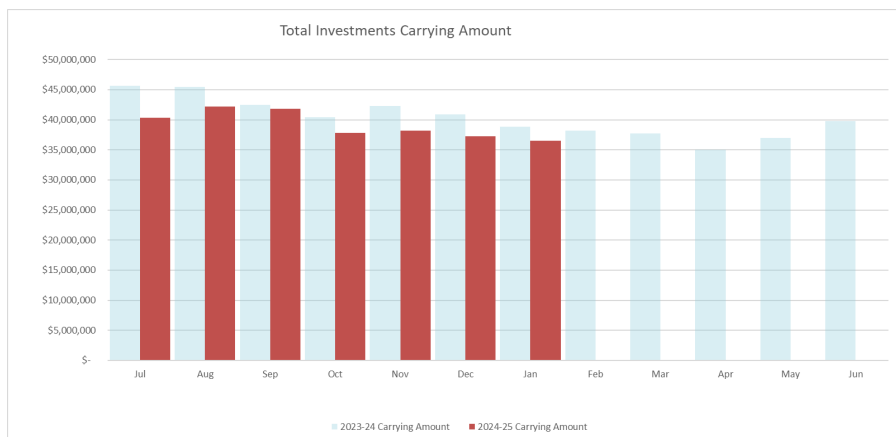
PROPOSAL/DISCUSSION

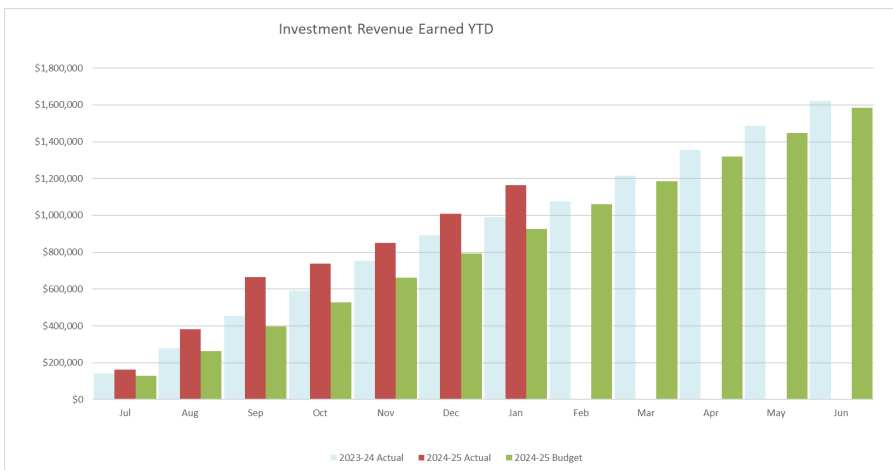
As at 31 January 2025, Council had a total of \$36,475,286 in term deposits and cash at bank exclusive of unrepresented receipts or cheques. Councils' investments do not include the Conargo Hall Committee's Term Deposit, which is \$2.877m as of 30 November 2024.

Council's weighted average interest rate was 5.00%, which was 0.52% above the Bloomberg AusBond Bank Bill Index implied one-year return of 4.48%. Total interest earned for the year to 31 January 2025 was \$1,164,865 compared to the budget of \$925,535 and previous year total of \$991,146.

The total cash and investments balance has reduced by \$0.81m since December 2024 as Council has been successfully completing capital projects. This also includes seasonal fluctuations from month to month in line with Council's cashflow requirements.

The details of the investments are included in Attachment 1- Schedule of Investments - January 2025.





Council has engaged Arlo Advisory to provide ongoing investment advisory services. As part of this service, Arlo provides, among other services, a monthly investment review report which council uses to inform investment decisions. A copy of the report is attached in this report as Attachment 2 - Investment Review January 2025 - Arlo Advisory. Council continues to obtain financial benefits through accessing better rates through the Imperium Investment platform as well as efficiency savings in the investment process.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

Local Government Act 1993

Local Government (General) Regulation 2021

Investment Policy

6.2 Financial

As at 31 January 2025, Council had a total of \$36,475,286 in term deposits and cash at bank. Total interest earned from investments during the financial year as at 31 January 2025 was \$1,164,865, compared to the budget of \$925,535.

6.3 Community Engagement/Consultation

N/A

6.4 Work Health and Safety

There are no identified Work Health and Safety implications identified through this report.

Certification – Responsible Accounting Officer

I hereby certify that the investments listed in the Investment Report Attachment have been made in accordance with Section 625 of the Local Government Act 1993, and clause 212 of the Local Government (General) Regulation 2021 and Council’s Investment Policy.

David Mead
Responsible Accounting Officer

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Schedule of Investments - January 2025
2. Investment Review January 2025 - Arlo Advisory

Schedule of Investments							
					This Report is at date: 31-January-2025		
Description	Type	Rating at EOM (S&P)	Date Invested	Maturity Date	Days	Rate	Face Value Amount
Commonwealth Bank General Fund	Oncall/ CMT	A1+	N/a	N/a	365	4.15%	3,320,662
Commonwealth Bank Business On Line Saver	Oncall/ CMT	A1+	N/a	N/a	365	4.20%	1,136,102
Macquarie Bank - Rates	Oncall/ CMT	A1	N/a	N/a	365	0.00%	17,225
Macquarie Bank - Water	Oncall/ CMT	A1	N/a	N/a	365	0.00%	1296
Total Oncall/ CMT Accounts							4,475,286
Term Deposits							
National Australia Bank	TD	A1+	30-Jul-24	30-Jul-25	365	5.30%	1,000,000
National Australia Bank	TD	A1+	30-Jul-24	06-Aug-25	372	5.30%	1,000,000
National Australia Bank	TD	A1+	30-Jul-24	13-Aug-25	379	5.30%	1,000,000
National Australia Bank	TD	A1+	02-Jul-24	02-Jul-25	365	5.45%	1,000,000
National Australia Bank	TD	A1+	16-Jul-24	16-Jul-25	365	5.35%	1,000,000
National Australia Bank	TD	A1+	16-Jul-24	19-Aug-25	399	5.31%	1,000,000
National Australia Bank	TD	A1+	12-Sep-23	16-Sep-25	735	4.90%	2,000,000
National Australia Bank	TD	A1+	14-Aug-24	27-Aug-25	378	5.08%	1,000,000
National Australia Bank	TD	A1+	30-Aug-24	28-Aug-25	363	5.00%	1,000,000
National Australia Bank	TD	A1+	05-Sep-24	09-Sep-25	369	4.95%	1,000,000
National Australia Bank	TD	A1+	12-Sep-24	12-Mar-26	546	4.70%	1,000,000
National Australia Bank	TD	A1+	10-Dec-24	10-Dec-25	365	5.05%	1,000,000
Suncorp Bank	TD	A1+	30-May-24	30-May-25	365	5.27%	1,000,000
Suncorp Bank	TD	A1+	04-Jun-24	03-Apr-25	303	5.21%	2,000,000
Suncorp Bank	TD	A1+	13-Jun-24	13-Mar-25	273	5.25%	1,000,000
ING Direct	TD	A1	22-Feb-24	24-Feb-25	368	5.18%	1,000,000
ING Direct	TD	A1	22-Mar-23	25-Mar-25	734	4.50%	1,000,000
ING Direct	TD	A1	29-Jun-23	30-Jun-25	732	5.55%	2,000,000
ING Direct	TD	A1	20-Mar-24	20-Mar-29	1826	5.06%	1,000,000
ING Direct	TD	A1	02-Jul-24	02-Jul-26	730	5.35%	1,000,000
ING Direct	TD	A1	30-Aug-24	31-Aug-27	1096	4.54%	1,000,000
ING Direct	TD	A1	12-Sep-24	15-Sep-26	733	4.59%	1,000,000
Bank of Queensland	TD	A2	26-Mar-24	28-Mar-28	1463	4.95%	1,000,000
Bank of Queensland	TD	A2	30-Nov-23	27-Nov-25	728	5.35%	1,000,000
BankVic	TD	A2	13-Jun-24	12-Jun-25	364	5.29%	2,000,000
Hume Bank	TD	A2	12-Sep-24	11-Sep-25	364	4.92%	1,000,000
Hume Bank	TD	A2	10-Dec-24	10-Nov-25	335	5.02%	1,000,000
Hume Bank	TD	A2	13-Jun-24	15-Jun-26	732	5.14%	1,000,000
Total Term Deposits							32,000,000
Weighted Average Interest Rate						5.00%	36,475,286



Monthly Investment Review



Edward
River
COUNCIL

January 2025

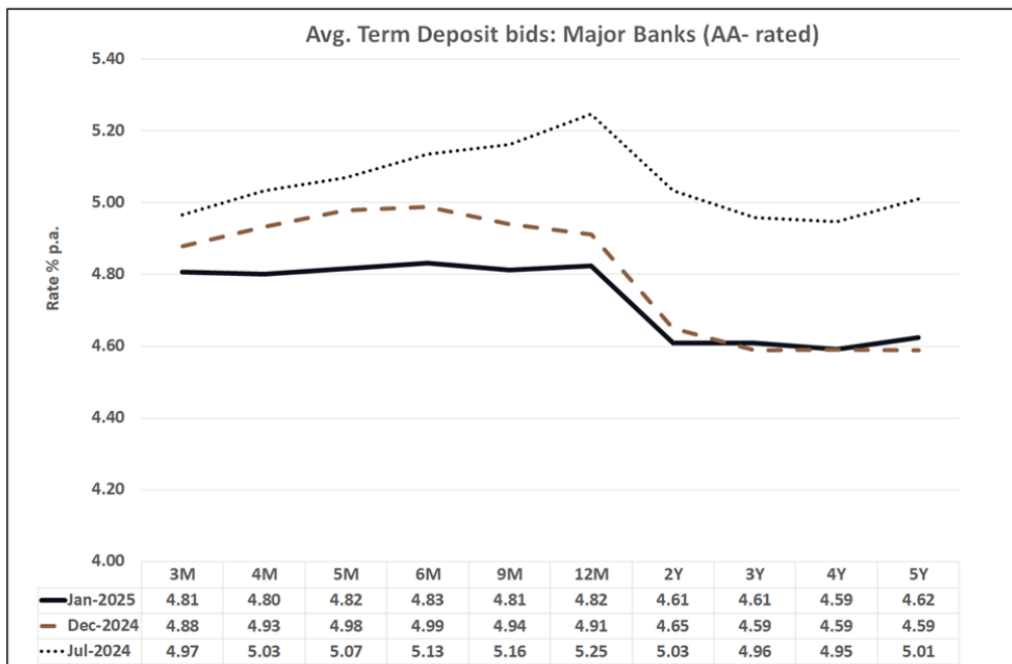
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Market Update Summary

Risk markets rebounded strongly in January as financial markets again focused on expectations of additional rate cuts being priced over 2025 amid signs that inflation was continuing to ease.

In the deposit market, over January, at the very short-end of the curve (less than 6 months), the average deposit rates offered by the major banks fell up to 16bp compared to where they were last month (December). The major banks were quick to adjust their short-term rates in response to the lower than expected inflation print, with most bringing forward their rate cut expectations to potentially as early as February, if not March. In contrast, the average rates being offered for 1-5 year terms remained relatively flat compared to where they were in December, a reflection that the expectations for the number of rate cuts has remained unchanged.



Source: Imperium Markets

With rate cuts and a global economic downturn priced in over 2025, investors should consider diversifying and taking an ‘insurance policy’ against a potentially lower rate environment by investing across 1-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).



Edward River Council’s Portfolio & Compliance

Asset Allocation

The portfolio is mainly directed to fixed term deposits (~88%), with the remainder of the portfolio (~12%) being held in various overnight cash accounts.

Senior FRNs are starting to become slightly expensive on a historical basis, although new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 5 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With multiple rate cuts and a global economic downturn being priced in 2025, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 1-5 year fixed deposits, locking in and targeting yields above 4½% p.a. Should inflation be within the RBA’s target band of 2-3% over the longer-term, returns around 4½% p.a. or higher should outperform benchmark.



Term to Maturity

The portfolio remains highly liquid with around 81% maturing within 12 months. Where liquidity permits, we recommend investing surplus funds in the 1-2 year horizons to optimise the portfolio’s returns in the long-run. Where there is (counterparty) capacity to invest in attractive medium-longer term investments, we recommend this be allocated to medium-term fixed deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 – 90 days	\$9,475,286	25.98%	15%	100%	\$27,000,000
✓	91 – 365 days	\$20,000,000	54.83%	0%	100%	\$16,475,286
✓	1 – 2 years	\$4,000,000	10.97%	0%	70%	\$21,532,700
✓	2 – 5 years	\$3,000,000	8.22%	0%	50%	\$15,237,643
		\$36,475,286	100.00%			



Counterparty

Overall, the portfolio is lightly diversified across the investment grade credit spectrum, with no exposure to the unrated ADIs.

As at the end of the January, Council is within Policy limits to each individual ADI. We continue to encourage Council to diversify its investments with other ADIs as this will not only reduce concentration risk, but in all likelihood, this will increase the overall returns of the portfolio.

