



**Edward  
River**  
COUNCIL

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

**Date: Thursday, 21 November 2019**  
**Time: 9.00am**  
**Location: Council Chamber 180 Cressy Street  
Deniliquin**

# **BUSINESS PAPER**

**Ordinary Council Meeting**

**21 November 2019**

**Adam McSwain  
General Manager**



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- 1      **OPENING MEETING**
- 2      **ACKNOWLEDGEMENT OF COUNTRY**
- 3      **STATEMENT OF PURPOSE**
- 4      **APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 5      **CONFIRMATION OF MINUTES**

Ordinary Council Meeting - 24 October 2019

Extraordinary Council Meeting - 31 October 2019



**Edward  
River**  
COUNCIL

# **MINUTES**

**Ordinary Council Meeting**

**24 October 2019**

**MINUTES OF EDWARD RIVER COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER 180 CRESSY STREET DENILIQUIN  
ON THURSDAY, 24 OCTOBER 2019 AT 11.00AM**

**PRESENT:** Cr Norm Brennan (Mayor), Cr Pat Fogarty (Deputy Mayor), Cr Peta Betts, Cr Marg Bull, Cr Ashley Hall, Cr Norm McAllister, Cr Peter McCrabb, Cr Nick Metcalfe, Cr Mac Wallace

**IN ATTENDANCE:** Adam McSwain (General Manager), Oliver McNulty (Director Infrastructure)\  
Trish Kirkland (Director Infrastructure), Julie Rogers (Manager Environmental Services, Belinda Perrett (Minutes)

**GALLERY:** One

### **ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge that we are here today on the land of the Wamba Wamba Perrepa Perrepa people. I would also like to acknowledge and pay my respects to past Aboriginal Elders, the present Aboriginal and Torres Strait Islander people who reside within this area, and their future generations.

### **STATEMENT OF PURPOSE**

I have come here as a Councillor freely and without bias to:

- Represent the views of the community in considering the matters before us today
- To vote in a matter I consider to be in the best interest of the community
- To observe the Code of Conduct and respect the rule of the chair and views of my fellow Councillors.

### **APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**

Nil

### **CONFIRMATION OF MINUTES**

#### **RESOLUTION 2019/10/229**

Moved: Cr Nick Metcalfe

Seconded: Cr Peta Betts

That the minutes of the Ordinary Council Meeting held on 19 September 2019 be confirmed.

**CARRIED**

**MINUTES OF THE TIDY TOWNS COMMITTEE MEETING HELD ON 8 OCTOBER 2019**

**RESOLUTION 2019/10/230**

Moved: Cr Pat Fogarty

Seconded: Cr Marg Bull

That Council receive and note the Minutes of the Tidy Towns Committee Meeting held on 8 October 2019, contained at Attachment A.

**CARRIED**

**MINUTES OF THE COMMUNITY GARDEN COMMITTEE MEETING HELD ON 22 SEPTEMBER 2019**

**RESOLUTION 2019/10/231**

Moved: Cr Pat Fogarty

Seconded: Cr Peta Betts

That Council note the minutes (Attachment 1) of the Community Garden Committee meeting held on 22 September 2019.

**CARRIED**

**RESOLUTIONS OF COUNCIL**

**RESOLUTION 2019/10/232**

Moved: Cr Peter McCrabb

Seconded: Cr Mac Wallace

That Council note the information in the Resolutions of Council to 9 October 2019.

**CARRIED**

**MAYOR, COUNCILLORS AND GENERAL MANAGER MEETINGS**

**RESOLUTION 2019/10/233**

Moved: Cr Ashley Hall

Seconded: Cr Mac Wallace

That Council note the Mayor, Councillor and General Manager meetings for September 2019.

**CARRIED**



**COUNCILLOR APPOINTMENT TO COMMITTEES****RESOLUTION 2019/10/234**

Moved: Cr Peter McCrabb

Seconded: Cr Marg Bull

Council reviewed the current Councillor appointments to committees and determined the following changes for the period October 2019 to September 2020.

- a) The Edward River Users Group continues to be a committee of Council with delegates being Mayor Cr Norm Brennan and Cr Ashley Hall.
- b) DBEC be removed from the list of committees.
- c) Committees to be notified of Councillor appointments.

**CARRIED**

**INVESTMENT REPORT SEPTEMBER 2019****RESOLUTION 2019/10/235**

Moved: Cr Peter McCrabb

Seconded: Cr Peta Betts

That Council:

1. Note and receive the Report on Investments totalling \$47,502,500 inclusive of cash at bank for day-to-day operations;
2. Note that actual interest received for the month of September 2019 was \$107,473;
3. Note that accrued interest earned to 30 September 2019 but not yet received was \$406,791.

**CARRIED**

**TABLING - ANNUAL WRITTEN RETURNS OF INTEREST REGISTER****RESOLUTION 2019/10/236**

Moved: Cr Nick Metcalfe

Seconded: Cr Norm McAllister

That Council note the General Manger's tabling of the annual Written Returns of Interest Register.

**CARRIED**

**ANNUAL CODE OF CONDUCT STATISTICAL RETURN 2019****RESOLUTION 2019/10/237**

Moved: Cr Mac Wallace

Seconded: Cr Pat Fogarty

That Council

1. Receive and note the Code of Conduct Annual Statistical Report for the period 1 September 2018 to 31 August 2019
2. Provide the Code of Conduct Annual Statistical Report to the Office of Local Government by 31 December 2019.

**CARRIED****ESTATES BUILDING REVITALISATION AND CIVIC PRECINCT ACCOMMODATION PROJECT****RESOLUTION 2019/10/238**

Moved: Cr Pat Fogarty

Seconded: Cr Peta Betts

That Council:

1. Endorse the Estates Building and Administration Building Revitalisation Concept Designs Stages 1 and 2, contained at Attachment 1 and 2
2. Endorse the Town Hall and Civic Precinct Revitalisation Masterplan contained at Attachment 3.
3. Delegate the General Manager to engage the architect, Brandrick & Associates, in accordance with the accepted tender for Planning and Design Services, to proceed to the next phases of detailed design, approvals, and tender documentation in accordance with the Concept Design Stages 1 and 2.
4. Receive a further report on the preferred approach to offering the stage 1 construction contract for tender, in coordinating with the Town Hall Revitalisation and Civic Precinct Projects.

**CARRIE****DRAFT WATER LEAK ALLOWANCE POLICY****RESOLUTION 2019/10/239**

Moved: Cr Marg Bull

Seconded: Cr Pat Fogarty

That Council:

1. Place the draft Water Leak Allowance Policy, contained at Attachment 1, on public exhibition for 28 days;
2. Subject to receiving no submissions during the public exhibition period, adopt the Draft Water Leak Allowance Policy contained at Attachment 1.

**CARRIED**

**UNION PICNIC DAY****RESOLUTION 2019/10/240**

Moved: Cr Peter McCrabb

Seconded: Cr Peta Betts

That Council

1. Approve Tuesday 5 November 2019 for the purpose of union picnic day holiday as allowed under the Local Government State Award 2017.
2. Approve the closure of the Customer Service Centre, Works Depot and Central Murray Regional Library for the day.

**CARRIED**

**COMBINED DELIVERY PROGRAM 2018-2021 AND OPERATIONAL PLAN 2019-2020  
PROGRESS REPORT AT 30 SEPTEMBER 2019****RESOLUTION 2019/10/241**

Moved: Cr Norm McAllister

Seconded: Cr Peter McCrabb

That Council receive and note the combined Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report, contained at Attachment 1.

**CARRIED**

**ENVIRONMENTAL SERVICES REPORT (SEPTEMBER 2019)****RESOLUTION 2019/10/242**

Moved: Cr Norm McAllister

Seconded: Cr Mac Wallace

That Council note the Environmental Services report for September 2019.

**CARRIED**

**DEVELOPMENT APPLICATION 41/19****RESOLUTION 2019/10/243**

Moved: Cr Norm McAllister

Seconded: Cr Marg Bull

That Council:

1. **APPROVE** Development Application 41/19 dated 7 August 2019 for the 5 stage redevelopment of a depot on Lots 11, 12 and 13 DP1123768 and Lot 2 Section 36 DP758782, 334-342 Augustus Street, 219 Wanderer Street and 221 Wanderer Street, North Deniliquin consisting of the following stages:
  - a Stage 1 – Construction of 2 sheds ('A' and 'B'), extension and renovation to existing staff rooms, construction of a temporary toilet block and accessible ramp, demolition of internal fencing, concrete bunker, retaining wall and ramp structure, existing toilets and

open shed on the northern boundary, relocation of existing carport/shed to northern corner of site (shed C), construction of the Charles Street vehicular access and upgrades to the Augustus Street vehicular access;

- b Stage 2 – Works associated with open air storage;
- c Stage 3 – Relocation of demountable administration building (from 180 Cressy Street), accessible carpark, sealing of carparks and construction of vehicular access off Wanderer Street;
- d Stage 4 – Works to existing works shed and office and relocation of fuel tanks, washdown bay and water tanks; and
- e Stage 5 – Future shedding and heavy vehicle parking.

Shown on the following plans:

Drawing Number	Title	Date
267-01-18/01 P7	Cover and Drawing Schedule	4/10/19
267-01-18/02 P7	Existing Site Plan – Deni North Depot	4/10/19
267-01-18/03 P7	Proposed Site Plan – Deni North Depot	4/10/19
267-01-18/04 P7	Shed A&B Floor Plan and Elevation	4/10/19
267-01-18/05 P7	Shed A&B Roof Plan and Section	4/10/19
267-01-18/06 P7	Shed C – Floor Plan and Elevation	4/10/19
267-01-18/07 P7	Shed C - Section	4/10/19
267-01-18/08 P7	Staff Building Extension – Floor Plan and Roof Plan	4/10/19
267-01-18/09 P7	Staff Building Extension - Elevations	4/10/19
267-01-18/10 P7	Staff Building Extension – Section	4/10/19
267-01-18/11 P7	Demountable Facilities	4/10/19

Stage 1 works are approved in accordance with section 4.16 and stages 2-5 are approved as a concept development application in accordance with Part 4 Division 4.4 of the Environmental Planning and Assessment Act 1979 and subject to the following reasons:

- (a) *The application complies with key planning provisions contained within the Deniliquin Local Environmental Plan 2013 and the Deniliquin Development Control Plan 2016; and*
- (b) *The proposal is consistent with the zone objectives and the existing character of the area. And impose the conditions as detailed in Attachment 2 of this report.*

**CARRIED**

In Favour: Crs Norm Brennan, Pat Fogarty, Peta Betts, Marg Bull, Ashley Hall, Norm McAllister, Peter McCrabb, Nick Metcalfe and Mac Wallace

Against: Nil

**CARRIED 9/0**

**DEVELOPMENT APPLICATION 45/19****RESOLUTION 2019/10/244**

Moved: Cr Norm McAllister

Seconded: Cr Ashley Hall

That Council:

1. **APPROVE** Development Application 45/19 for installation of “Deniliquin” township sign and associated landscaping on the road reserve, corner of Cobb Highway and Crispe Street, Deniliquin dated 2/09/19 as shown on plans numbered DA 45/19 Site Plans A(A), L0000(B) , Planting Plan L1000 (B), Landscape Details Plan L1001 (B), Landscape Notes L1002 (B) described in details accompanying the Development Application, in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 and subject to the following reason/s:

(a) The proposal is consistent with the zone and desired future character of the area.

Impose conditions on 45/19 as detailed in Attachment 2.

**CARRIED**

In Favour: Crs Norm Brennan, Pat Fogarty, Peta Betts, Marg Bull, Ashley Hall, Norm McAllister, Peter McCrabb, Nick Metcalfe and Mac Wallace

Against: Nil

**CARRIED 9/0**

**MURRAY REGIONAL TOURISM - ONE YEAR EXTENSION OF MEMORANDUM OF UNDERSTANDING****RESOLUTION 201910/245**

Moved: Cr Norm McAllister

Seconded: Cr Marg Bull

That Council

1. Approves the one-year extension (1 July 2020 to 30 June 2021) to the funding agreement with Murray Regional Tourism Board
2. Authorises the General Manager to provide written confirmation to Murray Regional Tourism Board to enact this Motion

**CARRIED**

**STRONGER COMMUNITIES FUND - MAJOR PROJECTS PROGRAM AND THE STRONGER COMMUNITIES PROGRAM - OCTOBER 2019 PROGRESS REPORT****RESOLUTION 2019/10/246**

Moved: Cr Peter McCrabb

Seconded: Cr Ashley Hall

That Council note the Major Projects Program from various funding sources - Progress Report for October 2019.

**CARRIED**

**DENILIQUN CBD PARKING****RESOLUTION 2019/10/247**

Moved: Cr Marg Bull

Seconded: Cr Peter McCrabb

That Council;

1. Approve the creation of an additional four 2-hour parking spaces along Whitelock Street, between Napier Street and Hardinge Street,
2. Note that further investigations will be carried out to identify suitable locations for the provision of additional disabled spaces.

**CARRIED**

At 11.54am, Cr Norm McAllister left the meeting.

At 11.57am, Cr Norm McAllister returned to the meeting.

**CONARGO AND PRETTY PINE RURAL LANDFILLS****RESOLUTION 2019/10/248**

Moved: Cr Nick Metcalfe

Seconded: Cr Ashley Hall

That Council:

1. Accept the requirements of the Deed of Agreement from NSW Environmental Trust for Pretty Pine and Conargo Rural Landfills conversion to transfer stations;
2. Allocate \$86,700 from the Waste Facilities reserve for the project; and
3. Authorise the General Manager to sign the Deed of Agreement on Council's behalf.

**CARRIED**

**DENILIQUN SWIM CENTRE - ENTRANCE FEES FOR 2019/20 SEASON****RESOLUTION 2019/10/249**

Moved: Cr Norm McAllister

Seconded: Cr Mac Wallace

That Council:

1. Endorses the proposed entrance fees to the Deniliquin Swim Centre for the 2019/20 season; and
2. Advise Deniliquin Outdoor Pools Incorporated and Deniliquin Heated Pools Incorporated that the fees charged to the Deniliquin Swimming and Life Saving Club for use of the facility during normal operating hours are capped at \$547.00 for the 2019/20 season.

**CARRIED**

**PLAN OF MANAGEMENT**

**RESOLUTION 2019/10/250**

Moved: Cr Pat Fogarty  
Seconded: Cr Peter McCrabb

That Council:

1. Adopt the Plans of Management for Gorman Park reserve and McLean Beach Reserve;
2. Submit the adopted Plans of Management to Crown Lands for endorsement.

**CARRIED**

**MOBILE PHONE POLICY**

**RESOLUTION 2019/10/251**

Moved: Cr Norm McAllister  
Seconded: Cr Ashley Hall

That Council adopt the revised Mobile Phone Policy contained at Attachment 1.

**CARRIED**

**CAPITAL WORKS UPDATE 2019/2020 QUARTER 1**

**RESOLUTION 2019/10/252**

Moved: Cr Peter McCrabb  
Seconded: Cr Peta Betts

That Council note the report of the Capital Works Update for the end of the period quarter 1

**CARRIED**

**CONFIDENTIAL MATTERS****RESOLUTION 2019/10/253**

Moved: Cr Peter McCrabb  
Seconded: Cr Pat Fogarty

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 12.21pm

**12.1 CBD Painting Project - Amended Proposal**

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**12.2 Contract C2020/06 - Purchase of 20-24 tonne Multi Tyre Roller**

This matter is considered to be confidential under Section 10A(2) - d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a competitor of the council.

**12.3 Contract C2020/09 - Retirement Living**

This matter is considered to be confidential under Section 10A(2) - c and d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**CARRIED**

**CBD PAINTING PROJECT - AMENDED PROPOSAL****RESOLUTION 2019/10/254**

Moved: Cr Norm McAllister  
Seconded: Cr Peter McCrabb

That Council

1. Rescind resolution number 2019/09/227 to approve the Drought Communities Program CBD Painting and Signage funding allocation as recommended by the assessment panel, with an amendment that those partially funded, will be fully funded to the 50 percent maximum,
2. Approve the Drought Communities Program CBD Painting and Signage funding allocation for all successful applications as 75 percent from Drought Communities Program and 25 percent from the applicant,
3. Approve any unspent funds from the CBD Painting and Signage project to be transferred to Tourism Marketing to invest in an additional radio campaign or tourism assets,
4. Apply to the funding body for a minor application amendment from 50:50 to 75:25 for painting and signage contribution; and an extension of timeline due to unforeseen and unavoidable circumstances.