Compliant	Issuer	Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	ANZ	AA-	\$4,000,000	10.97%	40.00%	\$10,590,114
✓	CBA	AA-	\$4,456,764	12.22%	40.00%	\$10,133,350
✓	NAB	AA-	\$13,000,000	35.64%	40.00%	\$1,590,114
✓	Macquarie Bank	A+	\$18,521	0.05%	25.00%	\$9,100,300
✓	ING	A	\$8,000,000	21.93%	25.00%	\$1,118,821
✓	BoQ	A-	\$2,000,000	5.48%	25.00%	\$7,118,821
✓	BankVic	BBB+	\$2,000,000	5.48%	15.00%	\$3,471,293
✓	Hume Bank	BBB+	\$3,000,000	8.22%	15.00%	\$2,471,293
			\$36,475,286	100.00%		

[^]Applying long-term ratings only.

On 31st July 2024, ANZ's takeover of Suncorp Bank was formalised, and ratings agency S&P upgraded Suncorp's long-term credit rating to that of its parent company immediately (now rated AA-). Investor's exposure to Suncorp is now reflected under the parent company being ANZ.

Credit Quality

The portfolio remains diversified from a credit ratings perspective. The entire long term portfolio is spread amongst the investment grade spectrum. All aggregate ratings categories were within the Policy limits at month-end:

Compliant	Credit Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$21,456,764	59%	100%	\$15,018,521
✓	A Category	\$10,018,521	27%	60%	\$11,866,650
✓	BBB Category	\$5,000,000	14%	35%	\$7,766,350
✓	Unrated Category	\$0	0%	5%	\$1,823,764
		\$36,475,286	100.00%		

[^] Applying long-term ratings only.



Performance

Council's performance (excluding cash holdings) for the month ending January 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.17%	2.54%	4.36%
AusBond Bank Bill Index	0.38%	1.12%	2.25%	2.63%	4.48%
Council's T/D Portfolio^	0.44%	1.28%	2.57%	3.02%	4.92%
Outperformance	0.06%	0.16%	0.32%	0.38%	0.44%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.36%
AusBond Bank Bill Index	4.59%	4.53%	4.52%	4.51%	4.48%
Council's T/D Portfolio^	5.29%	5.18%	5.17%	5.17%	4.92%
Outperformance	0.70%	0.65%	0.65%	0.66%	0.44%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of January, the portfolio (excluding cash) provided a return of +0.44% (actual) or +5.29% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.38% (actual) or +4.59% p.a. (annualised).

The returns of the portfolio has improved significantly, reflective of the maturity of previously lower yielding term deposits that are being replaced by higher yielding term deposits. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months.



Recommendations for Council

Term Deposits

Going forward, Council's interest income can be increased by undertaking a slightly longer duration position (12-24 months), with rates on offer along this part of the curve can be offered up to $\frac{1}{4}$ - $\frac{1}{2}$ % p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that interest rate cuts and a global economic downturn is imminent and so locking in rates above 4 $\frac{1}{2}$ % p.a. across 1-5 year tenors may provide some income protection against a lower rate environment.

As at the end of January 2025, Council's deposit portfolio was yielding 5.12% p.a. (down 1bp from the previous month), with a weighted average duration of around 307 days (~10 months). **We recommend Council maintains this average duration over the longer-term to optimise returns.**

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) Senior **FRNs** (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide some attractive opportunities from new (primary) issuances.

Please refer to the sections below for further details on each market.



Term Deposit Market Review

Current Term Deposits Rates

As at the end of January, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
Westpac	AA-	5 years	4.75%
BoQ	A-	5 years	4.75%
Hume Bank	BBB+	5 years	4.50%
Westpac	AA-	4 years	4.70%
BoQ	A-	4 years	4.70%
Hume Bank	BBB+	4 years	4.50%
Australian Military	BBB+	3 years	4.76%
Westpac	AA-	3 years	4.60%
BoQ	A-	3 years	4.50%
Australian Military	BBB+	2 years	4.80%
NAB	AA-	2 years	4.60%
Hume Bank	BBB+	2 years	4.60%
Westpac	AA-	2 years	4.55%
BoQ	A-	2 years	4.50%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):



ADI	LT Credit Rating	Term	Rate % p.a.
ICBC Sydney	A	12 months	4.85%
NAB	AA-	12 months	4.80%
Westpac	AA-	12 months	4.76%
Suncorp	AA-	12 months	4.75%
NAB	AA-	9 months	4.85%
ICBC Sydney	A	9 months	4.84%
Regional Australia	BBB+	9 months	4.80%
ICBC Sydney	A	6 months	4.93%
NAB	AA-	6 months	4.90%
Bendigo-Adelaide	A-	6 months	4.90%
Regional Australia	BBB+	6 months	4.90%
NAB	AA-	3 months	4.95%
ICBC Sydney	A	3 months	4.90%

For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to $\frac{1}{4}$ - $\frac{1}{2}$ % p.a. higher compared to those investors that entirely invest in short-dated deposits.

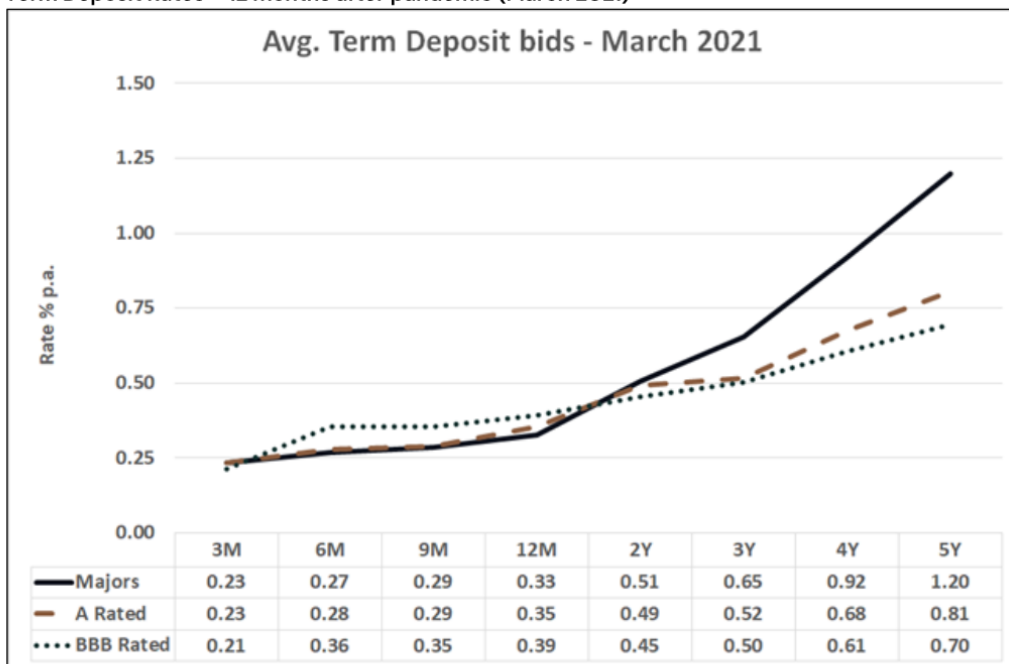
With rate cuts and a global economic downturn priced in over 2025, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates above $4\frac{1}{2}$ % p.a. This will provide some income protection if the RBA decides to start cutting rates in coming months.



Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)



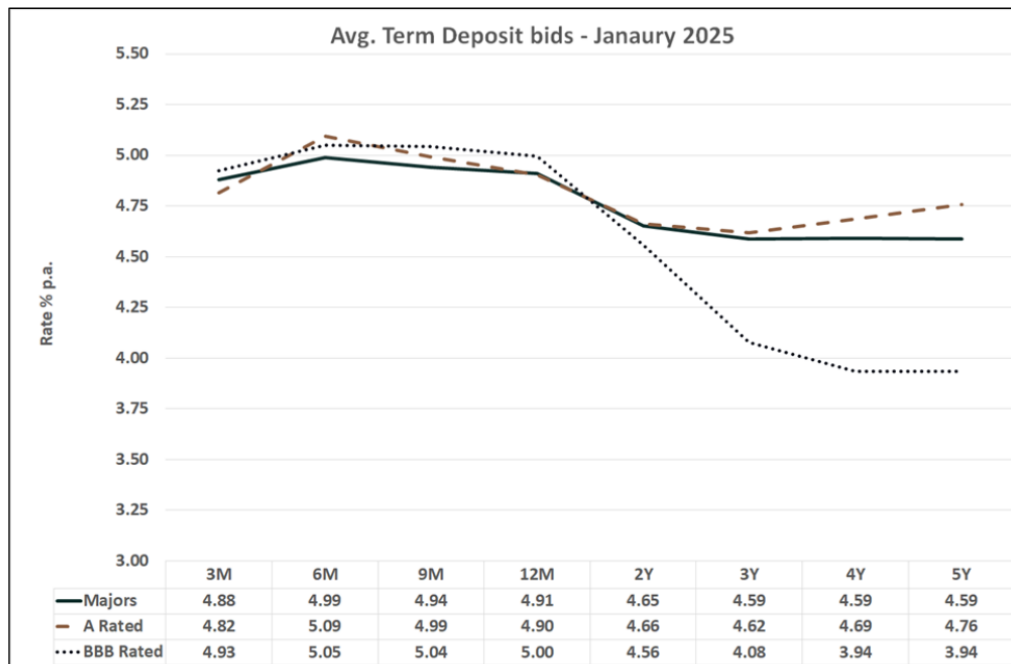
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA's term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (January 2025)



Source: Imperium Markets

Financial Stability of the Banking (ADI) Sector

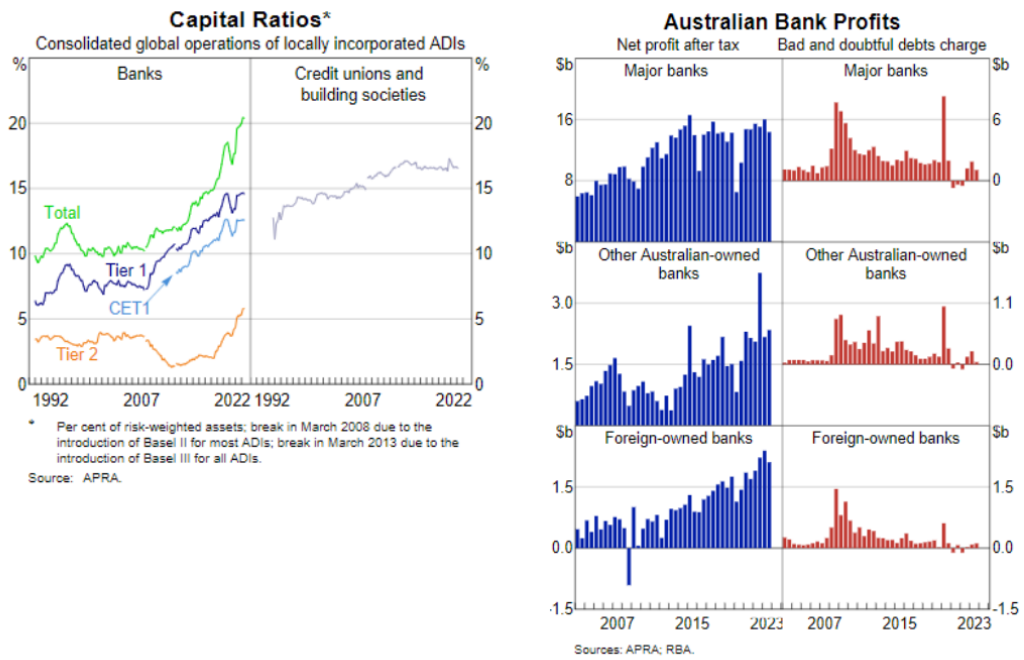
The RBA’s latest Financial Stability report of 2024 reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an



increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capital Ratios chart below*). APRA’s mandate is to “protect depositors” and provide “financial stability”.

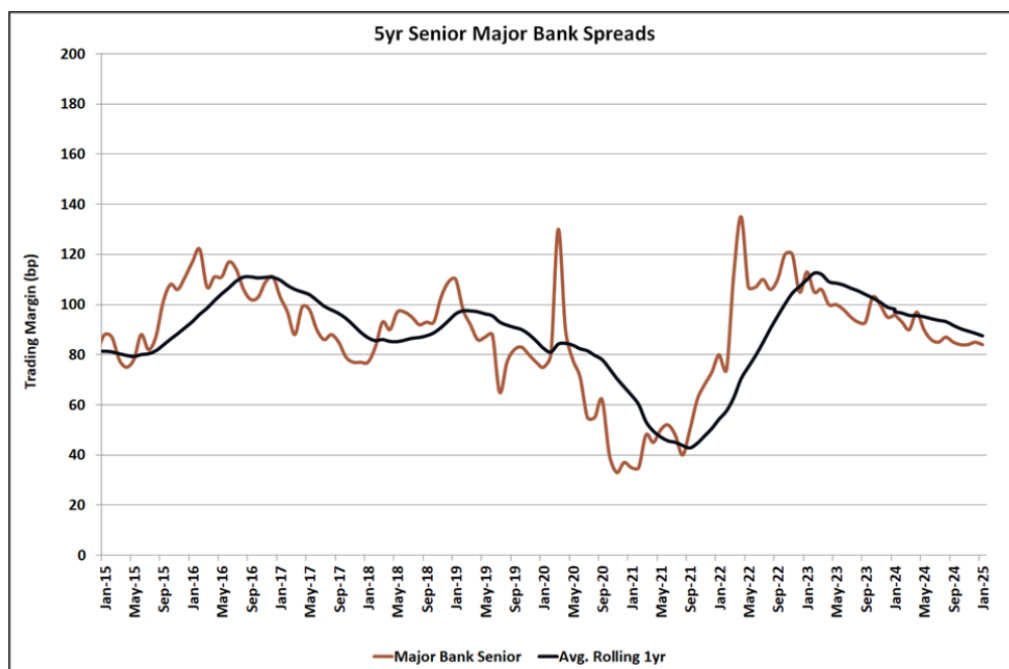
Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits chart below*), which also includes two stress-test environments being the GFC (September 2008) and the COVID pandemic (March 2020):





Senior FRNs Market Review

Over January, amongst the senior major bank FRNs, physical credit securities marginally tightened at the longer-end of the curve. During the month, both CBA (AA-) and WBC (AA-) issued new 5 year senior securities at +84bp. Long-term major bank senior securities are approaching the ‘expensive’ territory especially if the 5yr margin tightens towards +80bp.