**CARRIED**



**CONTRACT C2020/06 - PURCHASE OF 20-24 TONNE MULTI TYRE ROLLER**

**RESOLUTION 2019/10/255**

Moved: Cr Norm McAllister

Seconded: Cr Mac Wallace

That Council:

1. Accepts the tender submitted by Tutt Bryant Pty Ltd for Contract C2020/06 – Purchase of 20 - 24 tonne Multi Tyre Roller for the lump sum tender price of \$161,000 + GST;
2. Accepts the option provided by Tutt Bryant Pty Ltd of an extended 5 year/5,000 hour powertrain warranty at a price of \$3,200 + GST;
3. Accepts the trade-in price of \$11,000 +GST from Tutt Bryant Pty Ltd for the sale of Council’s current Sanya Multipac Roller, being Plant Number FM36;
4. Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/06 – Purchase of 20 - 24 tonne Multi Tyre Roller.

**CARRIED**

**CONTRACT C2020/09 - RETIREMENT LIVING**

**RESOLUTION 2019/10/256**

Moved: Cr Marg Bull

Seconded: Cr Peta Betts

That Council

1. Accept the tender submitted by Collard Maxwell Architects for Contract 2020/09 – Retirement Living Project for the lump sum tender price of \$292,600 plus GST;
2. Authorise the General Manager and the Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/09 – Retirement Living Project.

**CARRIED**

**RESOLUTION 2019/10/257**

Moved: Cr Peta Betts

Seconded: Cr Peter McCrabb

That Council moves out of Closed Council into Open Council at 12.27pm

**CARRIED**

**CLOSE OF MEETING**

**The Meeting closed at 12.28pm.**

**The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 21 November 2019.**

.....  
**CHAIRPERSON**





**Edward  
River**  
COUNCIL

# **MINUTES**

**Extraordinary Council Meeting**

**31 October 2019**

**MINUTES OF EDWARD RIVER COUNCIL  
EXTRAORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER 180 CRESSY STREET DENILIQUIN  
ON THURSDAY, 31 OCTOBER 2019 AT 9.00AM**

**PRESENT:** Cr Pat Fogarty (Deputy Mayor), Cr Peta Betts, Cr Marg Bull, Cr Ashley Hall, Cr Norm McAllister, Cr Nick Metcalfe, Cr Mac Wallace

**IN ATTENDANCE:** Adam McSwain (General Manager), Oliver McNulty (Director Infrastructure) Trish Kirkland (Director Corporate Services), Amanda Barber (Manager Finance), Belinda Perrett (Executive Assistant)

### **ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge that we are here today on the land of the Wamba Wamba Perrepa Perrepa people. I would also like to acknowledge and pay my respects to past Aboriginal Elders, the present Aboriginal and Torres Strait Islander people who reside within this area, and their future generations.

### **STATEMENT OF PURPOSE**

I have come here as a Councillor freely and without bias to:

- Represent the views of the community in considering the matters before us today
- To vote in a matter I consider to be in the best interest of the community
- To observe the Code of Conduct and respect the rule of the chair and views of my fellow Councillors.

### **APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE**

#### **APOLOGY**

#### **RESOLUTION 2019/10/258**

Moved: Cr Norm McAllister

Seconded: Cr Ashley Hall

That the apology received from Mayor Cr Norm Brennan and Cr Peter McCrabb be accepted and leave of absence granted.

**CARRIED**

**DRAFT FINANCIAL STATEMENTS 2018-2019****RESOLUTION 2019/10/259**

Moved: Cr Norm McAllister

Seconded: Cr Ashley Hall

That Council

1. Adopt the Draft Financial Statements 2018-19 incorporating the General Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules
2. Approve the signing of the "Statement by Councillors and Management" in accordance with Section 413(2)(c) of the Local Government Act 1993 and Clause 215 of the Local Government (General) Regulation 2005 in relation to the Financial Statements 2018-19.
3. Delegate to the General Manager the authority to submit the Financial Statements to the Office of Local Government and the Australian Bureau of Statistics.
4. Exhibit the Financial Statements and Auditor's Reports and call for public submissions on those documents with submissions closing on 29 November 2019 in accordance with Section 420 of the Local Government Act 1993.
5. Note that the Audited Financial Statements and Auditor's Reports will be presented to the public at the Ordinary Meeting of Council scheduled for 19 December 2019 in accordance with Section 418(1) of the Local Government Act 1993.

**CARRIED**

**AUDIT RISK AND IMPROVEMENT EXTERNAL MEMBER APPOINTMENT****RESOLUTION 2019/10/260**

Moved: Cr Norm McAllister

Seconded: Cr Marg Bull

That Council

1. Adopt the revised Audit, Risk and Improvement Committee Charter contained at Attachment 3.
2. Appoint Mr Graham Bradley and Ms Suni Campbell to the Audit, Risk and Improvement Committee as Independent External Members.
3. Fund the required budget increase, as outlined in the Financial Implications sections of this report, from the identification of expenditure savings in other areas of Council's operations and receive a recommendation as part of the December 2019 Quarter Budget Review.

**CARRIED**

**The Meeting closed at 9.10am**

**The minutes of this meeting were confirmed at the Ordinary Meeting of the Edward River Council held on 21 November 2019.**

.....  
**CHAIRPERSON**



**6 DISCLOSURES OF INTERESTS**

**7 MAYORAL MINUTE(S)**

Nil

**8 REPORTS OF COMMITTEES****8.1 MINUTES OF THE AUSTRALIA DAY COMMITTEE MEETING HELD ON 10 OCTOBER 2019**

**Author:** Belinda Perrett, Executive Assistant

**Authoriser:** Adam McSwain, General Manager

**RECOMMENDATION**

That Council:

Receive and note the Minutes of the Australia Day Committee Meeting held on 10 October 2019, contained at Attachment A

**COMMITTEE RECOMMENDATIONS**

Included extending an invitation to Brenda Norman to be Edward River Council's Guest Speaker.

**COMMUNITY STRATEGIC PLAN**

5.1 Our community is informed and engaged

5.2 We collaborate and pursue partnerships that achieve great outcomes for our community.

**FINANCIAL IMPLICATIONS**

Australia Day Committee expenses are included in the 2019/2020 budget.

**LEGISLATIVE IMPLICATIONS**

N/A

**ATTACHMENTS**

1. Minutes of the Australia Day Committee Meeting held on 10 October 2019





**Edward  
River**  
COUNCIL

# **MINUTES**

**Australia Day Committee Meeting**

**10 October 2019**

**MINUTES OF EDWARD RIVER COUNCIL  
AUSTRALIA DAY COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER 180 CRESSY STREET DENILQUIN  
ON THURSDAY, 10 OCTOBER 2019 AT 2.00PM**

**PRESENT:** Mayor Norm Brennan, Cr Margaret Bull, Mr Martin Wilmshurst, Mr John Macknight

**IN ATTENDANCE:** Belinda Perrett, Executive Assistant

**APOLOGIES**

Deputy Mayor Cr Pat Fogarty, General Manager Adam McSwain

**ACTIONS ON FEEDBACK**

*Comments received regarding pre-publicising recipients. Those who commented enjoyed not knowing who was going to receive the awards.*

2020 Awards, will notify winners and ask them to keep silent, will publicise all nominees but not winners beforehand.

*The length of the service was perfect. Australia Day Ambassador's speech was disappointing.*

Committee members agreed that we approach Brenda Norman. If Brenda is not available, then Perin Davey.

**MATTERS ARISING FROM PREVIOUS MINUTES**

*Community survey to be conducted as to where they would like the location of the 2020 service. Will run a campaign on social media.*

Rather than a campaign, will ask the question when sending out forms to the community groups; advertising in the PT and on Facebook.

**GENERAL BUSINESS**

- Rotary Breakfast – Martin will speak with Rotary and come back to the Committee
- School Captains & Indigenous Youth to be asked to raise flags.
- Stephen Charles to be contacted regarding Welcome to Country
- MC for 2020 to be John Macknight
- Ensure Sing Australia and Edward River Concert Band are happy to participate.
- Same stage to be used with different seating arrangements.

**NEXT MEETING**

Wednesday 4<sup>th</sup> December 2019 4.00pm

**The Meeting closed at 2.45pm**

**The minutes of this meeting were confirmed at the Australia Day Committee Meeting held on 4 December 2019.**

.....  
**CHAIRPERSON**



**8.2 MINUTES OF THE EDWARD RIVER CONCERT BAND COMMITTEE MEETING HELD ON 9 OCTOBER 2019****Author: Belinda Perrett, Executive Assistant****Authoriser: Adam McSwain, General Manager****RECOMMENDATION**

That Council:

Receive and note the Minutes of the Edward River Concert Band Committee Meeting held on 9 October 2019, contained at Attachment A

**COMMITTEE RECOMMENDATIONS**

That a request for repairs to the footpath directly outside the Band Hall be lodged with Council.

**COMMUNITY STRATEGIC PLAN**

5.2 We collaborate and pursue partnerships that achieve great outcomes for our community.

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

1. Minutes Edward River Concert Band Committee 9 October 2019

**MEMBERS PRESENT:**

Mr Graham Gordon, Mr Neville McBurnie, Mrs Lorna McBurnie, Mr Russ Fisher, Mr Richard Sievers, Cr Marg Bull, Mr Ian Bathgate, Mr Richard Davies, Mr Ken Fisher

**STAFF PRESENT:**

Mrs Belinda Perrett, Executive Assistant

**CHAIRMANSHIP OF MEETING:**

Mr Ken Fisher chaired and opened the meeting at 3.45pm by welcoming members present and in particular Mrs Lorna McBurnie. All Committee members were very pleased to welcome Lorna back.

**1. APOLOGIES**

An apology was tendered for the non-attendance of Ms Claire Wing and Mr Lindsay Renwick.

**Moved:** Mr Russ Fisher

That the apologies be accepted

**Seconded:** Mr Richard Davies

**CARRIED**

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**2. CONFIRMATION OF MINUTES OF PREVIOUS MEETING – 14 AUGUST 2019**

**Moved:** Mr Richard Davies

That the minutes of the previous meeting of the Edward River Council Concert Band committee held 14 August 2019 be confirmed as a true and accurate record.

**Seconded:** Mr Graham Gordon

**CARRIED**

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**3. MATTERS ARISING FROM MINUTES**

\*The RSL Booking for the end of year Concert has been confirmed for 11 November 2019.

\*Raised floor for concert? Deni Party Hire can supply the required size of the raised floor which needs to be 12m x 2.4m, however it is very expensive. Sing Australia have staging that they erect themselves. Change seating area? This will be discussed in general business.

---

**4. CORRESPONDENCE**Outward

- Conargo Hall Committee, confirmation of concert 25 October 2019
- Historical Society 24 November 2019 – Richard will phone.

**Moved:** Mr Russ Fisher

**Seconded:** Mr Graham Gordon

**CARRIED**

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**5. FINANCIAL REPORT**

Not presented.

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**6. GENERAL BUSINESS**

- John Ross borrowed Richard Davies key recently. He has been requested not to call around to the Band Masters resident, which he does repeatedly – twice yesterday – rather needs to make an appointment and follow the correct steps. The Band Master

will advise him, via letter, that he should not attend the Christmas Concert as it will be too stressful for him.

- Social Media. The Edward River Concert Band has a presence on FaceBook and Instagram as of today. Facebook needs to be constantly updated and will include members profiles, piece of music currently being practiced etc. A copy of the band book to be given to Meagan Rodda for reference.
- Hats. Ian Bathgate has touched base with Neil Webster re the hat he was wearing. It was an Avenel Trilby. Jackaroo make a light grey Fedora @ \$69.95 with five sizes available. Council to request a colour swatch. School Grey seems to be the only standard colour. At the first meeting of 2020 Ian Bathgate will show a sample of one unisex hat.
- Community Grants. If the grant submitted is accepted quotes will have to be accepted/declined. Ken and Russ will follow up on this.
- Edward River Concert Band Hall has a problem with the footpath directly outside. This will be reported through Council's reporting system.
- The New Director of SW Music unfortunately has some health issues and will not commence in the role until March/April 2020.
- Concert RSL 11.11.2019. Previous band members to be offered a family ticket. The RSL is allowing early access for set up. Friday Council will be able to deliver Band Gear and the room can also be set up in a round. Saturday will be able to set up the lights. Michael Ladson will be doing the lighting and slideshow and will also play the typhony. The Bashfords have taken on the task of the raffle and Bev and Lorraine will be doing the door.
- Valve Oil from Newsagency – Russ Fisher to be provided with a purchase order number.
- Christmas Function to be held at Sporties on the 16<sup>th</sup> of December 2019. Soft drink and bottles of wine on the table. Other drinks to be paid for as ordered. This may be an event that can be passed onto the younger members of the band to organise as they may like to take ownership of it.
- Richard will be an apology for the December meeting.

**Meeting Closed 4.55pm**

**8.3 MINUTES OF THE TIDY TOWNS COMMITTEE MEETING HELD ON 8 OCTOBER 2019****Author:** Belinda Perrett, Executive Assistant**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

That Council:

Receive and note the Minutes of the Tidy Towns Committee Meeting held on 8 October 2019, contained at Attachment A

**COMMITTEE RECOMMENDATIONS**

TIDY TOWNS GARDEN OF THE MONTH AWARDS

**September 2019**

Alice Bish, 126 Decimus Street – Garden of Month  
Wilma Gorrie, 348 Fitzroy Street – Encouragement

**COMMUNITY STRATEGIC PLAN**

5.2 We collaborate and pursue partnerships that achieve great outcomes for our community.

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

1.	Tidy	Towns	Committee	Meeting	Minutes	Attachment	A
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**MEMBERS PRESENT:**

Mr Geoff Riley, Virginia Bult, Mrs Joan McCalman, Mrs Mary O. Roberts, Mrs Dawn Hetherington

**COUNCIL STAFF PRESENT:**

Belinda Perrett

**CHAIRPERSON OF MEETING:**

Mr Geoff Riley chaired the meeting and welcomed members present.

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**1. APOLOGIES**

An apology was tendered for the non-attendance of Mrs Pam Jarrett, Mrs Judy Bond and Cr Pat Fogarty

Moved Mrs Joan McCalman  
That the apologies be accepted.  
Seconded Mrs Virginia Bult

**CARRIED**

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**2. CONFIRMATION OF MINUTES OF PREVIOUS MEETING – 13 August 2019**

Moved Mrs Mary O. Roberts  
That the Minutes of the Tidy Towns Committee meeting held on 13 August 2019 be confirmed as a true and accurate record.  
Seconded Mrs Joan McCalman

**CARRIED**

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**3. MATTERS ARISING FROM PREVIOUS MINUTES**

Nil

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**4. CORRESPONDENCE**

Outward – Email to Community Organisations regarding the Rotary Club River Clean Up 13 October 2019.

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**5. TIDY TOWNS GARDEN OF THE MONTH AWARDS  
September 2019**

Alice Bish, 126 Decimus Street – Garden of Month  
Wilma Gorrie, 348 Fitzroy Street – Encouragement

Others suggested:- 310 Sloane Street – December 2019  
Keep in mind Brian and Liz Henderson of River Street and Mary Dawes

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**6. GENERAL BUSINESS**



- (a) Ian Campbell to be contacted regarding Clean Up Day 13<sup>th</sup> October 2019, to see what response he has had.
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**7. NEXT MEETING**

Will be held Tuesday 10 December 2019 at the Deniliquin Library commencing at 4.00pm.

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**8. CLOSURE OF MEETING – 4.30 pm**

**8.4 MINUTES OF THE COMMUNITY GARDEN COMMITTEE MEETING HELD ON 3 NOVEMBER 2019**

**Author:** Julie Rogers, Manager Environmental Services

**Authoriser:** Adam McSwain, General Manager

**RECOMMENDATION**

That Council:

Receive and note the Minutes of the Community Garden Committee Meeting held on 3 November 2019, contained at Attachment A

**COMMITTEE RECOMMENDATIONS**

Nil.