Source: IBS Capital

Outside of the two major banks, there was minimal new issuances from the ADIs during the holiday period, with only a handful of notable primary deals:

- OCBC (AA-) 3 year senior FRN at +70bp
- Newcastle Greater Mutual (BBB+) 5 year senior FRN at +125bp

Amongst the “A” rated sector, the securities tightened by around 5bp at the longer-end of the curve, whilst the “BBB” sector remained relatively flat. Overall, credit securities remain fair value on a historical basis without being overly exciting. FRNs will continue to play a role in investors’ portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets.



Senior FRNs (ADIs)	31/01/2025	31/12/2024
"AA" rated – 5yrs	+84bp	+85bp
"AA" rated – 3yrs	+70bp	+70bp
"A" rated – 5yrs	+95bp	+100bp
"A" rated – 3yrs	+78bp	+83bp
"BBB" rated – 3yrs	+117bp	+118bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before mid-2027 for the "AA" rated ADIs (domestic major banks);
- On or before mid-2026 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation remaining elevated by historical standards, this has seen a lift in longer-term bond yields over the past 3 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the some now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.07	1.10%	4.47%
AU3CB0280030	BoQ	A-	Senior	06/05/2026	1.26	1.40%	4.69%
AU3CB0299337	Bendigo	A-	Senior	15/05/2026	1.28	4.70%	4.56%
AU3CB0296168	BoQ	A-	Senior	27/01/2027	1.98	4.70%	4.72%



Economic Commentary

International Market

Risk markets rebounded strongly in January as financial markets again focused on expectations of additional rate cuts being priced over 2025 amid signs that inflation was continuing to ease.

Across equity markets, the S&P 500 Index rose +2.70%, whilst the NASDAQ gained +1.64%. Europe's main indices surged, with strong gains in Germany's DAX (+9.16%), France's CAC (+7.72%) and UK's FTSE (+6.13%).

US core CPI was +0.2% m/m against +0.3% expected, with the annual rate coming in at +3.2% y/y (below expectations of +3.3% y/y). Headline CPI was +0.4% m/m and +2.9% y/y as expected.

US Fed held rates as expected in January. Fed Chair Powell was however less hawkish in his press conference, saying, "we do not need to be in a hurry to adjust our policy stance".

The US unemployment rate fell 0.1%, to 4.1% in December (expectations were for unchanged at 4.2%). The official participation rate was unchanged at 62.5%, off a 62.8% cycle peak.

The Bank of Canada (BOC) cut rates by 25bp to 3.00% in line with expectations and the Riksbank also cut by 25bp to 2.25%. Canada's headline CPI for December came in at +1.8% y/y, down from +1.9% y/y in November. The core CPI however rose to +1.8% y/y, from +1.6% y/y over the month.

UK's core CPI printed 0.2% below consensus at +3.2% y/y, including a big drop in services inflation to +4.4% y/y (from +5.0% y/y). Q4 UK GDP is shaping up to be negative.

New Zealand's Q4 CPI data was broadly in line with market expectations, even if annual inflation remained steady at +2.2% rather than ticking down further.

China's Q4 GDP and December activity readings drew scepticism surrounding the +5.4% Q4 y/y GDP print. This was aided by somewhat curious large upward revisions to both Q2 and Q3 GDP, and the economy evidently regained some momentum last quarter, thanks to tailwinds from recent fiscal and monetary policy easing.

The MSCI World ex-Aus Index rose +3.44% for the month of January:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+2.70%	+5.87%	+24.66%	+10.18%	+13.37%	+11.72%
MSCI World ex-AUS	+3.44%	+5.30%	+20.01%	+7.92%	+10.54%	+8.78%
S&P ASX 200 Accum. Index	+4.57%	+5.11%	+15.17%	+11.44%	+7.97%	+8.65%

Source: S&P, MSCI



Domestic Market

Australia's Consumer Price Index (CPI) rose +0.2% in the December 2024 quarter and +2.4% y/y (below expectations of +2.5% y/y). Annual trimmed mean inflation was +3.2% y/y in the December 2024 quarter, down from +3.6% y/y in the September 2024 quarter.

The unemployment rate came in at 4.0% in December (rising from 3.93% to 3.98%). Employment growth was a strong +56k. The strong employment increase confirms trend employment growth remains healthy at 31k. The underemployment rate fell 0.1% to 6.0%, back around its 2022 lows after having moved up to 6.7%.

The RBA as recently as November assessed that an unemployment rate of around 4.5% was consistent with full employment. Their model estimates point to something even higher, near 4.7%. The RBA in December took a notable step towards acknowledging that unemployment does not need to rise towards those levels for comfort on the inflation outlook to build.

Retail sales came in +0.8% m/m higher in November. Spending rose in all retail industries but was strongest in clothing and footwear (+1.6%), and department stores (+1.8%).

The Australian dollar rose around +0.60%, finishing the month at US62.25 cents (from US61.88 cents the previous month).

Credit Market

The global credit indices remained marginally tightened during the month. They remain near the levels seen in early 2022 (prior to the rate hike cycle from most central banks):

Index	January 2025	December 2024
CDX North American 5yr CDS	48bp	49bp
iTraxx Europe 5yr CDS	53bp	57bp
iTraxx Australia 5yr CDS	66bp	67bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	January 2025	December 2024
Bloomberg AusBond Bank Bill Index (0+YR)	+0.38%	+0.38%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.19%	+0.51%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.47%	+0.43%
Bloomberg AusBond Credit Index (0+YR)	+0.44%	+0.71%
Bloomberg AusBond Treasury Index (0+YR)	+0.14%	+0.37%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-0.23%	-0.26%

Source: Bloomberg

Other Key Rates

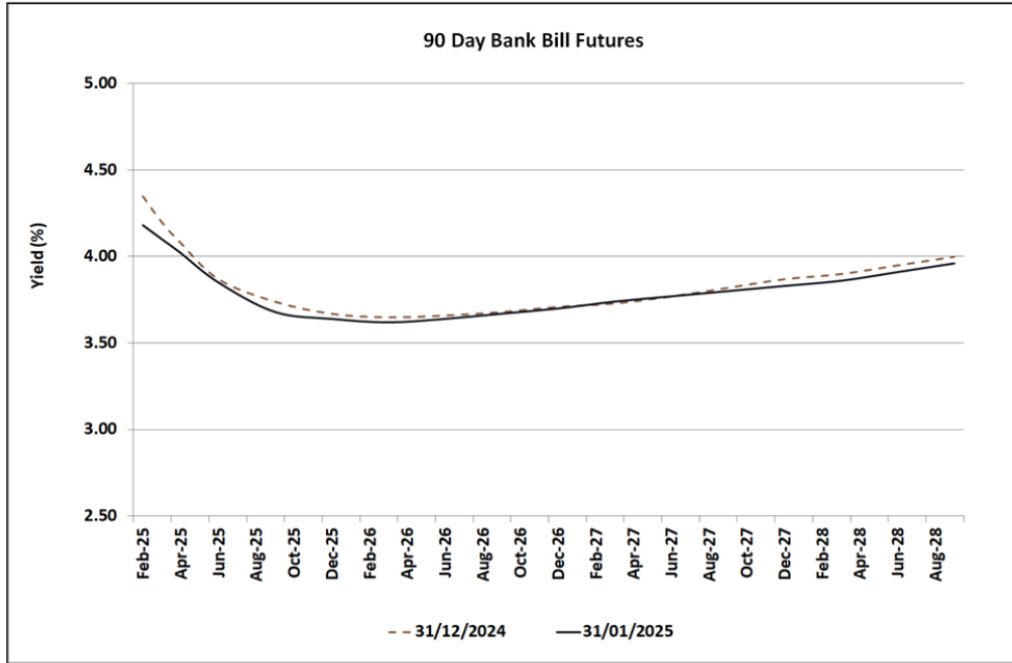
Index	January 2025	December 2024
RBA Official Cash Rate	4.35%	4.35%
90 Day (3 month) BBSW Rate	4.25%	4.42%
3yr Australian Government Bonds	3.80%	3.82%
10yr Australian Government Bonds	4.43%	4.37%
US Fed Funds Rate	4.25%-4.50%	4.25%-4.50%
2yr US Treasury Bonds	4.22%	4.25%
10yr US Treasury Bonds	4.58%	4.58%

Source: RBA, ASX, US Department of Treasury



90 Day Bill Futures

Bill futures surprisingly remained relatively flat this month, despite the lower than expected inflation print. The focus from the market remains on when rate cuts will be delivered in 2025, with the potential for a first cut as early as February or March:



Source: ASX

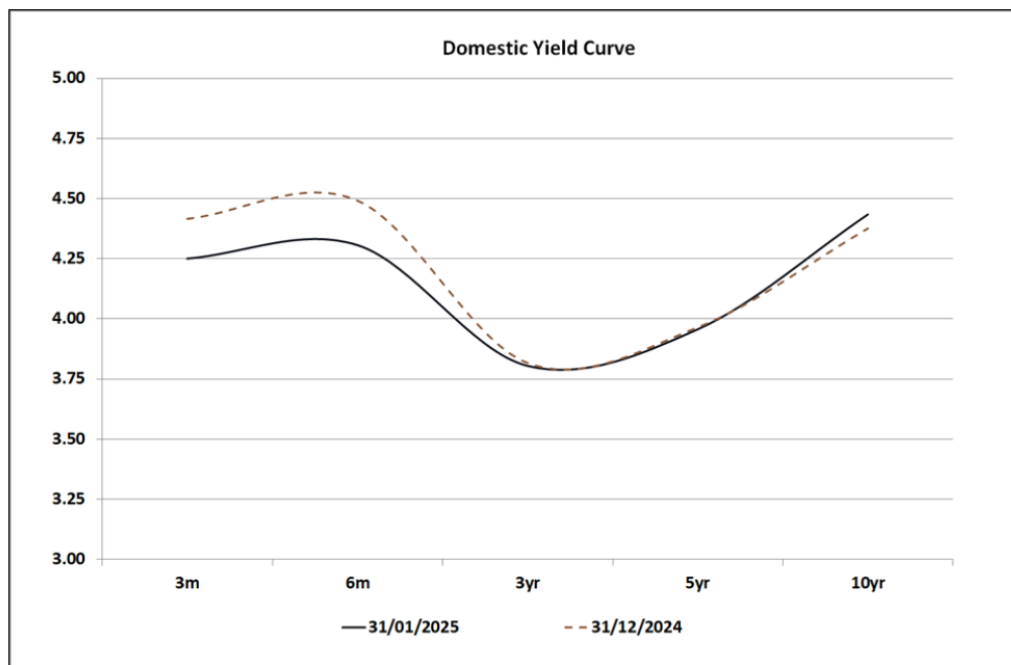


Fixed Interest Outlook

US Fed Chair Powell’s most recent press conference confirmed the Fed is going to be much more cautious in 2025 and “do not need to be in a hurry to adjust our policy stance”, reflective of sticky inflation combined with President-elect Trump’s proposed economic policies (which is expected to exacerbate price pressures). The futures market is now only pricing in two rate cuts in the US over 2025.

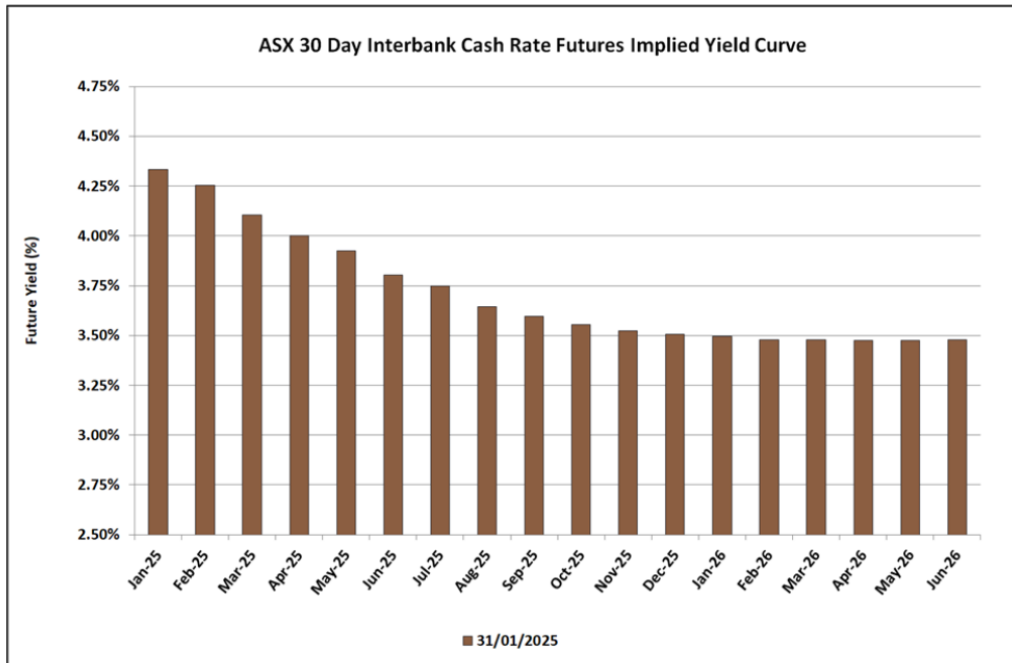
Domestically, the RBA’s dovish pivot in December has been validated by the inflation outlook, with forecasts for Q4-24 trimmed mean CPI combining around +0.5% q/q, which was two-tenths below the November SMP forecasts. Inflation is not a barrier to rate cuts, especially as recent prints continue to show signs of easing. However, conditions in the labour market does not create much urgency to cut whilst the RBA’s forecasts for an acceleration in activity growth remain intact.

Yields remained relatively flat at the long-end of the curve, whilst falling at the short-end, with markets anticipating an imminent rate cut.



Source: ASX, RBA

Financial markets have moved up their expectations of when the RBA will deliver their first rate cut over the next two months (inflation is not a barrier to a cut in February and the meeting is live.). Markets are pricing up to three rate cuts by the end of 2025:



Source: ASX

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12.7. QUARTERLY BUDGET REVIEW STATEMENT - DECEMBER 2024

Author: Coordinator Financial Services

Authoriser: Acting Director Corporate Services

RECOMMENDATION

That Council:-

1. Review and discuss the 31 December 2024 quarterly budget review of the 24/25 Budget
2. Note the overall impacts of proposed adjustments, a decrease of \$90k since the September 2024 quarter review, on Council's budgeted operating result for 2024/25 being a surplus of \$6,825,537, and after removing Capital Grants a deficit of \$238,817.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

BACKGROUND

The Quarterly Budget Review Statement (QBRS) is prepared and provided by Council's Responsible Accounting Officer to comply with Regulation 203 of the Local Government (General) Regulation 2021 to inform Council and the community of Council's estimated financial position or the 2024/25 financial year, reviewed as at 31 December 2024.

The QBRS must show, by reference to the estimated income and expenditure that is set out in the operational plan adopted by council for the relevant year, a revised estimate of income and expenditure for that year. It also requires the budget review statement to include a report by the responsible accounting officer as to whether they consider the review indicates council to be in a satisfactory financial position (as compared to its original budget) and if not, to include recommendations for remedial action.

This report contains an overview of the proposed budget variations for the Consolidated, General, Water, Sewer, Edward River Village and Waste funds. The Quarterly Budget Review Statement (QBRS) as outlined by the Office of Local Government in circular 10-32, is contained at Attachment 1 for Council's review.

Legislative requirements, together with the implementation of a formal reporting mechanism, will ensure that councils have a robust and transparent budget reporting framework.

PROPOSAL/DISCUSSION

A review of Council's income, operating expenditure and capital expenditure has been undertaken, and Council's financial position is considered satisfactory.

The Quarterly Budget Review Statement links to the budget process and the Council decision relating to the budget adoption in June 2024, providing detailed information regarding:

- Movements in the operational budget
- Movements in the capital budget
- Council's projected cash position at 30 June 2025
- Contracts entered during the period with a value over \$50,000

- Consultancy and legal expenses year to date.
- Key performance indicators

Operating Budget

The Attachment 1 “Quarterly Budget Review Statement - December 2024” details the changes between the Adopted budget, Revised budget, and Projected year end result.

48.45% of projected income has been recognised and 51.29% of the projected operational expenditure has been spent as of the end of December 2024. All Rates income has been recognised however not all is yet to be received as it is due in instalments.

Income other than Rates will typically be spread across the remainder of the year, The Financial Assistance Grant (FAG) was received 75% as a prepayment in June 2024, therefore small quarterly payments will be received as set out in the adopted budget. There is some uncertainty of how much the federal government will pay as a prepayment of the Financial Assistance Grant in June 2025. Capital Income will be spread across the year as milestone requirements are met.

Notable transaction(s) in the December 2024 quarter include:

- Received \$289k for Financial Assistance Grant second instalment
- Received \$737k for Restart - Fixing Country Roads Pretty Pine Widening

Funded changes

- Nil

Other Changes

- \$90k - Increase costs for the Temporary Advisor assigned to Council by the Office of Local Government

Capital Budget

The 2024-25 capital budget funded and adopted by Council was \$13.54 million, carried forwards of \$5.55 million from 2023-24 and the variations from September of \$0.60 million. With the increases included from this quarter of \$0.11 million, in December 2024, the total capital works program for 2024-25 is \$19.80 million.

The following changes have been made to the Capital Budget in the December 2024 Quarterly Budget Review Statement;

- \$114k - Increase in costs to fit out the Town Hall as the Council Chambers

As of 31 December 2024, 34.45% (\$6.82 million) of the projected capital works budget has been spent.

The total remaining capital works budget as at 31 December 2024 is \$12.98 million (65.55%).

RISK AND IMPLICATIONS**6.1 Legislative and Policy**

The preparation of a quarterly budget review statement is required under Clause 203(1) of the Local Government (General) Regulation 2021.

6.2 Financial

Should the proposed adjustments be adopted, the Council's budgeted operating result for 2024/25 will be a surplus of \$4.121 million, and after removing Capital Grants a deficit of \$0.239 million.

6.3 Community Engagement/Consultation

N/A

6.4 Work Health and Safety

There are no identified Work Health and Safety issues associated with this report.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Quarterly Budget Review Statement - December 2024

Report by Responsible Accounting Officer Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

The following statement is made *in accordance with Clause 203(2) of the Local Government (General) Regulations 2005*:

It is my opinion that the Quarterly Budget Review Statement for Edward River Council for the quarter ended 30 December 2024 indicates that Council's projected financial position at 30/6/25 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

In summary, operational budget movements for the Quarter, including capital grants, are as follows:

	\$'000
	(Surplus/(Deficit))
Opening Operational Budget - As Adopted by Council	4,121
Add:	
December 2024 Qtr Variations	(90)
Add:	
Carry Forwards	2,055
September 2024 Qtr Budget Review	740
Amended Operational Budget	<u>6,826</u>

Signed:  DocuSigned by:
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Date: 06-Feb-25

Responsible Accounting Officer

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December Quarterly Budget Review Income Statement

Consolidated Council Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar				
Income									
Rates & Annual Charges	16,233,985	(0)	-	-	-	16,233,985	-	16,233,985	15,969,819
User Charges & Fees	4,533,716	10,329	-	-	-	4,544,045	-	4,544,045	2,324,837
Interest & Investment Revenue	1,652,926	-	-	-	-	1,652,926	-	1,652,926	1,008,261
Other Revenues	593,929	(10,329)	-	-	-	583,600	-	583,600	399,607
Grants & Contributions - Operating	10,560,266	8,273,131	124,285	-	-	18,957,682	-	18,957,682	3,270,840
Capital Grants & Contributions	4,119,762	2,337,897	606,695	-	-	7,064,354	-	7,064,354	1,015,721
Profit / Loss	480,000	-	-	-	-	480,000	-	480,000	-
Total Income	38,174,584	10,611,028	730,980	-	-	49,516,592	-	49,516,592	23,989,085
Expense									
Employee Benefits & On-Costs	12,303,319	(70,000)	25,085	-	-	12,258,404	0	12,258,404	7,367,596
Materials & Contracts	10,010,719	8,617,219	(34,100)	-	-	18,593,838	90,000	18,683,838	8,578,489
Depreciation, Amortisation & Impairment	11,116,117	0	-	-	-	11,116,117	-	11,116,117	5,540,614
Other Expenses	623,500	9,196	-	-	-	632,696	-	632,696	326,275
Internals	-	-	-	-	-	-	-	-	82,376
Total Expense	34,053,655	8,556,415	(9,015)	-	-	42,601,055	90,000	42,691,055	21,895,350
Surplus/(Deficit)	4,120,929	2,054,613	739,995	-	-	6,915,537	(90,000)	6,825,537	2,093,734
Surplus/(Deficit) before Capital items	1,167	(283,284)	133,300	-	-	(148,817)	(90,000)	(238,817)	1,078,013

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
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December Quarterly Budget Review Income Statement

General Fund Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar				
Income									
Rates & Annual Charges	8,592,737	(0)	-	-	-	8,592,737	-	8,592,737	8,595,092
User Charges & Fees	1,829,156	10,329	-	-	-	1,839,485	-	1,839,485	1,086,562
Interest & Investment Revenue	1,179,907	-	-	-	-	1,179,907	-	1,179,907	593,757
Other Revenues	533,929	(10,329)	-	-	-	523,600	-	523,600	395,975
Grants & Contributions - Operating	10,560,266	8,273,131	124,285	-	-	18,957,682	-	18,957,682	3,279,394
Capital Grants & Contributions	4,034,762	2,337,897	606,695	-	-	6,979,354	-	6,979,354	992,142
Profit / Loss	480,000	-	-	-	-	480,000	-	480,000	-
Total Income	27,210,757	10,611,028	730,980	-	-	38,552,765	-	38,552,765	14,942,922
Expense									
Employee Benefits & On-Costs	10,647,484	(70,000)	25,085	-	-	10,602,569	0	10,602,569	6,183,764
Materials & Contracts	6,202,809	8,575,324	(34,100)	-	-	14,744,033	90,000	14,834,033	6,662,730
Depreciation, Amortisation & Impairment	9,377,251	0	-	-	-	9,377,252	-	9,377,252	4,518,685
Other Expenses	623,500	9,196	-	-	-	632,696	-	632,696	326,275
Internals	(1,566,082)	-	-	-	-	(1,566,082)	-	(1,566,082)	(709,976)
Total Expense	25,284,962	8,514,521	(9,015)	-	-	33,790,468	90,000	33,880,468	16,981,479
Surplus/(Deficit)	1,925,795	2,096,507	739,995	-	-	4,762,297	(90,000)	4,672,297	(2,038,557)
Surplus/(Deficit) before Capital items	(2,108,967)	(241,390)	133,300	-	-	(2,217,057)	(90,000)	(2,307,057)	(3,030,699)

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
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December Quarterly Budget Review Income Statement

Water Services Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar				
Income									
Rates & Annual Charges	1,722,341	-	-	-	-	1,722,341	-	1,722,341	1,652,719
User Charges & Fees	1,809,000	-	-	-	-	1,809,000	-	1,809,000	950,914
Interest & Investment Revenue	247,193	-	-	-	-	247,193	-	247,193	142,468
Capital Grants & Contributions	35,000	-	-	-	-	35,000	-	35,000	12,897
Total Income	3,813,534	-	-	-	-	3,813,534	-	3,813,534	2,758,997
Expense									
Employee Benefits & On-Costs	652,535	-	-	-	-	652,535	-	652,535	338,672
Materials & Contracts	955,000	-	-	-	-	955,000	-	955,000	584,765
Depreciation, Amortisation & Impairment	772,473	-	-	-	-	772,473	-	772,473	497,025
Internals	604,816	-	-	-	-	604,816	-	604,816	302,476
Total Expense	2,984,824	-	-	-	-	2,984,824	-	2,984,824	1,722,938
Surplus/(Deficit)	828,710	-	-	-	-	828,710	-	828,710	1,036,059
Surplus/(Deficit) before Capital items	793,710	-	-	-	-	793,710	-	793,710	1,023,162

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Income Statement

Sewer Services Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar				
Income									
Rates & Annual Charges	3,646,077	-	-	-	-	3,646,077	-	3,646,077	3,586,542
User Charges & Fees	255,000	-	-	-	-	255,000	-	255,000	171,584
Interest & Investment Revenue	180,287	-	-	-	-	180,287	-	180,287	177,708
Capital Grants & Contributions	50,000	-	-	-	-	50,000	-	50,000	10,682
Total Income	4,131,364	-	-	-	-	4,131,364	-	4,131,364	3,946,515
Expense									
Employee Benefits & On-Costs	541,292	-	-	-	-	541,292	-	541,292	493,722
Materials & Contracts	557,000	-	-	-	-	557,000	-	557,000	456,546
Depreciation, Amortisation & Impairment	731,105	-	-	-	-	731,105	-	731,105	405,178
Internals	569,595	-	-	-	-	569,595	-	569,595	294,040
Total Expense	2,398,992	-	-	-	-	2,398,992	-	2,398,992	1,649,486
Surplus/(Deficit)	1,732,372	-	-	-	-	1,732,372	-	1,732,372	2,297,030