**COMMUNITY STRATEGIC PLAN**

Nil.

**FINANCIAL IMPLICATIONS**

Nil.

**LEGISLATIVE IMPLICATIONS**

Nil.

**ATTACHMENTS**

1.	Community	Garden	Minutes	-	3	November	2019
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**MINUTES OF THE MEETING OF THE EDWARD RIVER COUNCIL COMMUNITY GARDENS COMMITTEE HELD AT THE DENILQUIN COMMUNITY GARDENS ON SUNDAY, 3 NOVEMBER 2019**

**MEMBERS PRESENT:**

Val Kruger, Wendy Johnston, Bill Johnston, Jan Renwick, Suzy Keys, Tim Mann (late), Francine Cole-Pearce, Luke Harrington, Janice Harrington, Brian Moore

**COUNCIL STAFF PRESENT:**

Julie Rogers – Manager Environmental Services

**APOLOGIES**

Cr Pat Fogarty, Diane Field, Marcia Kennedy, Leeanne Seignor, Kevin Cole, Jan Cole, Justin Buttons, Wellways

**CHAIRPERSON OF MEETING:**

Julie Rogers chaired the meeting and welcomed members and guests present. The meeting opened at 10.35am.

**1. APOLOGIES**

Cr Pat Fogarty, Diane Field, Marcia Kennedy, Leanne Seignor, Kevin Cole, Jan Cole, Justin Buttons, Wellways

**2. CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

Moved: Wendy Johnston

That the minutes of the Deniliquin Community Gardens Committee held on 22 September 2019 be confirmed as a true and accurate record.

Seconded Jan Renwick

CARRIED

The following matters were updated from the meeting held on 22 September 2019:

Item	Comments
Appropriate behaviours	Julie Rogers reiterated the points from the 'expected behaviour' talk delivered by Council's Acting General Manager, Ms Trish Kirkland.
Committee review	Still under review by Council. However, the committee may like to consider forming a small committee that deals with governance, strategic, financial etc issues for the gardens or incorporation. Options to be discussed in 2020.
10 commandments of community gardening	To be discussed in 2020. Julie Rogers to re-distribute the document again for review by members.
Policy document	The policy document will be replaced by the commandments.
Current financial status	Balance at 30 October 2019 was \$3 275.50.

This is page No 1 of the Minutes of the General Meeting of the Edward River Council Community Gardens Committee held on 3 November 2019

MINUTES OF THE GENERAL MEETING OF THE EDWARD RIVER COUNCIL COMMUNITY  
GARDENS COMMITTEE HELD 3 NOVEMBER 2019

Expenditure	<p>Deni Sand and Soil – Council has not received this invoice.</p> <p>Harvey Trotter Engineering – Two quotes have been received.</p> <p>1<sup>st</sup> quote – Covering of the three wisteria arches with mesh \$704 GST inc</p> <p>2<sup>nd</sup> quote – Construction of a wisteria arch \$242 GST inc</p> <p>Determined to get 4 arch supports (3 for the existing arches and 1 for the smaller wisteria). Bill Johnston will organise another quote before ordering work.</p> <p>Thank you to Bill Johnston for organising the quotes.</p>
Do it in Deni gift card	Jan Renwick was to purchase a “walk in greenhouse” from Mitre 10 when it is on special. It was agreed that the greenhouse will not be purchased due to concerns about ongoing maintenance of the structure. Instead 3 timers for garden taps will be purchased. Jan Renwick to organise.
Toilets	Key to toilets is in the toolshed on blue string.
Strategic direction	Julie Rogers to continue to try and source money for the masterplan.
Road sign	Cost would be approximately \$500 and would include an application to the Roads and Maritime Service. Group agreed that they would not proceed with the sign.
Nature strip	Members asked that when the trees are planted could they have the pots. Julie Rogers to make request to Council's Parks and Gardens section.
Special event	<p>No further work completed on the grant application.</p> <p>Mushroom growing workshop postponed. Future date to be advised.</p> <p>Pam Wettenhall has confirmed that she is available to do a workshop.</p>
Welcome packs	Julie Rogers to complete this once the 10 Commandments is completed.
Mapping of Garden Plots	Council will be completing the survey. Val Kruger will number the plots.
Communication book	This is working well and everyone is encouraged to use it.
Fundraising	Car boot sale to be deferred until 2020.

This is page No 2 of the Minutes of the General Meeting of the Edward River Council Community Gardens Committee held on 3 November 2019

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**MINUTES OF THE GENERAL MEETING OF THE EDWARD RIVER COUNCIL COMMUNITY  
GARDENS COMMITTEE HELD 3 NOVEMBER 2019**

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Sliding door	To be installed.
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**3. GENERAL BUSINESS****Newspapers**

Council has received two complaints about newspaper flying around inside the gardens and over the fence into Whitelock Street.

The group decided that all paper products (eg newspapers, shredded paper, cardboard and the like) used for mulching is banned from the gardens.

**North Deniliquin Tennis Club**

The community gardens have received a gift of items from the North Deniliquin Tennis Club. Their donation is much appreciated.

**Friends of the Garden**

Julie Roger to organise for some Friends of the Garden application forms to be dropped to the community garden.

**Magpie Signs**

Julie Rogers to enquire with Council's Parks and Garden section to see if they have a spare 'magpie swooping' sign that the community gardens could store on site and put out during magpie swooping season. There is a fairly determined magpie at the corner of Whitelock and Macualey Streets that has a particular interest in people on bikes.

**Removal of Roses**

Council has become aware that a number of roses from the communal beds were removed from the community gardens without permission. Council is of the view that the roses belong to the community gardens and the estimated value of the plants is between \$300-\$400. Council emailed members on 10 October 2019 requesting that if any members were aware of what happened to the roses to contact Council.

To date, Council has spoken to two members of the garden and is waiting to speak to a third member.

**Donations**

Donations are to be recognised by gardens. This can be through individual contact, Facebook post etc.

**Christmas Break**

There will be no meeting before Christmas. Next meeting likely to be February 2020.

Meeting closed at 11.45am.

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This is page No 3 of the Minutes of the General Meeting of the Edward River Council Community Gardens Committee held on 3 November 2019

**8.5 MINUTES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 24 OCTOBER 2019****Author:** Trish Kirkland, Director Corporate Services**Authoriser:** Trish Kirkland, Director Corporate Services**RECOMMENDATION**

That Council:

1. Receive and note the Minutes of the Audit Risk and Improvement Committee Meeting held on 24 October 2019, contained at Attachment 1.

**COMMITTEE RECOMMENDATIONS**

Nil

**COMMUNITY STRATEGIC PLAN**

5.3 Our local government is efficient, innovative and financially sustainable

5.3.3 Deliver good governance and improve management of risk and safety

5.3.3.16 Facilitate Audit, Risk and Improvement Committee meetings

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Local Government Amendment (Governance and Planning) Act 2016

- Section 428A – Audit, Risk and Improvement Committee

Office of Local Government Internal Audit Guideline issued under section 23A Local Government Act 1993

**ATTACHMENTS**

1. **Minutes of the Audit Risk and Improvement Committee Meeting held on 24 October 2019**



**Edward  
River**  
COUNCIL

# **MINUTES**

## **Ordinary Audit Risk and Improvement Committee Meeting Number Six**

**24 October 2019**

**MINUTES OF EDWARD RIVER COUNCIL  
ORDINARY AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER 180 CRESSY STREET DENILIQUN  
ON THURSDAY, 24 OCTOBER 2019 AT 9.00**

**PRESENT:** Cr Norm McAllister, Cr Peter McCrabb, Mr Peter Rae, Mr John Tushuizen

**IN ATTENDANCE:** Adam McSwain (General Manager), Trish Kirkland (Director Corporate Services), Amanda Barber (Manager Finance), Matthew O'Farrell (Interim Manager Finance), Michael Kharzoo (NSW Audit Office). Danielle MacKenzie (Crowe Australasia)

**ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge that we are here today on the land of the Wamba Wamba Perrepa Perrepa people. I would also like to acknowledge and pay my respects to past Aboriginal Elders, the present Aboriginal and Torres Strait Islander people who reside within this area, and their future generations.

**APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE**

Nil

**DISCLOSURE OF INTEREST**

Nil

**DRAFT FINANCIAL STATEMENTS AND AUDIT STATUS 2018-2019**

**COMMITTEE RESOLUTION ARIC/2019/24**

Moved: Mr Peter Rae

Seconded: Cr Norm McAllister

That the Audit, Risk and Improvement Committee:

1. receive the draft 2018-19 Financial Statements;
2. note the current status of the draft 2018-19 Financial Statements and audit activities as contained in this report;
3. note Council's request to the Office of Local Government for an extension to the legislative deadline for completion of the audited 2018-19 Financial Statements, contained at Attachment 1;
4. note the indicative timetable for completion of the audited 2018-19 Financial Statements as set out in Table 1 of this report.

**CARRIED**

**The Meeting closed at 9.13am.**

**The minutes of this meeting were confirmed at the Ordinary Audit Risk and Improvement Committee Meeting held on 7 November 2019.**

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**CHAIRPERSON**

**8.6 MINUTES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 7 NOVEMBER 2019****Author:** Belinda Perrett, Executive Assistant**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

That Council:

Receive and note the Minutes of the Audit Risk and Improvement Committee Meeting held on 7 November 2019, contained at Attachment A

**COMMITTEE RECOMMENDATIONS**

That the Audit Risk and Improvement Committee recommend to Council that the term of the External Independent Committee members be extended to September 2022.

**COMMUNITY STRATEGIC PLAN**

5.3 Our local government is efficient, innovative and financially sustainable

5.3.3 Deliver good governance and improve management of risk and safety

5.3.3.16 Facilitate Audit, Risk and Improvement Committee meetings

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Local Government Amendment (Governance and Planning) Act 2016

- Section 428A – Audit, Risk and Improvement Committee

Office of Local Government Internal Audit Guideline issued under section 23A Local Government Act 1993

**ATTACHMENTS**

1. **Minutes of the Audit Risk and Improvement Committee Meeting held on 7 November 2019**



**Edward  
River**  
COUNCIL

# **MINUTES**

## **Ordinary Audit Risk and Improvement Committee Meeting No. 7**

**7 November 2019**

**MINUTES OF EDWARD RIVER COUNCIL  
ORDINARY AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER 180 CRESSY STREET DENILIQUN  
ON THURSDAY, 7 NOVEMBER 2019 AT 2PM**

**PRESENT:** Cr Norm McAllister, Mr Peter Rae, Mr John Tushuizen, Ms. Sunni Campbell

**IN ATTENDANCE:** Adam McSwain, General Manager, Trish Kirkland, Director Corporate Services, Amanda Barber, Manager Finance, Helen Flisher, Manager People & Customer Service,

**ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge that we are here today on the land of the Wamba Wamba Perrepa Perrepa people. I would also like to acknowledge and pay my respects to past Aboriginal Elders, the present Aboriginal and Torres Strait Islander people who reside within this area, and their future generations.

**APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE ARIC/2019/25**

Moved: Cr Norm McAllister

Seconded: Mr John Tushuizen

That the Audit, Risk and Improvement Committee:

1. Receive the apologies from Cr Peter McCrabb and Mr Graham Bradley and grant leave of absence.

**CARRIED**

**DISCLOSURE OF INTEREST**

Nil

**CONFIRMATION OF MINUTE FROM PREVIOUS MEETING**

**COMMITTEE RESOLUTION ARIC/2019/26**

Moved: Cr Norm McAllister

Seconded: Mr John Tushuizen

That the minutes of the Ordinary Audit Risk and Improvement Committee Meeting held on 24 October 2019 be confirmed.

**CARRIED**

## **BUSINESS ARISING FROM MINUTES**

Awaiting draft of the Final Management Letter. This will be circulated once received.

The Financial Statements were lodged on time.

## **REPORTS FROM OFFICERS**

### **AUDIT RISK AND IMPROVEMENT COMMITTEE CHARTER REVIEW AND NEW EXTERNAL MEMBERS**

#### **COMMITTEE RESOLUTION ARIC/2019/27**

Moved: Mr Peter Rae

Seconded: Mr John Tushuizen

1. That the Audit Risk and Improvement Committee note the newly appointed External Committee Members and receive the revised Committee Charter.
2. That the Audit Risk and Improvement Committee recommend to Council that the term of the External Independent Committee members be extended to September 2022.

**CARRIED**

Mr Mark Dalzell, Manager Engineering & Assets entered the Chambers at 2.20pm

#### **ASSET REVALUATION PROJECT**

#### **COMMITTEE RESOLUTION ARIC/2019/28**

Moved: Mr Peter Rae

Seconded: Cr Norm McAllister

That the Audit Risk and Improvement Committee note this report regarding the status of Council's Asset Revaluation project.

**CARRIED**

Mr Mark Dalzell, Manager Engineering & Assets left the Chambers at 2.45pm

#### **AUDITOR'S ENGAGEMENT CLOSE OUT REPORT 2018-19**

#### **COMMITTEE RESOLUTION ARIC/2019/29**

Moved: Mr Peter Rae

Seconded: Ms Sunni Campbell

That Audit, Risk and Improvement Committee receive and note the Auditor's 2018-19 Engagement Closing Report, contained at **Confidential** Attachment 1.

**CARRIED**

Mr Mark Siena, IT Manager entered the Chambers at 2.50pm

**MAJOR PROJECT BRIEFING - TECHNOLOGY 1 REIMPLEMENTATION PROJECT UPDATE**

**COMMITTEE RESOLUTION ARIC/2019/30**

Moved: Ms Sunni Campbell

Seconded: Mr John Tushuizen

That the Audit, Risk and Improvement Committee:

1. Receive the project status update for the TechnologyOne reimplementation project.
2. Receive a project update at each meeting including progress report and timeframes.

**CARRIED**

Mr Mark Siena IT Manager left the Chambers at 3.25pm

**A NEW RISK MANAGEMENT AND INTERNAL AUDIT FRAMEWORK - OLG CONSULTATION**

**COMMITTEE RESOLUTION ARIC/2019/31**

Moved: Mr Peter Rae

Seconded: Mr John Tushuizen

That the Audit, Risk and Improvement Committee consider the Office of Local Government Discussion Paper titled 'A New Risk Management and Internal Audit Framework for Local Government in NSW' issued for consultation, and provide any feedback considered important for inclusion in a submission.

ARIC Committee would like to see the following inclusions in the submission:-

- Councillors to be included on ARIC Committees
- Consideration of requirements could be based on scale – scale up or down for large, medium, small councils based on their capacity
- Pre-qualifications could lead to exclusion of local external independent members on Committees
- Increased focus on training and development of local based Committee members is valuable.

**CARRIED**

**ENTERPRISE RISK MANAGEMENT PROJECT PROGRESS REPORT**

**COMMITTEE RESOLUTION ARIC/2019/32**

Moved: Cr Norm McAllister

Seconded: Ms Sunni Campbell

That the Committee

1. Receive the Enterprise Risk Management Framework Implementation Status report.
2. Note the Risk Management Plan, Procedure and Risk Appetite Statements attached

**CARRIED**

**6.7 MAJOR PROJECTS PROGRAM - UPDATE**

**COMMITTEE RESOLUTION ARIC/2019/33**

Moved: Mr John Tushuizen

Seconded: Mr Peter Rae

That the Audit, Risk and Improvement Committee note the Major Projects Program - Update report and that future reports will include actuals versus budget, project numbers and timing.

**CARRIED**

**The Meeting closed at 4.23pm**

**The minutes of this meeting were confirmed at the Ordinary Audit Risk and Improvement Committee Meeting held on 6 February 2020.**

.....  
**CHAIRPERSON**

**9 REPORTS TO COUNCIL****9.1 INVESTMENT REPORT OCTOBER 2019****Author: Bruce Maunganidze, Financial Accountant****Authoriser: Trish Kirkland, Director Corporate Services****RECOMMENDATION**

That Council:

1. Note and receive the Report on Investments totalling \$45,098,041 inclusive of cash at bank for day-to-day operations;
2. Note that actual interest received for the month of October 2019 was \$131,636;
3. Note that accrued interest earned to 31 October 2019 but not yet received was \$360,003.