Surplus/(Deficit) before Capital items	1,682,372	-	-	-	-	1,682,372	-	1,682,372	2,286,348
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Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Income Statement

Edward River Village Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar				
Income									
User Charges & Fees	40,560	-	-	-	-	40,560	-	40,560	4,810
Total Income	40,560	-	-	-	-	40,560	-	40,560	4,810
Expense									
Employee Benefits & On-Costs	30,000	-	-	-	-	30,000	-	30,000	-
Materials & Contracts	63,910	-	-	-	-	63,910	-	63,910	16,061
Depreciation, Amortisation & Impairment	-	-	-	-	-	-	-	-	12,391
Total Expense	93,910	-	-	-	-	93,910	-	93,910	28,452
Surplus/(Deficit)	(53,350)	-	-	-	-	(53,350)	-	(53,350)	(23,642)
Surplus/(Deficit) before Capital items	(53,350)	-	-	-	-	(53,350)	-	(53,350)	(23,642)
Budget Variations being recommended include the following material items for the Consolidated Council								Cash Movement	Ref Note
No Change								0	

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December Quarterly Budget Review Income Statement

Waste Services Operating Result

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBR5 - Sept	QBR5 - Dec	QBR5 - Mar				
Income									
Rates & Annual Charges	2,272,830	-	-	-	-	2,272,830	-	2,272,830	2,135,466
User Charges & Fees	600,000	-	-	-	-	600,000	-	600,000	110,967
Interest & Investment Revenue	45,539	-	-	-	-	45,539	-	45,539	94,328
Other Revenues	60,000	-	-	-	-	60,000	-	60,000	3,632
Grants & Contributions - Operating	-	-	-	-	-	-	-	-	(8,554)
Total Income	2,978,369	-	-	-	-	2,978,369	-	2,978,369	2,335,840
Expense									
Employee Benefits & On-Costs	432,008	-	-	-	-	432,008	-	432,008	351,437
Materials & Contracts	2,232,000	41,895	-	-	-	2,273,895	-	2,273,895	858,387
Depreciation, Amortisation & Impairment	235,287	-	-	-	-	235,287	-	235,287	107,335
Internals	391,671	-	-	-	-	391,671	-	391,671	195,836
Total Expense	3,290,966	41,895	-	-	-	3,332,861	-	3,332,861	1,512,995
Surplus/(Deficit)	(312,597)	(41,895)	-	-	-	(354,492)	-	(354,492)	822,845
Surplus/(Deficit) before Capital items	(312,597)	(41,895)	-	-	-	(354,492)	-	(354,492)	822,845

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Capital Statement

Consolidated Council Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets										
Land & buildings	135,000	781,687	-	-	-	916,687	-	916,687	168,015	1
Library resources	50,000	-	-	-	-	50,000	-	50,000	31,356	
Office equipment	-	-	-	-	-	-	114,110	114,110	-	
Other Assets/Infrastructure	-	-	151,172	-	-	151,172	-	151,172	145,126	
Software	-	30,000	-	-	-	30,000	-	30,000	-	
Stronger Communities Projects	-	10,000	-	-	-	10,000	-	10,000	42,821	
Total New Assets	185,000	821,687	151,172	-	-	1,157,859	114,110	1,271,969	387,317	
Renewal Assets (replacements)										
IT equipment	121,500	-	-	-	-	121,500	-	121,500	20,514	
Land & buildings	415,000	826,325	363,170	-	-	1,604,495	-	1,604,495	313,503	
Library resources	42,920	23,932	-	-	-	66,852	-	66,852	26,265	
Other Assets/Infrastructure	1,130,000	581,636	87,394	-	-	1,799,030	-	1,799,030	927,159	
Plant & equipment	1,455,000	881,581	-	-	-	2,336,581	-	2,336,581	128,897	
Roads, bridges, footpaths, K&G, Drainage	7,790,332	755,406	-	-	-	8,545,738	-	8,545,738	4,611,521	
Sewer Infrastructure	850,000	138,138	-	-	-	988,138	-	988,138	130,894	
Stronger Communities Projects	-	704,286	-	-	-	704,286	-	704,286	90,867	
Water Infrastructure	1,550,000	817,088	-	-	-	2,367,088	-	2,367,088	185,980	
Total Renewal Assets (replacements)	13,354,752	4,728,391	450,564	-	-	18,533,708	-	18,533,708	6,435,601	
Total Capital Program	13,539,752	5,550,078	601,736	-	-	19,691,567	114,110	19,805,677	6,822,918	

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
Allocate funds to setup Town Hall as a Council Chambers with online capabilities, includes furniture and fittings	-114,110	1

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December Quarterly Budget Review Capital Statement

General Fund Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets										
Land & buildings	135,000	725,727	-	-	-	860,727	-	860,727	145,911	1
Library resources	50,000	-	-	-	-	50,000	-	50,000	31,356	
Office equipment	-	-	-	-	-	-	114,110	114,110	-	
Other Assets/Infrastructure	-	-	151,172	-	-	151,172	-	151,172	145,126	
Software	-	30,000	-	-	-	30,000	-	30,000	-	
Stronger Communities Projects	-	10,000	-	-	-	10,000	-	10,000	42,821	
Total New Assets	185,000	765,727	151,172	-	-	1,101,899	114,110	1,216,009	365,213	
Renewal Assets (replacements)										
IT equipment	121,500	-	-	-	-	121,500	-	121,500	20,514	
Land & buildings	215,000	760,013	363,170	-	-	1,338,183	-	1,338,183	158,838	
Library resources	42,920	23,932	-	-	-	66,852	-	66,852	26,265	
Other Assets/Infrastructure	730,000	581,636	87,394	-	-	1,399,030	-	1,399,030	779,436	
Plant & equipment	1,455,000	881,581	-	-	-	2,336,581	-	2,336,581	128,897	
Roads, bridges, footpaths, K&G, Drainage	7,790,332	755,406	-	-	-	8,545,738	-	8,545,738	4,611,521	
Stronger Communities Projects	-	704,286	-	-	-	704,286	-	704,286	90,867	
Total Renewal Assets (replacements)	10,354,752	3,706,854	450,564	-	-	14,512,170	-	14,512,170	5,816,337	

Total Capital Program	10,539,752	4,472,580	601,736	-	-	15,614,068	114,110	15,728,178	6,181,550
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Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
Allocate funds to setup Town Hall as a Council Chambers with online capabilities, includes furniture and fittings	-114,110	1

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December Quarterly Budget Review Capital Statement

Water Services Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets	-	-	-	-	-	-	-	-	-	
Total New Assets	-	-	-	-	-	-	-	-	-	
Renewal Assets (replacements)										
Water Infrastructure	1,550,000	817,088	-	-	-	2,367,088	-	2,367,088	185,980	
Total Renewal Assets (replacements)	1,550,000	817,088	-	-	-	2,367,088	-	2,367,088	185,980	
Total Capital Program	1,550,000	817,088	-	-	-	2,367,088	-	2,367,088	185,980	

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Capital Statement

Sewer Services Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets	-	-	-	-	-	-	-	-	-	
Total New Assets	-	-	-	-	-	-	-	-	-	
Renewal Assets (replacements)										
Land & buildings	200,000	-	-	-	-	200,000	-	200,000	143,510	
Sewer Infrastructure	850,000	138,138	-	-	-	988,138	-	988,138	130,894	
Total Renewal Assets (replacements)	1,050,000	138,138	-	-	-	1,188,138	-	1,188,138	274,404	
Total Capital Program	1,050,000	138,138	-	-	-	1,188,138	-	1,188,138	274,404	

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Capital Statement

Edward River Village Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets										
Land & buildings	-	55,960	-	-	-	55,960	-	55,960	22,104	
Total New Assets	-	55,960	-	-	-	55,960	-	55,960	22,104	
Renewal Assets (replacements)										
Renewal Assets (replacements)	-	-	-	-	-	-	-	-	-	
Total Renewal Assets (replacements)	-	-	-	-	-	-	-	-	-	
Total Capital Program	-	55,960	-	-	-	55,960	-	55,960	22,104	

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	

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December Quarterly Budget Review Capital Statement

Waste Services Capital Expenditure

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
New Assets	-	-	-	-	-	-	-	-	-	
Total New Assets	-	-	-	-	-	-	-	-	-	
Renewal Assets (replacements)										
Land & buildings	-	66,312	-	-	-	66,312	-	66,312	11,156	
Other Assets/Infrastructure	400,000	-	-	-	-	400,000	-	400,000	147,723	
Total Renewal Assets (replacements)	400,000	66,312	-	-	-	466,312	-	466,312	158,879	
Total Capital Program	400,000	66,312	-	-	-	466,312	-	466,312	158,879	

Budget Variations being recommended include the following material items for the Consolidated Council	Cash Movement	Ref Note
No Change	0	



Cash & Investments Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

	Adopted Budget 24/25 \$'000	Approved Changes		Revised Budget 24/25 \$'000	Variations for this Sep Qtr \$'000 Note	Projected Year End Result \$'000	Actual YTD figures \$'000
		Carry Forwards	Other than by QBRs				
		\$'000	\$'000s Note				
Unrestricted	9,172	-		9,172	-	9,172	9,020
Externally Restricted							
Developer Contributions - General	79	-	-	79	-	79	120
Specific Purpose Unexpended Grants	3,869	-	-	3,869	-	3,869	1,488
Merger Funding	-	-	-	-	-	-	-
Water Supplies	6,007	-	-	6,007	-	6,007	6,780
Sewerage Services	8,106	-	-	8,106	-	8,106	8,470
Domestic Waste Management	947	-	-	947	-	947	4,276
EPA Waste	36	-	-	36	-	36	36
Conargo Milestones/Interpretative	37	-	-	37	-	37	16
Regional Arts	3	-	-	3	-	3	3
Deniliquin Band Committee	26	-	-	26	-	26	26
Conargo Oval M&R	20	-	-	20	-	20	20
Total Externally Restricted	19,130	-	-	19,130	-	19,130	21,235



Cash & Investments Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

	Adopted Budget 24/25 \$'000	<u>Approved Changes</u>		Revised Budget 24/25 \$'000	Variations for this Sep Qtr \$'000 Note	Projected Year End Result \$'000	Actual YTD figures \$'000
		Carry	Other				
		Forwards	than by				
		\$'000	QBRs \$'000s Note				
Internally Restricted							
Plant Replacement	1,841	-	-	1,841	-	1,841	1,799
Infrastructure Replacement	1,360	-	-	1,360	-	1,360	1,360
Employees Leave	693	-	-	693	-	693	693
Deposits, Retentions and Bonds	323	-	-	323	-	323	240
Advanced Payment - Financial Assistance Grant	7,182	-	-	7,182	-	7,182	-
Airport Industrial Land	20	-	-	20	-	20	-
Asset Management	14	-	-	14	-	14	-
Airport Runway Development	-	-	-	-	-	-	-
Blighty Power Upgrade	70	-	-	70	-	70	-
Building Maintenance	50	-	-	50	-	50	-
Cemetery Upgrade	9	-	-	9	-	9	-
Conargo Hall Committee Bequest	2,636	-	-	2,636	-	2,636	2,942
Depot office & gates upgrade	41	-	-	41	-	41	-
Dog Trail	3	-	-	3	-	3	-
Election Reserve	12	-	-	12	-	12	-
Fencing Conargo	7	-	-	7	-	7	-
Gravel Pits	14	-	-	14	-	14	-
Human Resources	18	-	-	18	-	18	-
Internal Audit	6	-	-	6	-	6	-



Cash & Investments Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

	Adopted Budget 24/25 \$'000	Approved Changes		Revised Budget 24/25 \$'000	Variations for this Sep Qtr \$'000 Note	Projected Year End Result \$'000	Actual YTD figures \$'000
		Carry Forwards \$'000	Other than by QBRs \$'000s Note				
Land Development	385	-	-	385	-	385	-
Landscaping Plan	90	-	-	90	-	90	-
Recreation Reserves/Villages (Landscaping Plans)	1,113	-	-	1,113	-	1,113	-
Risk Management	45	-	-	45	-	45	-
Wanganella Community Hall	5	-	-	5	-	5	-
Shire Entrance Signs	5	-	-	5	-	5	-
Tourism/Industry Promotion	13	-	-	13	-	13	-
Town Planning Plan, Surveys & Studies	103	-	-	103	-	103	-
Waste Facilities	-	-	-	-	-	-	-
Water Supply Network	57	-	-	57	-	57	-
Website Development	2	-	-	2	-	2	-
Conargo and Pretty Pine Landfills	23	-	-	23	-	23	-
North Depot Redevelopment	98	-	-	98	-	98	-
Total Internally Restricted	16,238	-	-	16,238	-	16,238	7,034
Total Cash & Investments	44,540	-	-	44,540	-	44,540	37,289

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Contracts Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
South West Pipe Relining	Sewer Relining and CCTV Investigations- C2024.08	448,480	Dec-24	6 Month	Y
Deni Sand & Soil	Southern package - Unsealed road reconstruction - C2024.11	286,011	Nov-24	3 Months	Y
Bluey's Plumbin' and Diggin'	Drainage repair Works - C2024.13	262,380.10	Nov-24	3 Months	Y
Deni Sand & Soil	Flanagan's Lane Reconstruction - C2024.14	198,682	Dec-24	6 Months	Y
Boral Construction Materials Group	TFNSW Asphalt Heavy Patching works	135,691	Dec-24	1 month	Y
tralia Pacific Valuers Pty Ltd ATF APV Unit TrustT/A AP	2024/25 Revaluations	87,230	Dec-24	1 month	Y
CAF Consulting P/L	Charlotte Street Design - C2024-21	83,044	Dec-24	3 Months	Y
SPIRAC Pty Ltd	Step Screen Replacement Sewer Treatment Plant - C2024.28	80,665	Oct-24	6 Months	Y
Rapid Spray Pty Ltd	Capital - Minor Plant Acquisitions	78,405	Oct-24	1 month	Y
LG Services Group Pty Ltd	Development and implementation of a Governance Framework - C2024.27	59,400	Oct-24	6 Months	Y
Heil Engineering Consultants	Recon Fowler St - Design - C2024.12	53,330	Oct-24	3 Months	Y
TCM Pty Ltd	2500 Tonne class 4 Rock Arutula South Rd	50,541	Oct-24	1 month	Y
B Green Constructions	Airport residence Constructions - C2023.14	466,967	Nov-24	8 Months	Y

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Contracts Budget Review Statement for Edward River Council for the quarter ending 31 December 2024

Civil and Earth Australia Pty Ltd	Clear water Pump Replacements- C2024.09	853,222	Dec-24	9 Months	Y
Sharp Instincts	Social Media Management Contract - 2 year minimum term - 2024.23	52,800	Oct-24	2 years	Y

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

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**December Quarterly Budget Review Statement
Consultancy and Legals**

Description	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December	Ref Notes
		Carry Overs	QBRs - Sept	QBRs - Dec	QBRs - Mar					
Consultants	736,000	217,443	-	-	-	953,443	-	953,443	478,075	
Legal	95,000	(0)	-	-	-	95,000	-	95,000	57,024	
Total	831,000	217,443	-	-	-	1,048,443	-	1,048,443	535,099	

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management.

Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments:

Consultants - Governance Framework (32k), Acting Manager Governance, Safety and Risk (8k), Integrated Planning and Reporting (20k), Finance Systems (14k), Leadership Development (7.5k), Information Technology support (12.5k), Risk Management (16k), Acting WHS contractor (12k), Revaluation (23k), Plans of Management (6k), Heritage Advisor (4k), Growth Management Strategy (30k), Open Spaces (11k), Visit Deni website (18k), Landfill Management Plans (135k), Clear water pump stations (75k) and other costs as required (54k).

Legals - Development services (32k), Employment matters (16k), Code of conduct (5k), Edward River Village contract (2k) and other costs as required (2k).

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**Quarterly Budget Review KPI Statement
for Consolidated Council**

Consolidated Council Key Performance Indicator Forecasts

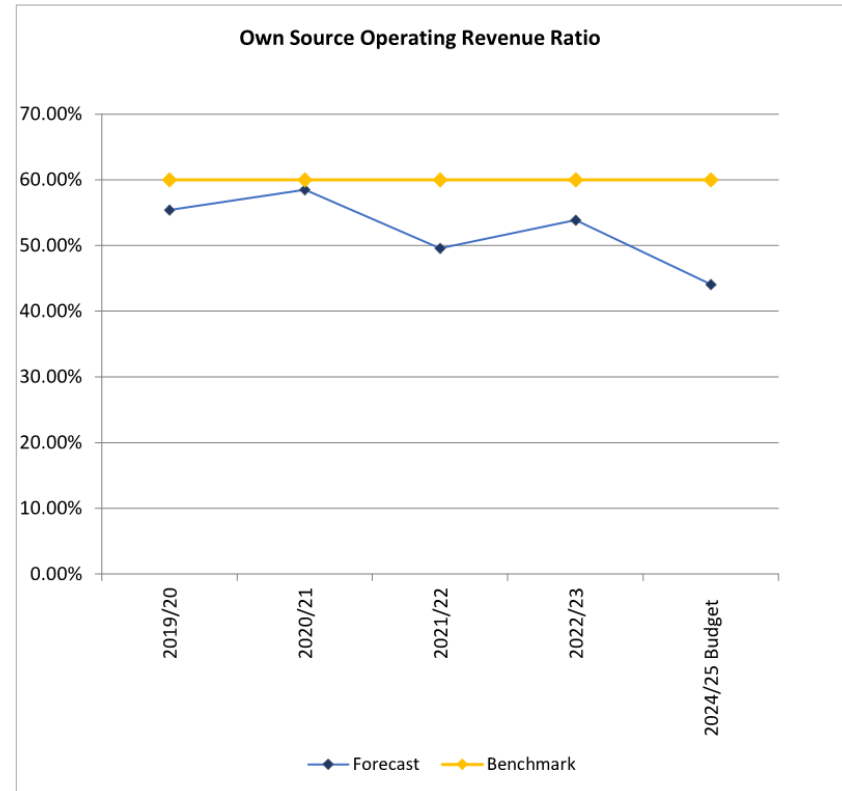
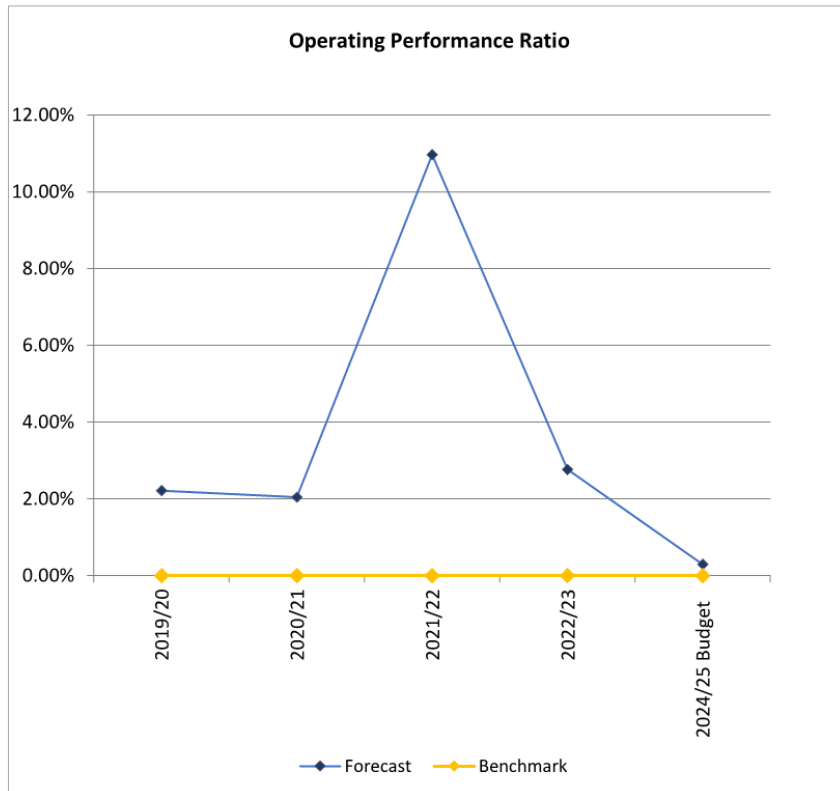
KPI	Original Budget	Approved Changes			Revised Budget	Recommended changes for Council Resolution	Projected Year End Result	Actual YTD December
		Carry Overs	QBRs - Sept	QBRs - Dec				
Operating Performance Ratio	█				█		█	█
Forecast	1.01%	-0.83%	0.34%	0.00%	0.52%	-0.23%	0.29%	-2.41%
Benchmark (> 0%)	0.00%				0.00%		0.00%	0.00%
Own Source Operating Revenue Ratio	█				█		█	█
Forecast	58.29%	-13.50%	-0.70%	0.00%	44.08%	0.00%	44.08%	79.47%
Benchmark (>60%)	60.00%				60.00%		60.00%	60.00%
Infrastructure Renewals Ratio	█				█		█	█
Forecast	144.05%	51.84%	5.01%	0.00%	200.90%	0.00%	200.90%	136.78%
Benchmark (> 100%)	100.00%				100.00%		100.00%	100.00%

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Quarterly Budget Review KPI Statement
for Consolidated Council

Consolidated Council Key Performance Indicator Graphs

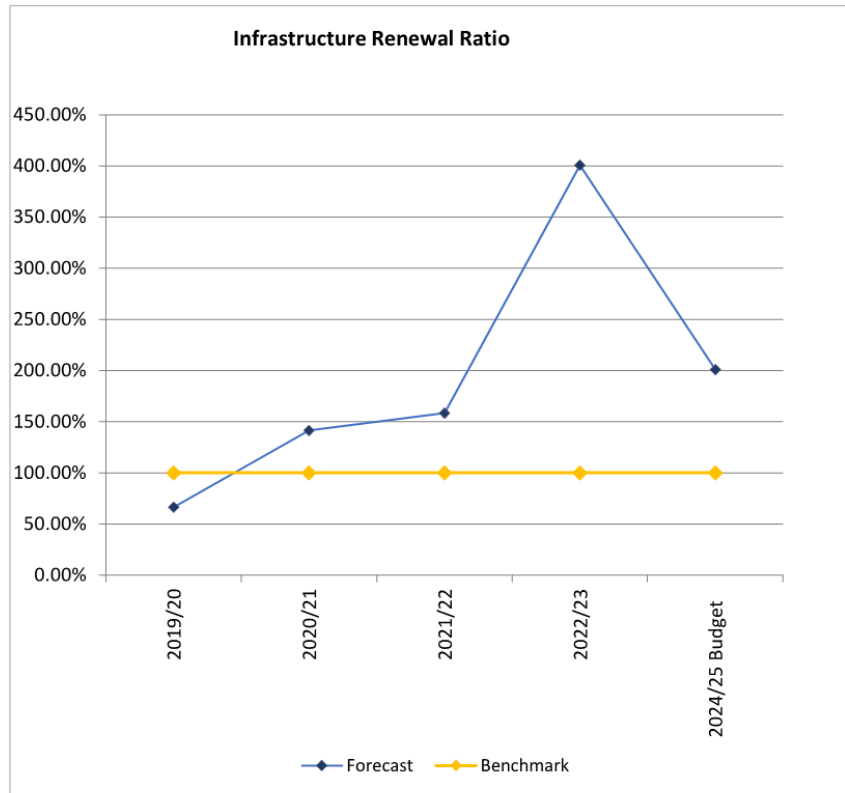


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Quarterly Budget Review KPI Statement
for Consolidated Council

Consolidated Council Key Performance Indicator Graphs



12.8. DEVELOPMENT SERVICES ACTIVITY REPORT

Author: Manager Development Services

Authoriser: Director Infrastructure

RECOMMENDATION

That Council receive and note the Development Services Report for December 24 and January 25

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
- 1.2 Quality built environment
- 1.3 Enhanced Active and Passive Open Spaces

BACKGROUND

Council reports on development activity on a monthly basis in order to provide the community with information on what is occurring in the area.

PROPOSAL/DISCUSSION

The Development Services Reports for December 2024 and January 2025 is included in Attachment 1.

RISK AND IMPLICATIONS

6.1 Legislative and Policy

The management of development activities is undertaken in accordance with the requirements of the *Local Government Act, Environmental Planning and Assessment Act* and associated regulations.

6.2 Financial

Is this currently budgeted Yes. Reporting on the development activities in the Council area is included in the 2024/25 Operational Plan.

6.3 Community Engagement/Consultation

The inclusion of this report into the business paper is part of Council's communication and engagement regarding development activities.