**BACKGROUND**

The purpose of this report is to update Council on the investment of surplus funds and interest earned as required in Regulation No 264 (Part 19) of the Local Government Act 1993.

All investments have been made in accordance with Council's Policy, Section 625 of the Local Government Act 1993, and Regulation No 264.

As at 31 October 2019, Council had a total of \$45,098,041 in invested funds and cash at bank. This balance does not include un-presented receipts or cheques. Total funds decreased by \$2,404,459 compared with September due to operational and capital expenditure.

Interest received from investments during the month of October 2019 was \$131,636 consisting of \$5,927 from on-call/bank accounts and \$125,709 from term deposits. Year to date interest received to 31 October 2019 was \$375,659. Accrued interest of \$360,003 had been earned to 31 October 2019 but was yet to be received as these investments mature in later months. Council's weighted average interest rate was 2.09%, which was 1.16% above the 3-month BBSW rate of 0.93%.

AMP was recently downgraded by Standard & Poor's to BBB+, with Moody's maintaining their A2 rating, but placing them on "Negative Watch". During the month, Council redeemed \$2M worth of term deposits from AMP, leaving a balance of \$3M as at 31 October 2019. Council will continue to redeem the AMP investments on maturity and reinvest the funds with A1 rated institutions. This will assist in reducing credit risk and continue to bring the portfolio into compliance with Council's Investment Policy.

To optimise returns and to reduce exposure to risk, Council is investing surplus funds prudently in authorised financial institutions under current legislation in accordance with the Council's Investment Policy.

**ISSUE/DISCUSSION**

At 31 October 2019 Council investments had a carrying value of \$45,098,041 as detailed in the Investment Schedule attachment.



The cash and investments balance is restricted as follows:

**Internal Restrictions**

Infrastructure replacement	\$ 3,012,631
Plant replacement reserve	\$ 1,798,670
Recreation reserves/villages	\$ 1,113,000
Other internal reserves	\$ 743,399
Employee entitlements	\$ 692,727
Land Development Fund	\$ 385,000
Airport Development	\$ 237,447
Deposits, retentions and bonds	\$ 200,220
<b>Total Internal Restrictions</b>	<b>\$ 8,183,094</b>

**External Restrictions**

Water supplies fund	\$ 10,019,212
Sewerage services fund	\$ 6,928,482
Tip remediation	\$ 1,300,000
Unexpended Merger funds	\$ 10,057,382
Other unexpended grant funds	\$ 1,056,084
Library fund	\$ 246,897
Other external reserves	\$ 157,921
<b>Total External Restrictions</b>	<b>\$ 29,765,978</b>

**Unrestricted Funds** \$ 7,148,969

**Total Funds** \$ 45,098,041

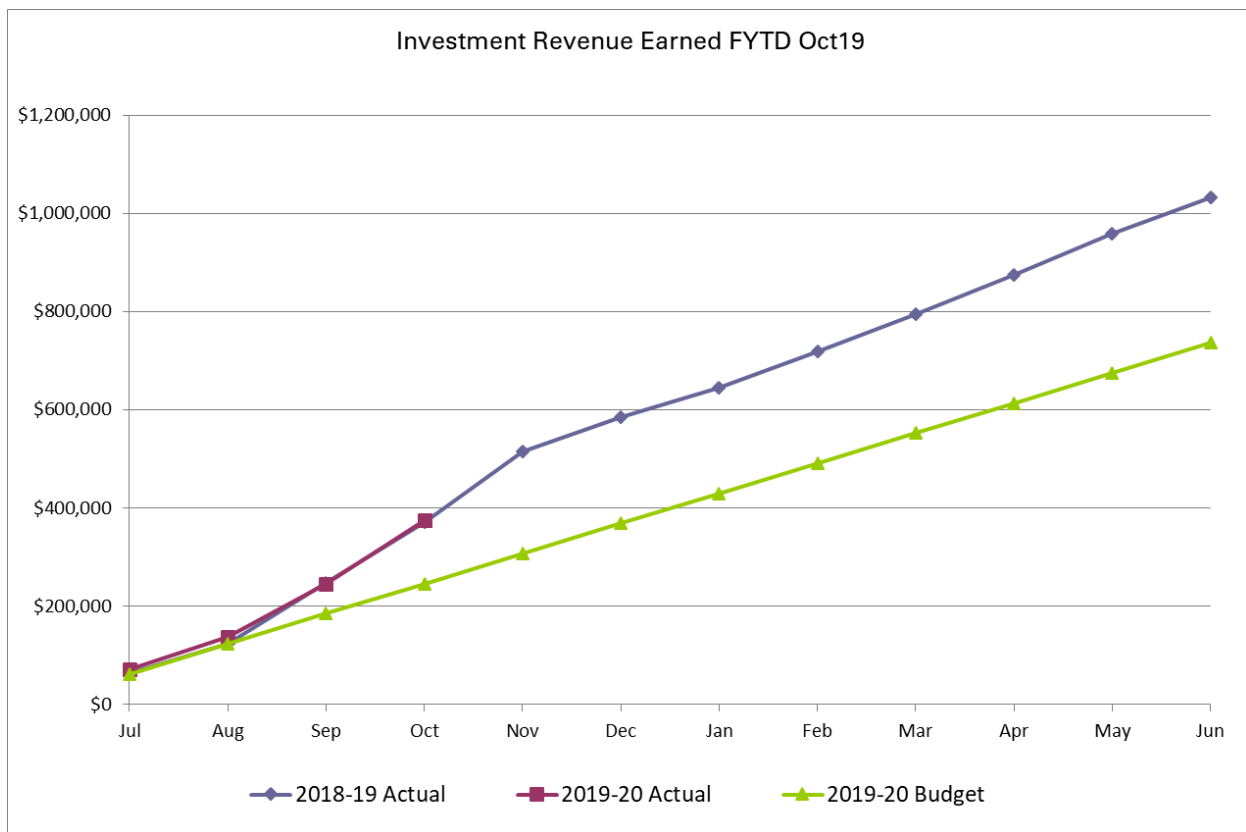
The Total Funds above are held between General, Water and Sewer as follows:

<b>Fund Name</b>	<b>Bank and Investments</b>	<b>Percentage</b>
General	\$ 28,150,347	62.42%
Water	\$ 10,019,212	22.22%
Sewer	\$ 6,928,482	15.36%
<b>Total Funds</b>	<b>\$ 45,098,041</b>	<b>100.00%</b>

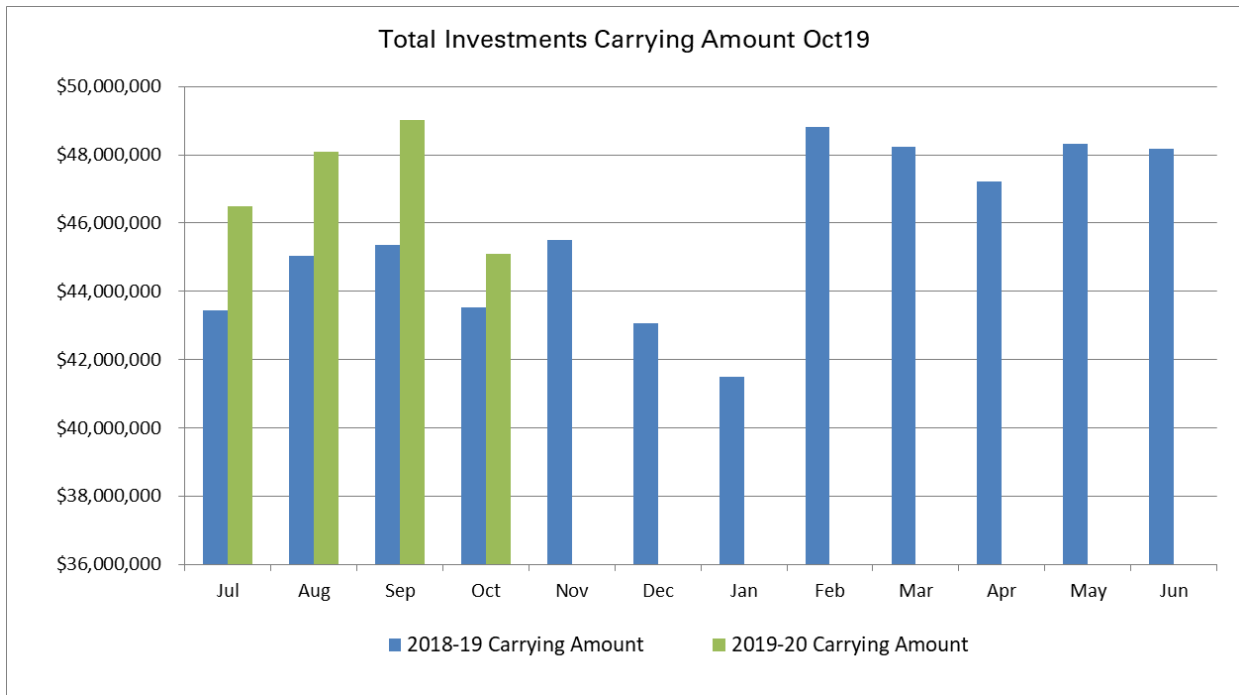
Investments Matured during October 2019

Financial Institution	Date Invested	Maturity Date	Days	Interest Rate	Amount	Actual Interest	
						Received	Action Taken
Bank Australia	2/10/2018	1/10/2019	364	2.11%	1,000,000.00	28,343.83	Redeemed and invested with Westpac for 8 months @ 1.90%
AMP	4/10/2018	4/10/2019	30	1.25%	1,000,000.00	1,027.40	Redeemed and invested with Westpac for 11 months @ 1.53%
AMP	26/02/2019	24/10/2019	240	2.80%	1,000,000.00	18,794.52	Redeemed
Bendigo and Adelaide Bank	30/04/2019	29/10/2019	182	2.40%	1,000,000.00	11,967.12	Redeemed
Westpack Bank	27/11/2018	29/10/2019	336	2.55%	1,000,000.00	23,473.97	Rolled over for 9 months @ 1.90%
Westpack Bank	30/10/2018	29/10/2019	364	2.40%	500,000.00	11,967.12	Rolled over for 9 months @ 1.90%
St George Bank	29/03/2019	29/10/2019	214	2.57%	1,000,000.00	15,067.95	Rolled over for 6 months @ 1.70%
St George Bank	29/03/2019	29/10/2019	214	2.57%	1,000,000.00	15,067.95	Rolled over for 6 months @ 1.70%
					<b>7,500,000.00</b>	<b>125,709.86</b>	

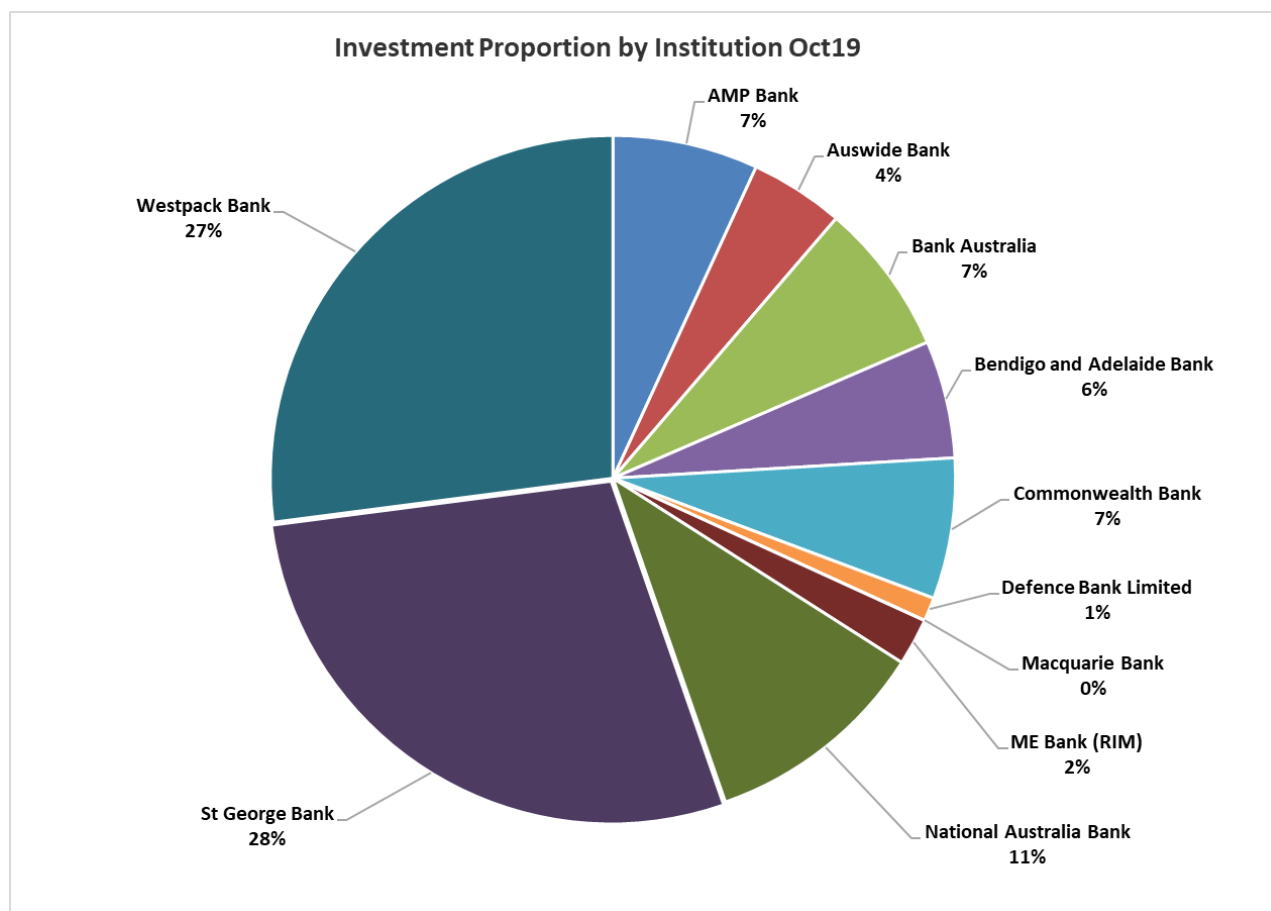
Actual year to date investment revenue earned



Total Funds Invested



Cash and investments total breakup by institution



Summary for cash at the bank for day to day operations as follows:

**Cash Summary**

Opening cash book balance	\$ 667,288
Plus receipts	\$10,727,127
Less payments	\$10,759,621
<b>Cash book balance as at 31 Oct 2019</b>	<b><u>\$ 634,794</u></b>

**Statement Summary**

Opening statement balance	\$ 851,412
Plus receipts	\$10,655,961
Less payments	\$10,896,123
<b>Bank statement balance as at 31 Oct 2019</b>	<b><u>\$ 611,250</u></b>
Plus unrepresented receipts	\$ 24,667
Less unrepresented payments	\$ 1,123
<b>Reconciliation balance as at 31 Oct 2019</b>	<b><u>\$ 634,794</u></b>

**STRATEGIC IMPLICATIONS**

Investments have been made in accordance with Council's investment policy, which was adopted on 20 December 2018.

**COMMUNITY STRATEGIC PLAN**

This report aligns with Outcome 5 – A community working together to achieve its potential and will assist to achieve the objective ‘Our local government is efficient, innovative and financially sustainable’.

**FINANCIAL IMPLICATIONS**

Investments are managed to maximise returns while ensuring adequate cash flow to meet upcoming commitments.

Under Council’s Investment policy, investments are made with a range of banks, with Council funds invested with a single institution not going above a percentage of the total portfolio as follows:

- |              |   |
|--------------|---|
| 1. 40%       | 2. A1+ rated institutions                         |
| 3. 20%       | 4. A1 rated institutions                          |
| 5. 10%       | 6. A2 rated institutions                          |
| 7. \$250,000 | 8. Unrated authorized deposit taking institutions |

The overall portfolio credit framework limits applicable to any particular credit rating category are as follows:

- |          |   |
|----------|---|
| 9. 100%  | 10. TCorp/M Funds                                     |
| 11. 100% | 12. A1+ rated institutions                            |
| 13. 40%  | 14. A1 rated institutions                             |
| 15. 30%  | 16. A2 rated institutions                             |
| 17. 5%   | 18. A3 Unrated authorized deposit taking institutions |

**LEGISLATIVE IMPLICATIONS**

All investments have been made in accordance with Section 625 of the Local Government Act 1993 and Regulation No. 264.

**ATTACHMENTS**

1. Investment Report Attachment October 2019
2. Detailed Reserve Balances as at 31 October 2019

Schedule of Investments

This Report is at date 31-October-2019

Description	Financial Institution	Council	Type	Account No.	Rating at EOM (S&P)	Date Invested	Maturity Date	Days	Rate	Face Value Amount	% of Portfolio	Estimated Interest	
Westpac Business Cheque Plus Account	Westpac Bank	Deniliquin	Oncall/ CMT	032-870 16-6545	A1+	N/a	N/a	365	0.01%	279,644.01	0.62%	Monthly	
Westpac Business Cash Reserve	Westpac Bank	Deniliquin	Oncall/ CMT	032-870 17-9231	A1+	N/a	N/a	365	0.40%	250,000.00	0.55%	Monthly	
Westpac 31 Day Notice Account	Westpac Bank	Deniliquin	Oncall/ CMT	032-870 23-2696	A1+	N/a	N/a	365	2.00%	2,170,390.07	4.81%	Monthly	
Commonwealth Bank General Fund	Commonwealth Bank	Conargo	Oncall/ CMT	062-533 000 000 10	A1+	N/a	N/a	365	0.80%	331,376.48	0.73%	Monthly	
Commonwealth Bank Business On Line Acc	Commonwealth Bank	Conargo	Oncall/ CMT	062-533 101 511 17	A1+	N/a	N/a	365	1.20%	2,665,676.77	5.91%	Monthly	
NAB Business Cheque Account	National Australia Bank	Deniliquin	Oncall/ CMT	89-575-7273	A1+	N/a	N/a	365	0.36%	297,164.98	0.66%	Monthly	
Macquarie Bank - Rates	Macquarie Bank	Deniliquin	Oncall/ CMT	3005-79778	A1	N/a	N/a	365	0.00%	6,007.90	0.01%	Monthly	
Macquarie Bank - Water	Macquarie Bank	Deniliquin	Oncall/ CMT	2643-18940	A1	N/a	N/a	365	0.00%	1,021.72	0.00%	Monthly	
AMP Business Saver Account	AMP Bank	Edward River	Oncall/ CMT	939-200 164957532	A2	N/a	N/a	365	1.30%	96,759.07	0.21%	Monthly	
<b>Total Oncall/ CMT Accounts</b>										<b>6,098,041.00</b>	<b>13.52%</b>		
<b>Term Deposits</b>													
St George	St George Bank	Deniliquin	TD	354775348	A1+	03-Sep-19	02-Sep-20	365	1.73%	1,500,000.00	3.33%	25,950.00	
St George	St George Bank	Edward River	TD	356833530	A1+	13-Dec-18	13-Dec-19	365	2.80%	1,000,000.00	2.22%	28,000.00	
St George	St George Bank	Edward River	TD	357022641	A1+	30-Oct-19	29-Mar-20	151	1.70%	1,000,000.00	2.22%	7,032.88	
St George	St George Bank	Edward River	TD	357022624	A1+	30-Oct-19	29-Mar-20	151	1.70%	1,000,000.00	2.22%	7,032.88	
St George	St George Bank	Edward River	TD	354032747	A1+	04-Apr-19	04-Nov-19	214	2.60%	1,250,000.00	2.77%	19,054.79	
St George	St George Bank	Edward River	TD	357042377	A1+	09-Apr-19	09-Jan-20	275	2.60%	1,000,000.00	2.22%	19,589.04	
St George	St George Bank	Edward River	TD	357097124	A1+	07-May-19	12-Feb-20	281	2.50%	1,000,000.00	2.22%	19,246.58	
St George	St George Bank	Edward River	TD	357136904	A1+	29-May-19	28-May-20	365	2.42%	1,000,000.00	2.22%	24,200.00	
St George	St George Bank	Edward River	TD	357226820	A1+	30-Jul-19	25-Feb-20	210	2.15%	1,000,000.00	2.22%	12,369.86	
St George	St George Bank	Edward River	TD	357257896	A1+	20-Aug-19	26-May-20	280	1.85%	500,000.00	1.11%	7,095.89	
St George	St George Bank	Edward River	TD	357257917	A1+	20-Aug-19	18-Aug-20	364	1.85%	1,500,000.00	3.33%	27,673.97	
St George	St George Bank	Edward River	TD	357261297	A1+	22-Aug-19	22-Aug-20	366	1.85%	1,000,000.00	2.22%	18,550.68	
Westpac	Westpac Bank	Deniliquin	TD	033-621 357900	A1+	27-Aug-19	26-May-20	273	1.82%	1,000,000.00	2.22%	13,612.60	
Westpac	Westpac Bank	Deniliquin	TD	032-870 243053	A1+	24-Sep-19	23-Sep-20	365	1.86%	1,000,000.00	2.22%	18,600.00	
Westpac	Westpac Bank	Deniliquin	TD	032-870 24-3061	A1+	31-Oct-19	31-Jul-20	274	1.80%	1,500,000.00	3.33%	20,268.49	
Westpac	Westpac Bank	Conargo	TD	032-870 22-8830	A1+	18-Jun-19	17-Jun-20	365	1.95%	1,000,000.00	2.22%	19,500.00	
Westpac	Westpac Bank	Edward River	TD	032-870 23-4616	A1+	30-Jul-19	29-Jul-20	365	1.75%	1,000,000.00	2.22%	17,500.00	
Westpac	Westpac Bank	Edward River	TD	032-870-24-5462	A1+	26-Sep-19	25-Sep-20	365	1.87%	2,000,000.00	4.43%	37,400.00	
Westpac	Westpac Bank	Edward River	TD	032-870-24-5489	A1+	01-Oct-19	26-May-20	238	1.91%	1,000,000.00	2.22%	12,454.25	
Westpac	Westpac Bank	Edward River	TD	032-870-24-5534	A1+	10-Oct-19	10-Sep-20	336	1.53%	1,000,000.00	2.22%	14,084.38	
National Australia Bank	National Australia Bank	Conargo	TD	24-710-0644	A1+	25-Jan-19	23-Dec-19	332	2.69%	500,000.00	1.11%	12,233.97	
National Australia Bank	National Australia Bank	Edward River	TD	33-075-6257	A1+	26-Jun-19	25-Jun-20	365	1.89%	1,000,000.00	2.22%	18,900.00	
National Australia Bank	National Australia Bank	Edward River	TD	35-504-8759	A1+	27-Jun-19	28-Apr-20	306	1.90%	1,000,000.00	2.22%	15,928.77	
National Australia Bank	National Australia Bank	Edward River	TD	35-429-1220	A1+	27-Jun-19	18-Jun-20	357	1.90%	1,000,000.00	2.22%	18,583.56	
National Australia Bank	National Australia Bank	Edward River	TD	36-336-1446	A1+	24-Jul-19	29-Apr-20	280	1.85%	1,000,000.00	2.22%	14,191.78	
<b>Total A1+ Deposits</b>										<b>26,750,000.00</b>	<b>59.32%</b>		
AMP Bank	AMP Bank	Edward River	TD	TD45272523-526009	A2	26-Feb-19	26-Nov-19	273	2.80%	1,000,000.00	2.22%	20,942.47	
AMP Bank	AMP Bank	Edward River	TD	TD880971502-530304	A2	19-Mar-19	18-Mar-20	365	2.75%	2,000,000.00	4.43%	54,849.32	
Bendigo and Adelaide Bank	Bendigo and Adelaide Bank	Edward River	TD	2906059	A2	05-Mar-19	07-Jan-20	308	2.55%	1,000,000.00	2.22%	21,517.81	
Bendigo and Adelaide Bank	Bendigo and Adelaide Bank	Deniliquin	TD	2820411	A2	04-Dec-18	06-Nov-19	337	2.73%	1,000,000.00	2.22%	25,205.75	
Bendigo and Adelaide Bank	Bendigo and Adelaide Bank	Edward River	TD	2985328	A2	21-May-19	18-Nov-19	181	2.30%	500,000.00	1.11%	5,702.74	
Bank Australia	Bank Australia	Edward River	TD	138363486	A2	18-Jun-19	17-Jun-20	365	2.40%	1,000,000.00	2.22%	24,000.00	
Bank Australia	Bank Australia	Edward River	TD	133875949	A2	19-Mar-19	19-Dec-19	275	2.70%	1,000,000.00	2.22%	20,342.47	
Bank Australia	Bank Australia	Edward River	TD	138375947	A2	19-Mar-19	19-Dec-19	275	2.70%	500,000.00	1.11%	10,171.23	
Bank Australia	Bank Australia	Edward River	TD	138364459	A2	16-Apr-19	16-Feb-20	306	2.65%	750,000.00	1.66%	16,662.33	
ME Bank (RIM)	ME Bank (RIM)	Edward River	TD	11379100-14711252	A2	21-May-19	19-Nov-19	182	2.35%	1,000,000.00	2.22%	11,717.81	
Defence Bank Limited	Defence Bank Limited	Edward River	TD	174548852	A2	26-Feb-19	28-Jan-20	336	2.80%	500,000.00	1.11%	12,887.67	
Auswide Bank	Auswide Bank	Edward River	TD	194420	A2	13-Mar-19	17-Dec-19	279	2.90%	2,000,000.00	4.43%	54,849.32	
<b>Total A2 Deposits</b>										<b>12,250,000.00</b>	<b>27.16%</b>		
									<b>Weighted Average Interest Rate</b>	<b>2.09%</b>	<b>45,098,041.00</b>	<b>100.00%</b>	<b>717,388.22</b>

**Detailed Reserves Balances****Oct-19**

	<b>Balance 30/09/19</b>
<b>EXTERNAL RESERVES</b>	
Specific Purpose Unexpended Grants	1,056,084
Merger Stronger Communities	10,057,382
Water Supplies	10,019,212
Sewerage Services	6,928,482
Domestic Waste Management	1,300,000
EPA Waste	35,915
Milestones/Interpretative	37,287
Regional Arts	2,580
Cornago Oval M&R	20,000
Library Reserve	246,897
Deniliquin Community Gardens	2,967
Deniliquin Band Committee	19,686
Developer Contributions - General	39,485
	<b><u>29,765,979</u></b>
<b>INTERNAL RESERVES</b>	
Plant Replacement	1,798,670
Infrastructure Replacement	3,012,631
Employees Leave	692,727
Deposits, retentions and bonds	200,220
Airport Industrial Land	50,000
Risk Management	5,000
Gravel Pits	14,000
Asset Management	14,000
Waste Facilities	150,000
Water Supply Network	57,000
Election Reserve	12,312
Wanganella Community	5,000
Website Development	1,750
Tourism/Industry Promotion	13,000
Internal Audit	6,000
Recreation Reserves/Villages (Landscaping Plans)	1,113,000
Shire Entrance Signs	5,000
Dog Trial	3,000
Cemetery Upgrade	9,000
Blighty Power Upgrade	70,000
Building Maintenance	50,000
Conargo Landscaping	70,000
Depot office & gates upgrade	41,000
Fencing Conargo	7,000
Landscaping plan	90,000
Airport Runway Development	187,447
Land Development	385,000
Town Planning Plan, Surveys & Studies	102,662
Human Resources	17,674
	<b><u>8,183,094</u></b>

**9.2 QUARTERLY BUDGET REVIEW FOR THE PERIOD 1 JULY 2019 TO 30 SEPTEMBER 2019****Author: Jacinta Hawley, Management Accountant****Authoriser: Trish Kirkland, Director Corporate Services****RECOMMENDATION**

That Council

- 1) Receive the September 2019 financial review of the 2019-20 Operational Plan as adopted at the Council meeting on 20 June 2019
- 2) Approve the budget variations as detailed in this report, there is no surplus or deficit movement in the budget for this quarter

**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 2005 to inform Council and the community of Council's estimated financial position or the 2019/2020 financial year, reviewed as at 30 September 2019.

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 General Fund, Water Fund and Sewerage Fund. 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 consideration and authorisation.

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

**ISSUE/DISCUSSION**

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

The review has identified that variations for the September 2019 quarter are required to be made against the original budget due to:

- Increase in both income and expenditure due to grant funding received Drought Communities Program
- Increase in other expenses, as detailed in the attachment, of \$61K due to omission of non-discretionary expenditure from the budget
- Decrease in capital expenditure due to over allocation of carry forwards for some Major Projects
- Increase in other expenses of \$175K, as detailed in the attachment, additional contract/short term staffing resource for operating effectiveness of the Finance function costs
- Increase consultant expenditure by \$50K for preparing Trust account documents for the Conargo Hall Committee and implement external auditor management letter items



1.

Variations approved by council resolutions

The budget has also been revised to include those items resolved outside of the Quarterly Budget Review Process (QBR) via Council meeting:

- 2018/2019 Carry forwards totalling \$7,702,287.62
- Fund \$50,000 to the Booroorban Truck Layby, along with \$200,000 from the Drought Communities Program
- Fund the rural village signage program \$15,000

Actual results

14% of the projected year end operational expenditure (revised) budget has been spent to end of September 2019.

Notable achievements in the September 2019 quarter include:

- Received \$1 million in grant funding for Drought Communities Programme
- Received \$694,540 for 1<sup>st</sup> quarter payment of Financial Assistance Grant

The Rates, Annual Charges & Interest Outstanding ratio is currently at 7.93% and the base line figure is 7.50%. This figure is expected to decrease as the year progresses and more instalments are paid. Reminder notices have been sent for all outstanding rates debt.

The Quarterly Budget Review is attached, providing detailed information regarding:

- Movements in the operational budget
- Movements in the capital budget
- Council's projected cash position at 30 June 2020
- Contracts entered during the period with a value over \$50,000
- Consultancy and legal expenses year to date.
- Key performance indicators

**STRATEGIC IMPLICATIONS**

Nil

**COMMUNITY STRATEGIC PLAN**

5 A community working together to achieve its potential

5.3 Our local government is efficient, innovative and financially sustainable

5.3.1 Deliver sustainable financial management

5.3.1.2 Monitor and accurately report on Council's financial position in accordance with the Local Government Act 1993 requirements

**FINANCIAL IMPLICATIONS**

All budget variations impact on the expected year-end result for Council.

**LEGISLATIVE IMPLICATIONS**

The preparation of a quarterly budget review statement is required under Clause 203(1) of the Local Government (General) Regulation 2005.