6.4 Work Health and Safety

There are no work health and safety issues relating to this matter.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Monthly Reports

Development Activity					
Applications received – December 2024					
Application	Property Description	Proposal	Date Received	Date Approved	Status
DA2024/0082	Lot 3 Sec 42 DP 758913, 276 Duncan Street, Deniliquin	Demolish Dwelling	2/12/24	10/12/24	Approved
DA2024/0083	Lot 6 DP 285128, 132 Riverview Drive, Deniliquin	Demolition of Existing Structures & Construct New Dwelling, Pool, Pool House and Gymnasium	2/12/24	29/01/25	Approved
CC2024/0056	Lot 7 DP 24351, 347 Sloane Street, Deniliquin	Residential Shed	3/12/24	9/12/24	Approved
DA2024/0084 CC2024/0057	Lot 262 DP 1286058, 553-555 Sloane Street, Deniliquin	Container Shed	10/12/24	16/12/24	Approved
DA2024/0085 CC2024/0058	Lot 21 DP 250186, 87 Old Racecourse Road, Deniliquin	Alterations and Additions to Dwelling	10/12/24	-	Under assessment
DA2024/0086	Lot 18 DP 1295329, 9 Bradley Lane, Deniliquin	New Dwelling	16/12/24	31/01/25	Approved
MOD2024/0006	Lot 6 Sec 205 DP 758913, 321 Poictiers Street, Deniliquin	Modification to DA2023/0064 – Alterations and Additions	18/12/24	-	Under assessment
CC2024/0059	Lot 4 DP 607825, 160-168 River Street, Deniliquin	Residential Shed and Garage	18/12/24	14/01/25	Approved



Complying Development Certificates					
-	-	-	-	-	-

S68 Applications					
LG2024/0057	Lot 1 DP 1132408, 1 Butler Street, Deniliquin (Site 190)	Extend Flyover	2/12/24	5/12/24	Approved
LG2024/0058	Lot 6 DP 285128, 132 Riverview Drive, Deniliquin	Carry out water supply, sewer supply and stormwater supply works	2/12/24	-	Under assessment
LG2024/0059	Lot 18 DP 1295329, 9 Bradley Lane, Deniliquin	Carry out water supply, sewer supply and stormwater supply works	16/12/24	-	Under assessment

Development Applications by Type for December 2024						
Development Type	New Dwellings	Dwelling Alts/Additions/sheds	Commercial/Industrial	Other	Subdivision	No of lots resulting
Number	2	5	0	1	0	0
Totals 2024	32	42	11	24	5	27



Processing Times for December 2024		
Application Type	* Mean Gross Days	** Mean Net Days
DA	96	16
Mod (\$4.55) of DA & DA/CC	-	-
CDC	-	-
CC	1	1
S68 Applications	8	8

* Mean gross days = Total days from lodgment to determination ** Mean Net Days = Total days less Stop the Clock days

Value and Number of Applications Determined 2023 and 2024										
Month	DA 2023	DA 2024	CDC 2023	CDC 2024	CC 2023	CC 2024	LG 2023	LG 2024	Value DA 2023	Value DA 2024
January	4	5	0	0	3	3	4	3	\$148,890	\$172,000.00
February	8	12	1	2	5	4	7	3	\$1,631,720	\$4,079,530.00
March	6	8	1	1	5	4	7	2	\$4,340,700	\$4,032,720.00
April	4	5	0	2	3	3	0	8	\$194,595	\$1,877,535.00
May	3	10	2	0	2	6	5	4	\$2,248,880	\$1,837,680.00
June	14	15	0	1	9	5	7	7	\$4,043,451	\$2,118,742.00
July	7	5	0	1	3	3	3	2	\$1,743,731	\$1,408,390.00
August	12	7	0	4	8	5	7	4	\$4,318,485	\$2,021,102.00
September	5	4	2	1	4	5	4	9	\$243,621	\$216,388.00
October	8	9	1	1	3	7	8	7	\$1,987,350	\$2,511,285.00
November	5	6	0	0	4	3	3	9	\$663,074	\$5,011,589.00
December	8	9	1	0	4	4	5	2	\$4,437,044	\$2,100,176.00
TOTALS	84	95	8	13	51	52	60	60	\$26,001,541.00	\$27,387,137.00

Note: numbers of application determined does not include modifications and applications determined by private certifiers. Value of application determined does not include the value of work for Construction Certificates and s68 applications.



Section 10.7 Certificates/Sewerage Drainage Diagrams	
Planning certificates	23
Sewerage drainage diagrams	15
Average processing time	1 day
Maximum time for processing	2 days

Inspections for December														
Site	Footing / Pier	Slab	Frame	Hot & Cold	Sewer / Septic	Storm Water	Final	Wet Area	Public Health	Food / Van	Trade Waste Site Visit	Meetings	Murrumbidgee Council	Total
10	4	4	1	1	7	2	8	1	0	0	0	10	0	48

Swimming Pool Inspection Program				
Month	1 st Inspection	2 nd Inspection	3 rd Inspection	TOTAL 2024
December	1	0	0	33

**Animal Control /Ranger Activities
Ranger’s Report – December 2024**

Companion Animals												
Seized / Surrendered / abandoned	Released to Owner prior to impounded	In Pound	Released to Owner after impounded	Re-Homed	Euthanised		Escaped	Still In Pound	Declared Dangerous Menacing	Micro Chipped	Registered	Fines Issued
					Cats	Dogs						
17	5	0	2	6	3	1	0	0	0	0	10	0

Note: The figures contained in this report relate to animal control activities carried out in the current month being reported on. Rehoming/Return to owner etc may occur in a subsequent month and are therefore not captured in this reporting period.



Clean Up			Parking		Impoundment		
Notices Sent	Illegal Dumping	Fines	Patrols	Fines	Vehicles	Live stock	Other
3	0	0	7	1	1	0	0

Dog Attacks		
Date	Details	Outcome
December	-	-

Public Health Activities	
Details	
Food Premises	Food Authority workshop attended by Council Officer
Water Sampling	Routine drinking water sampling undertaken as part of NSW Health Program.
Arbovirus (Mosquito) Monitoring Program	Program commenced to run from Nov – April in line with memorandum of understanding NSW Public Health



Development Activity					
Applications received – January 2025					
Application	Property Description	Proposal	Date Received	Date Approved	Status
DA2025/0001	Lot 30 DP 756353, 58 Broughans Road, Pine Lodge	Feedlot Expansion	13/1/25	-	Notification
DA2025/0002 CC2025/0001	Lot 15 DP 38670, 521 St Michael Street, Deniliquin	Residential Shed	13/1/25	-	Under assessment
DA2025/0003	Lot 1 DP 1234520, Barham Road, Deniliquin	2 x Grain Storage Sheds	14/1/25	-	Under assessment
CC2025/0002	Lot 52 DP 1189132, Cemetery Road, Deniliquin	New Dwelling with Attached Garage	15/1/25	28/1/25	Approved
DA2025/0004	Lot 238 DP 1227396, Cemetery Road, Deniliquin	Roof Top over Existing Yards	22/1/25	-	Under assessment
DA2025/0005	Lot 2 DP 285128, 158 Riverview Drive, Deniliquin	Retaining Wall	28/1/25	-	Notification
DA2025/0006	Lot 7 DP 285499, 25 Pee Parade, Deniliquin	Residential Shed	29/1/25	-	Under assessment
DA2025/0007 CC2025/0003	Lot 12 Sec 82 DP 758913, 211 Waring Street, Deniliquin	Residential Shed	31/1/25	-	Under assessment



Complying Development Certificates					
PC CDC2025/0001	Lot 42 DP 702871, 427 Charlotte Street, Deniliquin	Inground Swimming Pool	30/1/25	30/1/25	Private Certifier

S68 Applications					
LG2025/0001	Lot 52 DP 1189132, Cemetery Road, Deniliquin	Carry out water, sewer and stormwater works and connect sewer	15/1/25	23/1/25	Approved
LG2025/0002	Lot 6 DP 285128, 132 Riverview Drive, Deniliquin	Install an AWTS	31/1/25	-	Under assessment

Development Applications by Type for January 2025						
Development Type	New Dwellings	Dwelling Alts/Additions/sheds	Commercial/Industrial	Other	Subdivision	No of lots resulting
Number	0	4	0	4	0	0
Totals 2025	0	4	0	4	0	7

Processing Times for January 2025		
Application Type	* Mean Gross Days	** Mean Net Days
DA	57	48
Mod (S4.55) of DA & DA/CC	44	26
CDC	-	-



CC	13	7
S68 Applications	8	8

* Mean gross days = Total days from lodgment to determination ** Mean Net Days = Total days less Stop the Clock days

Value and Number of Applications Determined 2024 and 2025										
Month	DA 2024	DA 2025	CDC 2024	CDC 2025	CC 2024	CC 2025	LG 2024	LG 2025	Value DA 2024	Value DA 2025
January	5	4	0	1	20	3	3	1	\$172,000.00	\$2,838,650.00
February	12		2		4		3		\$4,079,530.00	
March	8		1		4		2		\$4,032,720.00	
April	5		2		3		8		\$1,877,535.00	
May	10		0		6		4		\$1,837,680.00	
June	15		1		5		7		\$2,118,742.00	
July	5		1		3		2		\$1,408,390.00	
August	7		4		5		4		\$2,021,102.00	
September	4		1		5		9		\$216,388.00	
October	9		1		7		7		\$2,511,285.00	
November	6		0		3		9		\$5,011,589.00	
December	9		0		4		2		\$2,100,176.00	
TOTALS	95	4	13	1	52	3	60	1	\$27,387,137.00	

Note: Value of application determined does not include the value of work for Construction Certificates and s68 applications.

Section 10.7 Certificates/Sewerage Drainage Diagrams	
Planning certificates	20
Sewerage drainage diagrams	14



Average processing time	0
Maximum time for processing	1

Inspections for January														
Site	Footing / Pier	Slab	Frame	Hot & Cold	Sewer / Septic	Storm Water	Final	Wet Area	Public Health	Food / Van	Trade Waste Site Visit	Meetings	Murrumbidgee Council	Total
24	2	0	3	3	5	5	3	0	0	1	0	8	0	54

Swimming Pool Inspection Program				
Month	1 st Inspection	2 nd Inspection	3 rd Inspection	TOTAL 2025
January	1	2	-	3

Animal Control /Ranger Activities												
Ranger’s Report – January 2025												
Companion Animals												
Seized / Surrendered / abandoned	Released to Owner prior to impoundment	In Pound	Released to Owner after impounded	Re-Homed	Euthanised		Escaped/ Stolen	Still In Pound	Declared Dangerous Menacing	Micro Chipped	Registered	Fines Issued
					Cats	Dogs						
20	7	13	6	3	1		1	2	0	4	9	2

Note: The figures contained in this report relate to animal control activities carried out in the current month being reported on. Rehoming/Return to owner etc may occur in a subsequent month and are therefore not captured in this reporting period.

Clean Up			Parking		Impoundment		
Notices Sent	Illegal Dumping	Fines	Patrols	Fines	Vehicles	Live stock	Euthanised (other)
4	1	1	7	0	0	0	0



Dog Attacks		
Date	Details	Outcome
January	Australia Post employee bitten by dog whilst on private property, delivering parcel.	Treatment required. No fines as incident occurred on private property.

Public Health Activities	
Details	
Food Premises	Food Authority workshop attended by Council Officer
Water Sampling	Routine drinking water sampling undertaken as part of NSW Health Program.
Arbovirus (Mosquito) Monitoring Program	Program commenced to run from Nov – April in line with memorandum of understanding NSW Public Health

12.9. RESOLUTIONS OF COUNCIL AS AT 10 FEBRUARY 2025

Author: Executive Assistant

Authoriser: Interim Chief Executive Officer

RECOMMENDATION

That Council note the information in the Resolutions of Council as at 10 February 2025.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

BACKGROUND

The attached report details the status of open Resolutions of Council.

- Total Resolutions of Council for the 2023/2024 Financial Year - 227
- Total Closed Resolutions of Council for the 2023/2024 Financial Year - 223
- Total Resolutions of Council for the 2024/2025 Financial Year - 85
- Total Closed Resolutions of Council for the 2024/2025 Financial Year - 74

PROPOSAL/DISCUSSION

Monthly report to update Councillors and the community on the progress of Council Resolutions.

RISK AND IMPLICATIONS

6.3 Community Engagement/Consultation

Information report.

OFFICER'S CONFLICT OF INTEREST DECLARATION

As the author of this report and in providing this advice to Council, I have no interests to disclose in relation to this report.

ATTACHMENTS

1. Council meeting resolutions as at 10 February 2025

Council Meeting Resolutions as at 10 February 2025

17 December 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/1712/11.1	<p>Draft Community Strategic Plan That Council endorse the draft Community Strategic Plan: Edward River - Towards 2035 for public exhibition until midnight on Friday, 31 January 2025.</p> <p>That Council and our community note that the version that will be put out for public exhibition will have:</p> <ol style="list-style-type: none"> 1. some minor administrative amendments based on progressive review and feedback; and 2. updated monitoring our progress measurables. 3. Addition of new item to be included in section 1.5 as follows - promoting and developing an environment where the local schools are the communities first choice for education. 	Director Corporate Services	<p>The updated version was placed on Public Exhibition.</p> <p>The Exhibition Period has now closed and a report will be taken to Council.</p>	March 2025
2024/1712/11.2	<p>Flood Plans and Mitigation Works for Davidson Street Area That Council adopt the final report into Data Collection and Analysis of the November 2022 Flood Event Davidson Street and North Deniliquin, prepared by WMA Water.</p> <p>Council will be provided with further recommendations following investigation into the proposed options.</p>	Director Infrastructure	Letter is being prepared for Davidson Street Residents to advise them of the Report being completed	March 2025
2024/1712/11.3	<p>Communications & Community Engagement Strategy Review That Council review and adopt the updated Communications and Community Engagement Strategy (CCES) 2023-2027 inclusive of proposed changes to the timing of the strategy deliverable dates and realignment of strategy to council elected term.</p>	Manager Community & Economy	Adopted with proposed changes.	Closed
2024/1712/11.4	<p>Review of Councils Reserves December 2024 That Council:</p> <ol style="list-style-type: none"> 1. Adopt Option One which dissolves all internally restricted reserves and absorbs their balances into Councils unrestricted cash apart from: 	Chief Financial Officer	Adopted	Closed