**ATTACHMENTS**

1. September 2019 QBRS Report

**Report by Responsible Accounting Officer Budget Review Statement for Edward River Council for the quarter ending 30 September 2019**

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 September 2019 indicates that Council's projected financial position at 30/6/20 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 are as follows:

Opening Operational Budget - As Adopted by Council	\$'000 1,609
Add: September 2019 Qtr Variations	-
Add: Variations Other Than By QBRS September 2019 Qtr Budget Review Capital Budget Movements Reserve Movements	(2,126)
Amended Operational Budget	<u>(517)</u>

Signed: AP  Date: 08.11.2019  
Amanda Barber  
Responsible Accounting Officer

Income & Expenses Budget Review Statement for Edward River Council for the quarter ending 30 September 2019  
Fund: Consolidated

	Approved Changes					Actuals July 2019 to September 2019
	Original Budget July 2019 to June 2020	Other than by QRS	Note	Revised Budget 2019/2020	Variations for this Sep Qtr	
\$'000	\$'000	\$'000	Note	\$'000	\$'000	Projected Year End Result \$'000
<b>Income from continuing operations</b>						
Rates and annual charges	12,895	-		12,895	-	12,895
User charges and fees	3,348	-		3,348	-	3,348
Interest and investment revenue	825	-		825	-	825
Other revenues	359	-		359	-	359
Gains from the disposal of assets	215	-		215	-	215
Grants and contributions provided for operating purposes	7,447	-		7,447	498	7,945
Grants and contributions provided for capital purposes	1,275	-		1,275	750	2,025
<b>Total income from continuing operations</b>	<b>26,365</b>	<b>-</b>		<b>26,365</b>	<b>1,248</b>	<b>27,613</b>
<b>Expenses from continuing operations</b>						
Employee benefits and on-costs	9,219	145		9,364	40	9,324
Borrowing costs	-	-		-	-	-
Materials and contracts	3,523	1,859		5,382	1,005	6,388
Depreciation and amortisation	8,610	-		8,610	-	8,610
Loss on revaluation	-	-		-	-	-
Other expenses	3,405	123		3,527	282	3,809
<b>Total expenses from continuing operations</b>	<b>24,757</b>	<b>2,126</b>		<b>26,883</b>	<b>1,248</b>	<b>28,131</b>
<b>Net operating result from continuing operations</b>	<b>1,609</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>517</b>

## Notes to Income &amp; Expenses Review Statement Variations

Reference	Cash Transaction amount	Commentary	Funding Source
1	\$0K	Increase in grant funding for Drought Communities Programme approved July 2019/20	Specific purpose grant
1	\$0K	Increase in grant funding for Drought Communities Programme approved July 2019/20	Specific purpose grant
2	\$245K	Received additional Financial Assistant Grant (FAGS) funding receivable above budgeted figures, 205k for general purpose and 40k for Roads for full financial year	Financial Assistance Grant
3	-\$61K	Add to budget, 35k for Mobile phone and 26k for Telstra landline expenses that were not in the original budget figures	Unrestricted cash
4	\$0K	Amend subscription costs from Information Management to Library cost centre as it is funded from the Library Reserve	Nil Impact
4	\$0K	Amend computer maintenance from Information Management to Library as it is funded from Library Reserve funds	Nil Impact
5	-\$2K	Increase expenditure for Cenotaph cleaning and upgrades project which is partially funded	2K Specific purpose grant 2K grant application in progress
6	\$0K	Reduction in workers compensation premium information received after budget completed, use this to create a contingency fund for Risk Management	Nil Impact
7	\$44K	Reduction in street lighting costs as per agreement by Southern Lights Regional Project	Added back to unrestricted cash
8	\$0K	Adjust budget from internal audit to new project for additional IT purchases for Webcasting, Council Resolution to not proceed with internal audit for 19/20 2019/174	Nil Impact
9	-\$1K	Increase in expenditure as 1k income was already recognised in original budget, additional 1k to be paid by Council	Specific purpose grant
10	\$0K	Adjust budget from Airport Maintenance to Consultants	Nil Impact
11	-\$175K	Increase consultant fee expenditure, to be spent between Jan 20 - Dec 20. Consultants to assist in Finance and IT to ensure improved preparation for audit	Unrestricted cash
12	-\$50K	Increase consultant expenditure to prepare Trust account documents for Conargo Hall Committee and implement external auditor management letter items	Unrestricted cash

Capital Activity Review Statement for Edward River Council for the quarter ending 30 September 2019

	Original Budget 19/20 \$'000	Approved Changes		Revised Budget 19/20 \$'000	Variations for		Projected Year End Result \$'000	Actual YTD figures \$'000
		Carry Forwards	Other than by QBRS		this September	Qtr		
<b>Capital Expenditure</b>								
<b>New Assets</b>								
Plant & equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land & buildings	\$ 2,130	\$ 20	\$ 50	\$ 2,200	\$ 502 <sup>2</sup>	\$ -	\$ 2,702	\$ 532
Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library resources	\$ 40	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ 40	\$ 10
Roads, bridges, footpaths, K&G, Drainage	\$ -	\$ 94	\$ -	\$ 94	\$ 68 <sup>1</sup>	\$ -	\$ 162	\$ -
Water Infrastructure	\$ 120	\$ -	\$ -	\$ 120	\$ -	\$ -	\$ 120	\$ 30
Other Assets/Infrastructure	\$ 200	\$ -	\$ 15	\$ 215	\$ 23 <sup>1</sup>	\$ -	\$ 192	\$ 50
Stronger Communities Projects	\$ 1,426	\$ 1,261	\$ -	\$ 2,687	\$ 13 <sup>1</sup>	\$ -	\$ 2,674	\$ 357
IT equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Renewal Assets (replacements)</b>								
Plant & equipment	\$ 1,146	\$ 1,640	\$ -	\$ 2,786	\$ -	\$ -	\$ 2,786	\$ 446
Office equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land & buildings	\$ 566	\$ 840	\$ -	\$ 1,406	\$ -	\$ -	\$ 1,406	\$ 141
Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roads, bridges, footpaths, K&G, Drainage	\$ 5,128	\$ 227	\$ -	\$ 5,355	\$ -	\$ -	\$ 5,355	\$ 3,301
Water Infrastructure	\$ 1,243	\$ 628	\$ -	\$ 1,871	\$ -	\$ -	\$ 1,871	\$ 207
Other Assets/Infrastructure	\$ 88	\$ 24	\$ -	\$ 112	\$ -	\$ -	\$ 112	\$ 13
Stronger Communities Projects	\$ 8,697	\$ 79	\$ -	\$ 8,776	\$ -	\$ -	\$ 8,776	\$ 2,495
IT equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Infrastructure	\$ 1,250	\$ 434	\$ -	\$ 1,684	\$ -	\$ -	\$ 1,684	\$ 279
<b>Loan Repayments (Principal)</b>								
<b>Total Capital Expenditure</b>	<b>\$ 22,033</b>	<b>\$ 5,247</b>	<b>\$ 65</b>	<b>\$ 27,345</b>	<b>\$ 534</b>		<b>\$ 27,879</b>	<b>\$ 7,861</b>

<b>Capital Funding</b>									
Rates & Other Unified Funding	\$	22,033	\$	4,919	\$	65			\$ 27,345
Capital Grants & Contributions	\$	-	\$	-	\$	-		750 <sup>24</sup>	\$ 750
<b>Reserves:</b>									
External Restrictions/Reserves	\$	-	\$	-	\$	-			\$ -
Internal Restrictions/Reserves	\$	-	\$	329	\$	-		216	\$ -
									\$ 216
									\$ -
<b>Total Capital Funding</b>		<b>\$ 22,033</b>		<b>\$ 5,247</b>		<b>\$ 65</b>		<b>534</b>	<b>\$ 27,879</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>-</b>	<b>\$ -</b>

Notes to Capital Activity Review Statement

Reference	Cash Transaction Amount	Commentary	Funding Source
1	\$0K	Move 13k from Tech One reimplentation project to Asset Management Strategy	Nil Impact
2	\$0K	Drought Communities funding received - Note this was allowed for in the Income Statement	Specific purpose grant
3	\$215K	Balancing 2019/20 Budgets against Merger Funding Project Budgets	Merger Funding Reserve
3	\$0K	Move budget line from natural account 16079 to 61105	Nil Impact
3	\$0K	Move budget line from 170629 to 170683, incorrect project allocation	Nil Impact
3	\$0K	Move budget line from 100701 to 170701, incorrect project allocation	Nil Impact
3	\$0K	Move budget line from 100703 to 170703, incorrect project allocation	Nil Impact



Cash & Investments Budget Review Statement for Edward River Council for the quarter ending 30 September 2019

	Original Budget 19/20 \$'000	Approved Changes		Revised Budget 19/20 \$'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				
<b>Unrestricted</b>	\$ 6,376	-\$ 1,276	65	\$ 5,035		\$ 5,035	\$ 8,634
<b>Externally Restricted</b>							
Developer Contributions	\$ 39	\$ -	-	\$ 39	\$ -	\$ 39	\$ 39
Specific Purpose Unexpended Grants	\$ 854	-\$ 106	-	\$ 748	\$ -	\$ 748	\$ 1,056
Merger Funding	\$ 110	-\$ 3,618	-	-\$ 3,508	\$ 215	-\$ 3,293	\$ 11,072
Water Supplies Fund	\$ 8,816	-\$ 628	-	\$ 8,188	\$ -	\$ 8,188	\$ 9,937
Sewerage Services Fund	\$ 6,481	-\$ 434	-	\$ 6,047	\$ -	\$ 6,047	\$ 6,885
Domestic Waste Management	\$ 1,300	\$ -	-	\$ 1,300	\$ -	\$ 1,300	\$ 1,300
EPA Waste	\$ 36	\$ -	-	\$ 36	\$ -	\$ 36	\$ 36
Library Fund	\$ 471	\$ -	-	\$ 471	\$ -	\$ 471	\$ 278
Business Levy	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
Conargo Milestones/ Interpretative	\$ 17	\$ -	-	\$ 17	\$ -	\$ 17	\$ 37
Conargo Regional Arts	\$ 3	\$ -	-	\$ 3	\$ -	\$ 3	\$ 3
Deniliquin Band Committee	\$ 19	\$ -	-	\$ 19	\$ -	\$ 19	\$ 19
Conargo Oval M&R	\$ 20	\$ -	-	\$ 20	\$ -	\$ 20	\$ 20
Deniliquin Community Gardens	\$ 3	\$ -	-	\$ 3	\$ -	\$ 3	\$ 3
<b>Total Externally Restricted</b>	<b>\$ 18,169</b>	<b>-\$ 4,786</b>	<b>-</b>	<b>\$ 13,383</b>	<b>\$ 215</b>	<b>\$ 13,598</b>	<b>\$ 30,685</b>

Internally Restricted																			
Plant and Vehicle Replacement	\$ 1,799	\$ 1,799	\$ 1,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Replacement	\$ 2,652	\$ 2,652	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employees Leave Entitlement	\$ 693	\$ 693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deposits, Retentions and Bonds	\$ 230	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Airport Industrial Land	\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation Reserves/Village Landscaping	\$ 1,113	\$ 1,113	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Development Fund	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wanganelia Hall Community	\$ 5	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Infrastructure	\$ 57	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Airport Runway Development	\$ 291	\$ 291	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Website Development	\$ 2	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shire - Entrance Signage	\$ 5	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery Upgrade	\$ 9	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Facilities	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landscaping Plans	\$ 90	\$ 90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Audit	\$ 6	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Human Resources	\$ 18	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Blighty - Upgrade Power	\$ 70	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dog Trial	\$ 3	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Risk Management	\$ 5	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tourism/Industry Promotion	\$ 13	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gravel Pits	\$ 14	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fencing Conargo	\$ 7	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Election Reserve	\$ 12	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depot Office and Gates Upgrade	\$ 41	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Conargo Landscaping Project	\$ 70	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Maintenance	\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asset Management	\$ 14	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Planning Plans, Surveys and Studies	\$ 103	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Internally Restricted</b>	<b>\$ 7,972</b>	<b>\$ 7,972</b>	<b>\$ 1,640</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Cash &amp; Investments</b>	<b>\$ 32,517</b>	<b>\$ 32,517</b>	<b>\$ 7,702</b>	<b>\$ 65</b>	<b>\$ 215</b>	<b>\$ 24,750</b>	<b>\$ 24,965</b>	<b>\$ 47,503</b>	<b>\$ 8,184</b>	<b>\$ 8,184</b>	<b>\$ 24,965</b>	<b>\$ 47,503</b>	<b>\$ 8,184</b>	<b>\$ 24,965</b>	<b>\$ 47,503</b>	<b>\$ 8,184</b>	<b>\$ 24,965</b>	<b>\$ 47,503</b>	<b>\$ 8,184</b>

## Contracts Budget Review Statement for Edward River Council for the quarter ending 30 September 2019

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Morrison Low Consulting Ltd	Rate and Revenue Harmonisation for 2020-21	60,000	Aug-19	Jun-20	Y
Deni Civil and Construction Pty Ltd	Victoria St Reconstruction	532,490	Aug-19	Nov-19	Y
Deni Civil and Construction Pty Ltd	Wood St Reconstruction	516,660	Aug-19	Nov-19	Y
Deniliquin Outdoor Pools Incorporated/Deniliquin Indoor Pool Incorporated	Deniliquin Swim Centre Operation and Management	155,000	Nov-19	Oct-20	Y
CT Management Group	Asset Revaluation Project	169,300	Aug-19	May-20	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.

**Consultancy & Legal Expenses Budget Review Statement**

<b>Expense</b>	<b>YTD Expenditure (Actual Dollars)</b>	<b>Budgeted (Y/N)</b>
Consultancies	132,865	Y
Legal Fees	3,668	Y

**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**

Consultancies above include consultants associated with Merger Stronger Communities projects, asset management planning, the Rates Harmonisation and Drought support projects.  
Adopted budget was 250k however budget lines for many Capital projects have not been detailed across multiple natural accounts and sit only with contractors. Actual costs are then allocated accurately on the type of expense occurred.

Legals include advice related to sponsorship, part 6 of the Model Code of Conduct for Local Councils in NSW and Councilor Expenses and Facilities Policy

**Key Performance Indicators Budget Review Statement for Edward River Council for the quarter ending 30 September 2019**

Ratio Description	Target	Original Budget	Projected Budget	Actual YTD
<b>Operating Performance Ratio</b>	Greater than 0	1.33%	-9.65%	59.89%
This ratio measures Council's achievement of containing operating expenditure within operating revenue				
<b>Own source operating revenue</b>	Greater than 60%	66.92%	63.89%	86.03%
This ratio shows the degree of reliance on external funding sources such as operating grants and contributions				
<b>Debt Service Cover Ratio</b>	Greater than 2x	N/A	N/A	N/A
This ratio measures the availability of operating cash to service debt including interest and principal repayments				
<b>Capital Expenditure Ratio</b>	Greater than 1	2.01	1.28	11.88
<b>Cash Expense Cover Ratio</b>	Greater than 3 months	2.01	1.28	11.88
This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.				
<b>Rates, Annual Charges &amp; Interest Outstanding</b>	Less than 10%	7.50%	7.50%	7.93%
This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts				

**9.3 ANNUAL REPORT 2018-19****Author:** Lachlan Sharp, Coordinator Communications and Integrated Planning**Authoriser:** Trish Kirkland, Director Corporate Services**RECOMMENDATION**

That Council resolves to:

1. Adopt the Edward River Council's 2018-19 Annual Report; and
2. Note that the Annual Report will be submitted to the NSW Minister for Local Government by 29 November 2019

**BACKGROUND**

Council is required under section 428 of the Local Government Act 1993 (Act) and clause 217 of the Local Government (General) Regulation 2005 (Regulation) to prepare an Annual Report. Once received by Council, the Annual Report must be sent to the NSW Minister for Local Government and published on Council's website by 29 November 2019.

**ISSUE/DISCUSSION**

In addition to the various reporting requirements imposed on Council by the Act and Regulation; Council must also report on certain requirements outlined in other legislation, including:

- Companion Animals Act 1998 and Companion Animals Regulation 2008;
- Government Information (Public Access) Act 2009 and Regulation;
- Environmental Planning and Assessment Act 1979; and
- Public Interest Disclosure Act 1994 and Regulation.

Council's Annual Report has sections that include:

- Introduction: Provides an overview of Council and contains a message from the General Manager and Mayor on Council's achievements and priorities over the reporting period.
- Operational Plan: Reports on Council's progress on implementing its 2018-19 Operational Plan and the organisation's key achievements over the reporting period.
- Capital Works Program: Reports on Council's Capital Works Program for the reporting period, as required under the Capital Expenditure Guidelines issued by the Department of Premier and Cabinet pursuant to section 23A of the Local Government Act.
- Statutory Reporting: Reports on Council's general reporting requirements set out in section 428 of the Local Government Act as well as other reporting requirements imposed on Council by other legislation, including the Companion Animals Act 1998 and Companion Animals Regulation 2008 and the Environmental Planning and Assessment Act 1979.
- Government Information (Public Access) Act: Contains Council's Government Information (Public Access) Act 2009 Annual Report for the 2018-19 reporting period.
- Public Interest Act: Contains Council's report on its obligations under section 31 of the Public Interest Disclosures Act 1994 and clause 4 of the Public Interest Disclosures Regulation 2011.

**STRATEGIC IMPLICATIONS**

The preparation of this Annual Report meets Council's statutory obligations to produce an Annual Report within five months of the end of the financial year.

**COMMUNITY STRATEGIC PLAN**

This report aligns to the Community Strategic Plan target *5.1 Our community is informed and engaged.*

**FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

**LEGISLATIVE IMPLICATIONS**

Failure to submit Council's 2018-19 Annual Report by the specified deadline would constitute a legislative breach under the Act.