Council Meeting Resolutions as at 10 February 2025

	<ol style="list-style-type: none"> 1. Plant and vehicle replacement 2. Infrastructure replacement 3. Employees leave entitlement 4. Deposits, retentions, and bonds 5. Conargo Hall Committee Bequest and; 6. Incomplete capital works, FAG in advance at the end of each financial year <p>2. Note the options staff considered in reviewing councils internally restricted reserves, and them recommending option one for council to adopt.</p> <p>3. Endorse the future work staff will undertake on administering the seven reserves in 1. above and:</p> <p>4. Endorse the strategy for establishing any future reserves that council may establish.</p>			
2024/1712/11.5	<p>Fraud and Corruption Control Policy</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopts the revised Fraud and Corruption Control Policy (Attachment 1). 2. Notes the Fraud and Corruption Control Plan (Attachment 2). 3. Notes that full implementation of the Fraud and Corruption Control Policy and Plan is currently at risk due to ongoing challenges faced by Council in recruiting and retaining staff within the Governance, Risk and Safety teams. 4. Notes that the Audit, Risk and Improvement Committee reviewed the Fraud and Corruption Control Policy and Plan on 18 November 2024, and suggested no amendments. 	Director Corporate Services	Adopted	Closed
2024/1712/11.6	<p>Edward River Community Grants Program</p> <p>That Council allocates the full 2024-2025 Community Grants program budget as follows:</p> <ol style="list-style-type: none"> 1. Rotary Club of Deniliquin \$2,600 2. U3A \$2,983 3. Outback Theatre for Young People \$3,000 4. Deniliquin Genealogy Society \$3,000 5. Deniliquin Film Society \$3,000 6. Deniliquin & District Historical Society \$3,000 	Manager Community & Economy	Full budget allocated. Recipients contacted and agreements signed.	Closed

Council Meeting Resolutions as at 10 February 2025

	<p>7. South West Music \$2,985 8. Deniliquin Amateur Swimming Club \$2,600 9. Motherland \$1,800</p>			
2024/1712/11.7	<p>Voluntary Planning Agreement for Yanco Delta Windfarm Development That Council: 1. Place the draft Voluntary Planning Agreement for the Yanco Delta Windfarm Development on public exhibition for a period of not less than 28 days and invite submissions from the community regarding the agreement, and 2. If no submissions are received, authorise the Interim Chief Executive Officer to sign the draft Voluntary Planning Agreement for the Yanco Delta Windfarm Development on behalf of Council.</p>	Chief Executive Officer	<p>Voluntary Planning Agreement on exhibition until 5 February 2025. No submissions were received and agreement signed.</p>	Closed
2024/1712/11.8	<p>Investment Policy Review 2024 That Council: 1. Adopt the 2024 Revised Investment Policy 2. Note that ARIC has recommended the 2024 Investment Policy for adoption by council at its meeting, after incorporating the minor changes to the Policy Statement, as noted below. 3. Note the key objectives of the updated Policy continue to be the preservation of capital, taking into consideration the cashflow needs of Council, the level of risk with each investment and its security.</p>	Chief Financial Officer	Adopted	Closed
2024/1712/11.9	<p>Governance Framework That Council adopt the Governance Framework which will enact the following actions: <ul style="list-style-type: none"> • Adopted Framework to be uploaded to Council's web page; and • Staff awareness campaign to commence which will include elearning modules. </p>	Director Corporate Services	Adopted	Closed
2024/1712/11.10	<p>2025 Schedule of Ordinary Meetings That Council adopt the proposed 2025 schedule of Ordinary Council Meetings which schedules meeting for the third Tuesday of each</p>	Director Corporate Services	Further report will be presented to the February Council Meeting	February 2025

Council Meeting Resolutions as at 10 February 2025

	<p>month between February and December 2025 to commence at 2pm in the Council Chambers:</p> <p>Cr Frank Schofield proposed a revised recommendation:-</p> <p>That the location of the Council Meeting scheduled for 20 May 2025 be held in the Blighty Town Hall and the Council meeting scheduled for the 16 September 2025 be held in the Conargo Town Hall with meetings to be scheduled at Booorooban, Wanganella and Pretty Pine at a later date in Council's Term.</p> <p>Further amendment moved by Cr Sampson</p> <p>That the February meeting will be held at 2pm on the third Tuesday and that a further report will be brought back to Council with suggested options including times, days, and location.</p>			
2024/1712/15.1	<p>Contract 2024-09 Clear Water Pump Replacement</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Accepts the tender submitted by Civil and Earth Australia Pty Ltd for Contract 2024-09 - Clear Water Pumps Replacements, for the lump sum of \$775,656.81+GST, 2. Authorises the Mayor and Interim Chief Executive Officer to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract 2024-09 - Clear Water Pumps Replacements, and 3. Authorises the Contract Superintendent to approve variations on the contract up to a maximum value of 10% of the contract sum. 	Director Infrastructure	<p>Contract documentation signed and sealed.</p> <p>The project commences March 2025.</p>	Closed
2024/1712/15.2	<p>Mayoral Minute</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. That council offers a five year performance based contract to the individual nominated within this report. 2. That the terms of the contract be generally in accordance with the terms advertised and outlined within the report. 	Mayor	<p>Contract signed and formal announcement made.</p>	Closed

Council Meeting Resolutions as at 10 February 2025

	3. That the Mayor and Deputy Mayor be authorised to execute the contract under the common seal of the council. 4. That upon acceptance of the council's offer of employment, the council make a formal announcement.			
26 November 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/2611/11.4	Draft Minutes of the Conargo Hall Committee A further briefing will be requested from the Conargo Hall Committee to Councillors on these minutes.	Manager Facilities and Open Spaces	Briefing will be arranged for February 2025	February 2025
2024/2611/15.2	Contract C2024/14 – Flanagans Lane Intersection Reconstruction That Council 1. Accepts the tender submitted by Deni Civil & Construction for Contract C2024/14 – Flanagans Lane Intersection Reconstruction for the tender price of \$198,681.82 + GST, 2. Authorises the Mayor and Interim Chief Executive Officer to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2024/14 – Flanagans Lane Intersection Reconstruction, and 3. Authorises the Contract Superintendent to approve variations on the contract up to a maximum value of 10% of the contract sum.	Director Infrastructure	Letter of Acceptance completed.	Closed
29 October 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/2910/11.2	Audit, Risk and Improvement – Terms of Reference, Work Plans. Appointments 1. That Council: 2. Notes that on 16 September 2024, the Audit, Risk and Improvement Committee (ARIC) considered: a. the revised ARIC Terms of Reference (Attachment 1); b. Annual and Strategic Work Plans (Attachment 2), and c. recommended that Council adopt both. 3. Adopts the ARIC Annual and Strategic Work Plans, and the revised ARIC Terms of Reference, with the inclusion at paragraph 5.2 of the Terms of Reference "an independent	Acting Director Corporate Services	Independent Member based within the Edward River Local Government Area to be appointed. Expression of Interest information document being prepared for Acting	February 2025

Council Meeting Resolutions as at 10 February 2025

	<p>member based within the Edward River local government area".</p> <ol style="list-style-type: none"> 4. Discusses and decides the councillor member and alternative councillor member to be appointed to the ARIC. 5. Appoints Councillor Leanne Mulham as the councillor member of the ARIC for four years. 6. Appoints Councillor Linda Fawns as the alternative councillor member of the ARIC for four years. 7. Notes that the Mayor will sign letters of appointment for (4) and (5), above. 		<p>Director Corporate Services and Chair of ARIC's approval prior to advertising.</p> <p>Report will be taken to the February Council Meeting</p>	
2024/2910/14.1	<p>Confidential – Recruitment Process for Appointment of Chief Executive Officer.</p> <ol style="list-style-type: none"> 1. That Council commence a recruitment process for the position of Chief Executive Officer, and that the appointment be on a fixed-term performance-based contract. 2. That council delegate to a 'Chief Executive Officer Selection Panel' responsibility for preparing documentation, employment details, advertising, reviewing applications, shortlisting candidates, and selecting the final candidate(s) to be interviewed and appointed by council. 3. The selection panel comprise the Mayor, Deputy Mayor, Cr Shirlee Burge and an independent member with specialist skills in executive management. 4. That the final appointment of the Chief Executive Officer be undertaken by the council. 5. That council authorise the Temporary Adviser to facilitate the recruitment using merit-based, competitive processes to attract applicants that have the best qualifications and experience relevant to the role. 	Acting Director Corporate Services.	Recruitment process has commenced – position has been advertised and closes on 2 December 2024.	<p>December 2024</p> <p>Closed</p>
16 July 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/1607/11.	1. Growth Strategy – Project Advisory Committee Meeting Minutes	Manager Community & Economy	1. Agreed inclusions and amendments have	February 2025

Council Meeting Resolutions as at 10 February 2025

	<p>2. That Council receive the draft minutes of the Growth Strategy Project Advisory Committee meeting held on 25 June 2024 and endorse the committee's recommendations and resolutions contained therein, specifically that:</p> <p>3. Changes to the strategy in response to feedback made in the following areas:</p> <ul style="list-style-type: none"> a. early childhood; b. First Nations; c. accommodation; d. consideration of all investment and governance models; e. river health and erosion; f. river health and lagoon system; g. use of Gazetted name of the river; h. poverty and homelessness; i. digital connectivity and renewable energy; j. that feedback will inform project development; k. animal health and livestock; l. waste; m. Island Sanctuary, <p>4. The time frame for delivery of the final strategy be amended for the purpose of targeted, relevant consultation.</p>		<p>been communicated to AEC.</p> <p>2. Time frame for delivery now December 2024 post Councillor workshop in November 2024</p> <p>A further report will be tabled at the February 2025 Council Meeting</p>	
2024/1607/12.4	<p>Naming of North Deniliquin Rest Area</p> <p>That the report be deferred until the current policy is investigated to ensure Council is working within policy and that the report comes back to Council in August 2024.</p>	Director Infrastructure	Further report to be tabled to Council.	February 2025
17 June 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/1706/12.1	<p>Deniliquin Landfill Gate Fees</p> <p>That Council approve and adopt the Waste Fees as per the draft fees exhibited for 2024/25, as per Option 4</p> <p>1. That Council approves and adopts the waste fees as per option 4 in the table</p>	Manager Utilities	Initial meeting has been held with CWS with no agreement being	Closed

Council Meeting Resolutions as at 10 February 2025

	2. That Council and CWS negotiate a formal agreement to increase the waste fees and charges over a 5 to 10 year period to come in line with the cost to council, thus providing a way forward for both parties, without the sudden "bill shock", with communication and updates to the Councillor Group.		reached between the parties. Further meeting January 2025. Agreement has been reached.	
2024/1706/13.1	Notice of Motion – Multi Arts Centre & Sunday School Building That Council: 1.Resolve to enter into a peppercorn lease with Edward River Art Society (ERAS) for the occupancy of the Multi Arts Centre and shared occupancy of the Sunday School building for a period of up to one year; and 2.Authorises the Interim CEO to enter into negotiations with ERAS for the permanent use of the Multi Arts Centre and Sunday School building and to bring a report back to Council for consideration.	Interim Chief Executive Officer	Lease agreement is being developed and a further report will come back to Council.	Open
2024/1706/13.2	Notice of Motion – Former CWA Building That Council resolves to call for Expressions of Interest to lease the former CWA Building.	Interim Chief Executive Officer	Unsuccessful for Crown Land Grant Funding. A further report will come back to Council as to ways forward.	Open
19 September 2023	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2023/0919/12.7	Unrecoverable Rates That Council: 1. Notes the unrecoverable rates for 47 unclaimed properties in the Edward River Council LGA and approves the write-off of \$291,582.40 under reg 131(4)(d) of <i>Local Government (General) Regulation 2021</i> as per attachment one. 2. Notes that the rates or charges written off under that regulation does not prevent council from taking legal proceedings to recover the amounts owed. 3. Agrees to write to the Minister of Local Government and the Treasurer, requesting that the <i>Local Government Act 1993</i> section	Acting Chief Financial Officer	Awaiting on advice from the Office of Local Government Letter received from OLG. Update to be provided to February Council meeting.	February 2025

Council Meeting Resolutions as at 10 February 2025

	556 (1) be amended to include unclaimed properties as land that is exempt from rates 4. Investigates potential solutions to this issue.			
20 December 2022	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2022/1220/13.2	<p>Notice of Motion – Flood Plans and Mitigation Works That Council:</p> <ol style="list-style-type: none"> 1. Agree to hold a community meeting prior to end of March 2023, providing an overview of Council's flood plans and mitigation works that are currently in place, and discussing potential options for North Deniliquin, following the November 2022 floods. 2. Requests the Chief Executive Officer to invite an appropriate panel of expert staff to answer questions and provide information to the community on what could potentially be developed into the future. 3. Provides a further report to a Councillor briefing, prior to June 2023, outlining a potential project for flood mitigation to be advocated to the state government for funding. 	Director Infrastructure	Final report received. Refer to resolution 2024/1712/11.2	Closed
18 October 2022		Responsibility	Status	Expected Date of Completion
2022/1018/12.5	<p>Town Hall Land That Council:</p> <ol style="list-style-type: none"> 1. Commence the process to consolidate Lot 1 in DP1173376, Lots X and Y in DP410447, Lot 9 in DP662508, Lot 6 in DP667946 and Lot 6 in DP668426, and 2. Apply to Crown Lands to undertake a boundary adjustment for Lot 7 Sec 21 DP758913, being the Town Hall land parcel, to allow for the new foyer entrance to the Town Hall. 	Manager Development	Meeting has been scheduled with Crown Lands on Wednesday 19 February 2025, this will form part of the discussion.	Open

13. NOTICES OF MOTIONS

Nil

14. QUESTIONS WITH NOTICE

Nil

15. CONFIDENTIAL MATTERS

Nil

16. CLOSE OF MEETING