**ATTACHMENTS**

- |    |        |        |         |
|----|--------|--------|---------|
| 1. | Annual | Report | 2018-19 |
|----|--------|--------|---------|



*Annual Report*  
2018-19





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# MESSAGE FROM THE MAYOR AND GENERAL MANAGER

We are pleased to present Edward River Council's 2018-2019 Annual Report. This report highlights our achievements in line with our Edward River 2030 Community Strategic Plan.

Council has had an exciting and productive year with a key focus on the delivery of major projects, enhanced service delivery and improved organisational health.

## Major Projects Delivery

A significant focus across 2018-19 was the delivery of our Major Projects Program. Across the year we spent over \$20 million on project delivery.

In November 2018 we were able to officially open the Splash Park at the Deniliquin Swim Centre. This was an exciting project and provides a facility that will be well utilised by young people. Works were also completed at the pool to upgrade the plant room and re-tile the pools.

In April 2019 the new Mountain Bike Trails, a project that has converted an existing kangaroo track to a sign-posted mountain bike trail, were also completed. The trails provide over 12-kilometres of track and are already proving popular with locals and tourists alike.

The Scott's Park Destination Playground was officially opened in July 2019 and we welcomed Steph Cooke, Parliamentary Secretary to the Deputy Premier to officially open the facility. The park locally referred to as "The Rocket Park" has been completely transformed with a BMX pump-track, half basketball-netball court, flying fox and all-abilities play equipment plus a new barbeque shelter and amenities.

The Blighty Community Netball and Tennis Facility's Grand Opening was held during the final home game in August 2019. The new facility features home, away and umpire change rooms, kitchen/canteen and a large function room with windows overlooking the netball/tennis courts and football ground. We know the Blighty Community will make great use of this inclusive, accessible facility.

The Lagoon Walking Track which connects the Edward River with the lagoon system that runs through the centre of town was also completed. It provides a beautiful path that showcases our connected lagoon system.

Finally, while not completed in 2018-19 the Napier Street Streetscape upgrade was also commenced. This is a significant project that will complete the first stage in rejuvenating our CBD. Working closely with the Napier Street traders this project is progressing well and will be completed in September 2019.

## Strong Performance

In June 2019 Council received the results of its Community Satisfaction Survey. This survey used the same questions and methodology as the survey completed in late 2016 after the merger process.

Pleasingly these results showed substantial improvement across the board, with this year's results revealing significant increases on all ten core performance indicators.

Residents were particularly pleased with the appearance of public spaces, emergency and disaster management services, and the quality of our recreational facilities, which have been identified as our top three performing service areas.

These results are a strong reflection of Council's efforts to deliver on community priorities and are a real credit to Council's staff, the work they do in our community and the pride they show in delivering positive outcomes for our residents, ratepayers and visitors.

The other survey area that scored highly was satisfaction with Council's customer service. Improving our customer service has been a significant focus right across Council. In order to continue to improve in this area across 2018-19 we implemented a new customer request system, continued to invest significantly in communication with a particular focus on improving our engagement through social media and introduced the online MiWater portal to provide residents the ability to monitor their water usage online and identify and resolve leaks as soon as possible.

### Sound organisational health

The final area of focus has been on improving our internal operations. This focus has been on two key areas. Firstly, a focus has been on improving our financial position and performance. Across 2018-19 we continued to develop and refine our ten-year Long-Term Financial Plan. Across the ten years of this plan Council is now positioned to achieve an annual surplus in seven out of ten years. This is an improvement on what was previously planned and still allows for significant investment in Council's assets with over \$150 million projected to be spent across the ten years.

The second area of improvement has been through process improvement. All of Council's staff received training in LEAN. This methodology focuses on reducing waste and improving efficiency. Council staff received training and implemented a number of improvement projects.

Highlights included restructuring our approach to plant selection and maintenance, streamlining processes for construction projects, mapping and improving development assessments and shifting our focus in water and sewer from reactive to proactive maintenance. All of these projects will provide long term financial benefits for Council and the community.

Finally, we would like to thank the community for all of their support across the 2018-19 year. It has been a productive year and with all of the projects taking place one that created a few challenges along the way. We have been extremely grateful for the communities' support in working through these challenges and always looking at the great opportunities that lay ahead. We look forward to a great 2019-20 full of even more accomplishments.



Mayor, Cr Norm Brennan



General Manager, Adam McSwain

# ABOUT OUR ANNUAL REPORT



The Annual Report must be prepared in accordance with the Act and Local Government (General) Regulation 2005 and include a copy of the Council's audited Financial Statements. Once adopted, the Annual Report must also be posted on the Council's website.

**Performance Reporting**

Under the Local Government Act 1993 (the Act) section 428 (1), all Councils in NSW are required to report on their progress in implementing their Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives in there at which those activities are directed. Performance achievements are set out in *Achieving our Operational Plan 2018-19: Table A*.

**Financial Statements**

Council's financial statements are provided as an Appendix (Appendix A) to this Annual Report. The Appendix contains the general-purpose financial statements, special purpose financial statements and the special schedules.

**Our Values**

Values form the basis of our culture; they add meaning to work and provide a basis for consistent planning and decision-making across our organisation. Edward River Council has adopted a set of values which were developed through a consultative process involving staff across the whole organisation.

All Council employees are expected to demonstrate our corporate values when undertaking their roles and making decisions that impact our customers and community:

L	<p><b>Leadership</b></p> <p>We seek to provide strong leadership for our community and customer. We lead with empathy and integrity.</p>
E	<p><b>Excellence</b></p> <p>We strive for excellence and continuous improvement: in who we are, in how we work, and in how we deliver results for our community.</p>
A	<p><b>Accountability</b></p> <p>We are open, honest and transparent in how we do business, the decisions we make and the actions we take.</p>
D	<p><b>Delivery</b></p> <p>We are committed to delivering results for our community and outstanding service to our customers.</p>

# ORGANISATIONAL STRUCTURE

Edward River Council's organisational structure comprises two Directorates and the Office of the General Manager. Together, the General Manager and two Directors comprise the organisation's Executive Management Team and are responsible for providing the Organisation with strong effective leadership in delivering a diverse range of Council services to the community.



## OUR COUNCIL

### Office of the General Manager

The Office of the General Manager provides executive support to the Mayor and Councillors and is responsible for managing Council's relationships with Federal, State and local governments, as well as residents and ratepayers of the Edward River region. Its functions and services include:

- Advocacy, regional partnerships and government relations;
- Civic events and Citizenship ceremonies;
- Community engagement and development;
- Council Business and meeting support;
- Mayor and Councillor secretarial support;
- Community and Economic Development, and
- Environmental Services.

### Corporate Services Directorate

Corporate Services is responsible for providing corporate support and financial services to the organisation's internal and external customers, including managing the systems and processes required to enable outstanding service delivery to our customers. Its functions and services include:

- Customer service;
- Finance, rates and revenue;
- Governance;
- Integrated planning and reporting;
- Human resources;

- Information communications technology;
- Records management;
- Internal audit;
- Workplace health and safety; and
- Communications and media relations.

### Infrastructure Directorate

Infrastructure is responsible for the operation, maintenance and renewal of Council's asset infrastructure and open spaces, including parks and gardens and recreational reserves. Its functions and services include:

- Asset management;
- Engineering and technical services;
- Footpaths, kerb and gutter;
- Open space, parks and gardens, and recreation facilities;
- Roads and transport infrastructure;
- Stormwater drainage; and
- Water and sewerage services.



## OUR COUNCIL

Edward River Council's governing body comprises of nine Councillors, all of whom were elected at the inaugural elections held on 9 September 2017. Councillors are elected to represent the entire region, rather than individual wards, with the Mayor and Deputy Mayor being elected by the Councillors.

Councillors are responsible for making decisions and developing policies that guide the activities of the Council. This role is performed at the Council and Committee meetings, where the decision-making takes place. Our Councillors also provide leadership and guidance to the General Manager and facilitate communication between the Council as a governing body and the community.

### Mayoral Election

The Council elected Cr Norm Brennan as Mayor and Cr Pat Fogarty as Deputy Mayor at its Ordinary Meeting in September 2017. Both Cr Brennan and Cr Fogarty were elected to their respective positions for a two-year term until September 2019.

### Council Meetings

In 2018-19, Council held eleven (11) Ordinary Meetings and five (5) Extraordinary Meetings. A total of two (2) presentations from the gallery were made to Council during 2018-19.

### 355 Committees

Under section 355 of the Local Government Act, Council may delegate some of its functions to a Committee of Council. Council uses this delegation to appoint community members to manage its facilities or functions through a committee or board of management.

During the reporting period, Council had constituted the following committees under section 355 of the Act:

- Blighty Hall Committee;
- Booroorban Hall Committee;
- Conargo Hall Committee;
- Deniliquin Multi-Arts Centre Committee;
- Edward River Community Garden Committee;
- Edward River Concert Band Committee;
- Edward River Users Group;
- Long Paddock Committee;
- Mayrunga Hall Committee;
- Memorial Park Users Advancement Committee;
- Pretty Pine Hall Committee;
- Rotary Park Advancement Committee; and
- Wanganella Hall Committee.

### External Committees

During the reporting period, Council was represented on a range of advisory committees, community groups, industry bodies and advocacy organisations, including:

- Central Murray County Council;
- Central Murray Regional Library;
- Country Mayors Association;
- Deniliquin/ Conargo Area Local Emergency Management Committee;
- Edward River Country Education Fund;
- Murray Darling Association;
- Murray Valley Industry Park;
- NSW Rural Fire Service Liaison Committee (Mid Murray Zone);
- NSW Rural Fire Service Zone Bushfire Management Committee;
- Riverina and Murray Joint Organisation of Councils;
- South West Music Regional Conservatorium; and
- Werkitya Kalpal Deniliquin and District Indigenous Working Party
- Local Traffic Committee

### Advisory Committees and Working Groups

A number of advisory committees and working groups have been established or are in the process of being established to enable Council to develop a greater strategic planning capability, including:

- Audit Risk and Improvement Committee;
- Airport Advisory Committee; Australia Day Committee;
- Cemetery Advisory Committee;
- Deniliquin Promotional Advisory Group;
- Disability Advisory Committee
- Edward River Tidy Towns Committee;
- Floodplain Risk Management Advisory Committee;
- Open Space and Public Space Strategic Working Group;
- Town Hall Revitalisation Group.

## OUR COUNCILLORS 2017-20

Elections for Edward River Council were held on 9 September 2017, at which nine Councillors were elected for a three-year term. Following the local government election and the swearing in of the Councillors, Cr Norm Brennan and Cr Pat Fogarty were elected Mayor and Deputy Mayor, respectively.



Cr Norm Brennan  
Mayor



Cr Pat Fogarty  
Deputy Mayor



Cr Peta Betts



Cr Marg Bull



Cr Ashley Hall



Cr Norm McAllister



Cr Peter McCrabb



Cr Nick Metcalfe



Cr Mac Wallace

# INTEGRATED PLANNING AND REPORTING FRAMEWORK



The Local Government Act 1993 (the Local Government Act) requires all councils in NSW to operate within the Integrated Planning and Reporting Framework, which allows councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

## **Community Strategic Plan**

Sitting above all other council plans and policies in the planning hierarchy, the Community Strategic Plan identifies the main priorities and aspirations of the community and provides a clear set of strategies to achieve this vision. While Council has a custodial role in preparing and maintaining the Community Strategic Plan, other stakeholders, including NSW Government agencies and community groups, may also be engaged in delivering the long-term objectives of the Plan.

## **Resourcing Strategy**

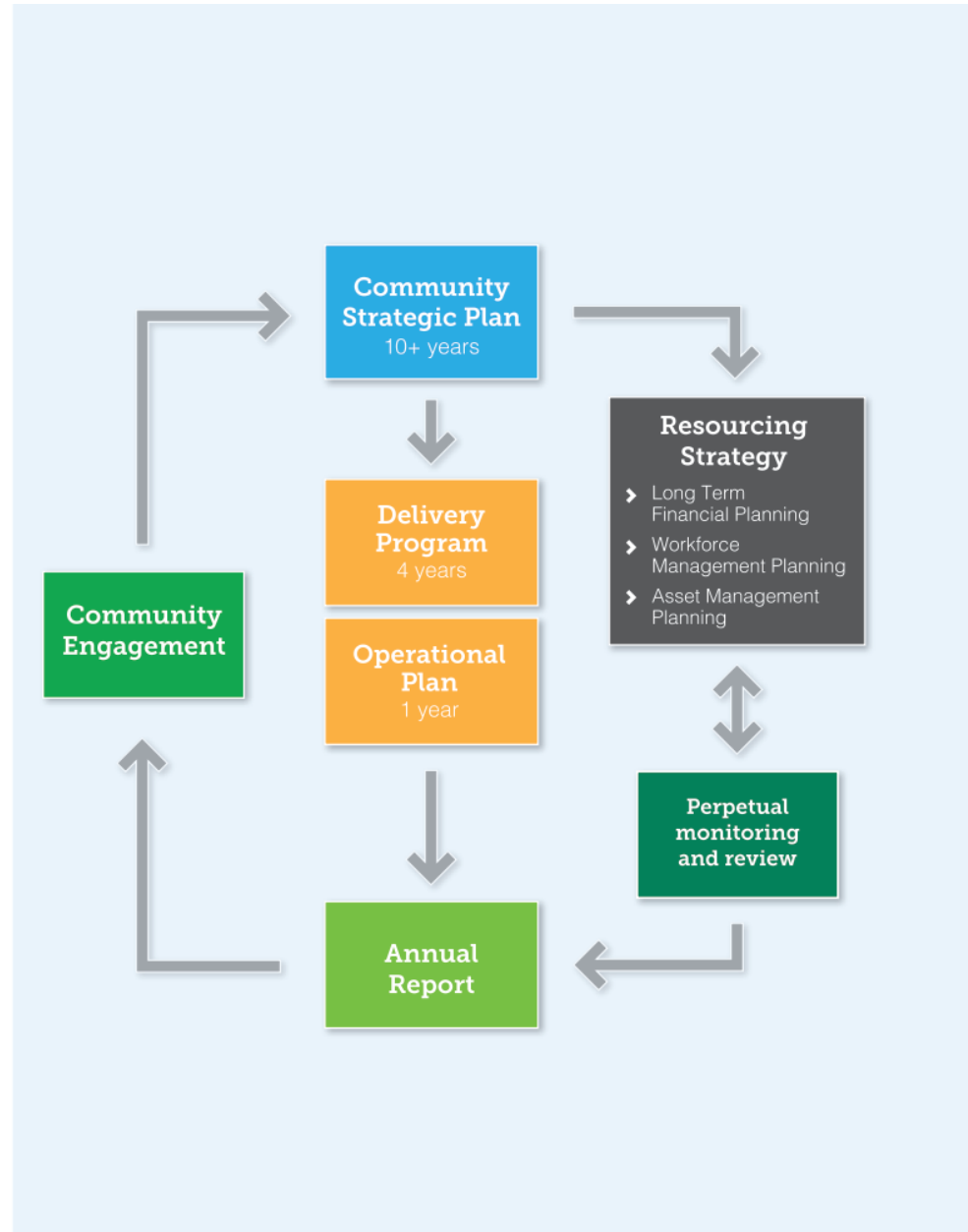
The Resourcing Strategy articulates how Council intends on delivering the Community Strategic Plan. The Strategy consists of three components: Long Term Financial Planning, Workforce Management Planning, and Asset Management Planning.

## **Delivery Program**

The Delivery Program translates the goals of the community, as contained in the Community Strategic Plan, into actions. The Program sets out the principal activities to be undertaken by Council in implementing the Plan within the resources available under the Resourcing Strategy.

**Operational Plan**

Spelling out the details of the Delivery Program, the Operational Plan lists the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.



## ACHIEVING OUR OPERATIONAL PLAN 2018-19

The Local Government Act requires Council to report on the effectiveness of the principal activities in implementing the Delivery Program and Operational Plan in its Annual Report. Table A - details the performance status summary.

Table A: Performance Status Summary							
Edward River 2030 Strategic Outcome		Progress					
		Completed		Behind Plan Programmed for delivery in 2018-19		Not Completed Not programmed for delivery in 2018-19	
		#	%	#	%	#	%
1	A great place to live	5	41.60	6	50.00	1	8.40
2	A prosperous and vibrant economy	9	69.20	4	30.80	0	0.00
3	A valued and enhanced natural environment	9	56.25	7	43.75	0	0.00
4	A region with quality and sustainable infrastructure	7	63.64	4	36.36	0	0.00
5	A community working together to achieve its potential	21	91.30	2	8.70	0	0.00
<b>TOTAL</b>		<b>51</b>	<b>68.00</b>	<b>23</b>	<b>30.70</b>	<b>1</b>	<b>1.30</b>

98.7 per cent of Council's annual Operational Plan actions for the year ending 30 June 2019 were successfully completed (68 per cent) or are progressing well for successful completion in the Operational Plan 2019-2020 (30.7 per cent). Only 1.3 per cent were not completed and not progressing into the Operational Plan 2019-2020.

# KEY ACHIEVEMENTS 2018-19

*Notable achievements, aligned to the Community Strategic Plan, for the 2018-19 period include:*

## 1. A great place to live

- A revised Advocacy Strategy for the improvement of health, medical and transport services and infrastructure was developed.
- Implementation of a new Doctor incentive program to assist in attracting medical practitioners
- Continued delivery of projects funded through the Stronger Country Communities and Stronger Communities Programs, such as:
  - Lagoon to River Walk Signage Project
  - Scott's Park Destination Playground Project
  - Deniliquin Swim Centre Revitalisation and all Abilities Access Upgrade
  - Blighty Community netball and tennis facilities
  - Urban Road Infrastructure Program, including Napier Street and Crispe Street upgrades
  - Planning for the Deniliquin Town Hall Revitalisation Project
- The companion animals desexing and microchip programs
- A strategic review of council's committee framework
- Renewed the Deniliquin alcohol-free zones for period 2018-2022
- Partnered with Victorian and NSW Councils to receive Federal funding for the upgrade of the Deniliquin CBD and Riverfront.
- Advocated to receive \$5 million funding for the partial redevelopment of the Deniliquin hospital.
- Delivered a variety of community events including International Womens Day.

## 2. A prosperous and vibrant economy

- A three-year tourism strategy that included the rebranding of the Visit Deni destination marketing and launched new Visit Deni promotional footage for a range of social media channels. This earned the campaign:
  - a Gold Award in the Destination Marketing category at the 2018 Riverina Murray Regional Tourism Awards
  - Bronze in the Destination Marketing category at the 2018 NSW Tourism Awards
  - Gold award at the 2019 NSW Local Government Awards.
- The Edward River signage strategy was commenced for implementation in 2019-20
- A significant program of business events during Small Business Month including the Inaugural Major Projects Summit with over 120 local business participating.

### 3. A valued and enhanced natural environment

- The annual Rural Tree Scheme was delivered
- Transition of Crown Lands into Council's community land management program
- The North Deniliquin Levee Feasibility and Design was funded and completed
- Commenced development of the Waste Management Strategy, Industrial Land Strategy, and Rural Living Strategy.
- Commenced development of an Edward River Local Environment Plan
- A new state of the art Rural Fire Service control centre facility was delivered.

### 4. A region with quality and sustainable infrastructure

- Finalised Council's Asset Management Plans and 10-year plant replacement program, and incorporated these into the Long-Term Financial Plan
- Completed the Capital Works renewal program for:
  - Gravel Road re-sheeting
  - Reseals
  - Sealed road rehabilitation
  - Kerb and Gutter
- Completed the rollout of the new smart water meter program
- Completed the water main rehabilitation program
- Developed a three (3) year Capital Works renewal plan for major asset classes such as roads, kerb and gutter and footpath.
- Commenced a project to update asset condition scores for all roads and road related asset classes.

### 5. A community working together to achieve its potential

- Launched a video promotions program for Council services, activities and events to compliment Council's social media and written communication initiatives
- Implementing Council's Disability Access and Inclusion Plan
- Established Council's Audit Risk and Improvement Committee
- Commencement of a new Enterprise Wide Risk Management System
- Implemented the LEAN process improvement program across Council
- Progressed options to revitalise the Estates Building and Civic Precinct
- Implemented the new Office of Local Government legislative reform for Code of Conduct and Code of Meeting Practice.
- Commenced review of Council's Policy Register and Conflict of Interest Register.



## MAJOR PROJECTS PROGRAM

The Stronger Communities Fund was established by the NSW Government to provide all new councils, including Edward River Council, with funding to kick-start the delivery of projects that improve community infrastructure and services.

In 2016-17 Council received \$10 million and in 2018-19 received \$3.4 million through the Stronger Communities Fund. The primary objective of this funding is to provide merged Councils with funding to spend on priority Community initiatives and projects. Subsequent to this funding, Council has applied for and been successful in receiving further funding to prioritise community-based infrastructure projects. Each of these funding streams and the projects they fund are outlined in the following tables.

Project – Stronger Communities Fund (Round 1)	Grant Amount
Deniliquin Swim Centre Revitalisation	\$880,000
Community Masterplans and Initial Works	\$2,105,000
Deniliquin Regional Sports and Entertainment Stadium Extension	\$540,000
Blighty Community Netball and Tennis Facility	\$550,000
Deniliquin Children's Centre Extension	\$500,000
Deniliquin Netball Facility Improvement Works	\$320,000
Rural Villages Beautification Project	\$300,000
Beach to Beach Walk Connectivity Improvements	\$300,000
Deniliquin Community Facility Refurbishments	\$165,000
Urban Road Infrastructure Program	\$2,390,000
Deniliquin Airport Heritage Centre Development	\$50,000
Unallocated Funding for New Council	\$500,000
<b>Total</b>	<b>\$8,600,000</b>

Project – Stronger Communities Fund (Round 2)	Grant Amount
Cressy Street CBD	\$1,200,000
Riverfront Enhancement	\$700,000
Waring Gardens Upgrade	\$640,000
Lagoon Walk Road Treatments	\$250,000
Truck Stop	\$400,000
Peppin Heritage / Visitor Centre Upgrade	\$200,000
<b>Total</b>	<b>\$3,390,000</b>

Project – Stronger Country Communities (Round 1)	Grant Amount
Scott's Park - A Destination Playground	\$676,620
Deniliquin Swin Centre - All Abilities Facilities	\$295,796
Lagoons to River Walk	\$297,425
<b>Total</b>	<b>\$1,269,841</b>

Project – Stronger Country Communities (Round 2)	Grant Amount
The Deniliquin Town Hall	\$1,315,170
Deni Central Streetscape (Napier Street)	\$401,500
Deniliquin Memorial Park	\$786,000
Deniliquin RAMS Facility Upgrade	\$559,000
Deni Lawn Tennis Club	198,910
Deni Golf Club	\$111,170
<b>Total</b>	<b>\$3,371,750</b>

The Federal Government released additional funding under the Murray Darling Basin Regional Economic Diversification Funding programme to Council in February 2019 for the following projects:

Murray Darling Basin Regional Economic Diversification Funding	Grant Amount
Deniliquin Industrial Park Road Works	\$350,000
Crossing Cafe and Peppin Heritage Centre Revitalisation	\$300,000
Rotary park Earthworks	\$100,000
<b>Total</b>	<b>\$750,000</b>

The Commonwealth has released additional funding through the Department of Infrastructure, Regional Development and Cities 'Our Region Our River' Regional Growth Fund, Edward River Council has been allocated funding of \$1,673,080 for the following Projects:

Regional Growth Fund	Grant Amount
Riverfront Revitalisation	\$550,000
CBD Revitalisation	\$1,123,080
<b>Total</b>	<b>\$1,673,080</b>

## Major Projects Program

*Some of the highlights of the projects completed in 2018-19 through the Major Projects Program include:*

### Scott's Park

Scott's Park children's playground is considered the premier playground for children within Deniliquin.

Through community consultation it was identified that some major investment was required to reactivate this key asset.

The consultation process identified that the community would like some of the original play equipment to be retained as well as the introduction of new equipment. Additional infrastructure was installed to also engage older children within the park.

Works were substantially completed in 2018-19 with the refurbishment and reactivation of the younger children's area. A pump track, new half court basketball and netball courts, new all abilities access toilet and a BBQ shelter were all installed.



### Deniliquin Swim Centre Revitalisation

The Deniliquin Swim Centre was revitalised through an ongoing investment of \$1.02m into the facility.

Works completed in 2018-19 include:

- The construction of an all ability Water Play facility
- The relining of the three outdoor pools
- Work to renew and improve the plant room for the pools.

Additional works that commenced in 2018-19 and will be completed in 2019-20 include a major refurbishment of the changing rooms to enable all abilities access and to improve the experience for the community.

### Deniliquin Regional Sports and Entertainment Stadium Extension

Council are working closely with Deniliquin Sports Park Incorporated to modernise and improve the facilities at the Deniliquin Regional Sports and Entertainment stadium.

The works include:

- Reconstruction of the existing timber suspended courts and surface to modern standards
- Construction of an additional 3 bays to the stadium that will include an additional basketball court, indoor cricket and a gymnastics area.

This development will improve and support the sports currently provided within the Centre and support growth into the future.

The designs and tender process for this development were complete in 2018-19. Works will commence in early 2019-20 with a completion date of February 2020.

### Rural Fire Service – Fire Control Centre

Council, in conjunction with the NSW Rural Fire Service, completed construction of the Mid Murray Zone Fire Control Centre. The Centre is located at the Deniliquin Airport and provides administration offices and training rooms for RFS staff as well as state of the art operations rooms for coordinating and managing large rural fire events. The Centre also acts as an Emergency Operations Centre during other emergencies, such as floods, supporting the Local Emergency Management Committee and other organisations.

Cost of construction for the project was \$5m and local contractors were utilised extensively throughout the project.

The project was completed in April 2019.

### Blighty Community Netball and Tennis Facility

Council has constructed a new purpose-built community Netball and Tennis Clubhouse at the Blighty Sport and Recreation Reserve. With the addition of the new Clubhouse, the Blighty Reserve will cement its place as one of the region's premier sporting facilities.

Construction was completed in July 2019.



### Community Masterplans and Initial Works

Over \$2 million was invested into developing and delivering on the first stage of works on long-term strategic plans for:

- Deniliquin Riverfront - \$750,000;
- Deniliquin Town Centre Streetscape - \$750,000;
- An Arts and Culture Precinct - \$475,000; and
- A Recreation Strategy and Memorial Park Masterplan - \$130,000.

By the end of June 2019, the Deniliquin CBD Masterplan was complete. This plan also included a Riverfront Masterplan.

The Recreation Strategy and Memorial park Masterplans had been progressed and will be complete in early 2019-20.

Detailed streetscape designs, including new pavement, landscaping, kerb and gutter, and road resurfacing were complete for Napier Street. The works for this project were tendered and construction is programmed for completion in 2019-20.

### Deniliquin Netball Facility Improvement Works

Funding was allocated towards works for the netball facility at Hardinge Street and Memorial Park reserves.

Works were completed to resurface the netball courts at the Hardinge Street Oval. This work also included improvements to the spectator area.

Designs are progressing to complete resurfacing and improvement works at the Deniliquin Netball Association netball courts at Memorial Park.



### Rural Villages Beautification Project

Council allocated \$300,000 towards improvement projects at each of the rural villages. Through consultation with each of the communities, projects were identified that would provide social benefits to each of the communities.

These projects all commenced in 2018-19 and will be complete in 2019-20.

- Blighty Recreation Reserve - Entry upgrade including new entry sign;
- Boooroban - new picnic tables, access ramp, new concrete on the front interpretive signage;
- Conargo - heritage walk and 13 new signs;
- Mayrung- new childproof fence, installation of memorial gates, relocate fencing, raised the storeroom floor and added a flagpole;
- Pretty Pine - new pump shed, new covered walkway, new cooktop and new cricked mat;
- Wanganella - new tennis lights to the standard of "social play" and a new barbeque.



### Urban Road Infrastructure Program

Through the \$2.39 million Urban Road Infrastructure Program, Council will deliver much-needed upgrades to some key streets and footpaths throughout the Deniliquin town area. Works will include the road pavement reconstruction, kerb and gutter replacement and road reseals.

The identified streets include:

- Crispe Street from Wick Street to Wood Street
- Intersection of Napier Street and Harfleur Street
- Victoria Street from Short Street to Box Street
- Wood Street.

The designs and detailing for each of these projects were completed in 2018-19. Construction has commenced on Crispe Street and the Harfleur and Napier Street intersection.

These works will be complete in 2019-20.



**Stronger Communities Grants Program**

In addition to the Major Projects Program, \$1.4 million of the original round 1 Stronger Communities Fund was provided as set out in Table B under the Stronger Communities Grant Program.

The Stronger Communities Grants Program was completed in 2018-19.

Table B - details the projects, including recipients funded through the life of this program.

**TABLE B: Stronger Communities Grants Program**

Project	Purpose
Blighty School P&C	Playscape development
Blighty Football Club	Timekeepers' box upgrade
Bush Poets	Mobile stage, sound and light
Deniliquin & District Cricket Association	Replace and upgrade facilities
Deniliquin & District Historical Society	Rejuvenation of museum
Deniliquin Aero Club	Redesign/rebuild outdoor roof area
Deniliquin Boat Club	Riverbank Redevelopment
Deniliquin Bowling Club	Installation of disabled toilets
Deniliquin Bridge Club	Chairs
Clay Target Club	Amenity block upgrade
Deniliquin CWA	Maintenance and renovations
Deniliquin Drivers	Lighting
Deniliquin Field and Game	Shooting range relocation
Genealogy Group	Updating outdated equipment
Deniliquin Girl Guides	Hall maintenance

TABLE B: Stronger Communities Grants Program	
Project	Purpose
Golf Club	Fairway mower
Gymnastics Club	Equipment for safety and development
High School P&C	Kitchen appliance upgrade
Deniliquin Lawn Tennis Club	Court Lighting
Little Athletics	Timing equipment
Deniliquin Men's Shed	Upgrade facilities
Deniliquin Netball Committee	Shelter Shed
Deniliquin North Public School P&C	Irrigation System
Deniliquin Outdoor Pools Inc.	Pool ladder and lane ropes
Pistol Club	Clubhouse/air pistol range
Deniliquin Pony Club	Shed
Deniliquin Racing Club	Machinery and equipment storage shed
Rams Football and Netball Club	Storage Shed/seating
Deniliquin Rhinos	Equipment upgrade
Deniliquin Sports Park	Storage building

TABLE B: Stronger Communities Grants Program	
Project	Purpose
Deniliquin Truck Show & Industry Expo	Wall of Fame
Deniliquin Ute Muster	Purpose-built event sales facility
Edward School P&C	Shade shelter
Kurrajong Waratah	Yallambee: Cool room freezer
Mayrun Public School P&C	Safety development and enhancement
Navorina Ladies Auxiliary	Equipment upgrade
Navorina Nursing Home	Floor beds
Outback Theatre for Young People	While You Were Sleeping
Pastoral & Agricultural Society	PA System
Riding for the Disabled	Concreting and uniforms
Rotary/Lions/Soroptimist/RSL - Joint Project	Liberty Swing
Rovers Football Club	Construction of change rooms
South West Music	Instruments for kids
Deniliquin Public School	Deniliquin Public School project - completion



# CAPITAL WORKS



This section is Edward River Council's Capital Works Report as required under the Capital Expenditure Guidelines, issued by the Department of Premier and Cabinet pursuant to section 23A of the Local Government Act 1993. Council had a successful year in the delivery of Council's Capital Works Program. The highlights include:

### Roads and Road Related Infrastructure

#### Gravel Roads

Approximately \$1 million for gravel roads re-sheeted across the Edward River Council area such as:

- 7km of Oro Road
- 5.5km of Henderson Road
- 6.5km of Cowans Road
- 4.5km of Carrigan Park Road
- 20km of other roads

#### Resealing

\$1.027 million for urban and rural roads resealing. This work protects the road pavements and reduces the likelihood that the roads will need a costly rehabilitation in the near future:

Works completed in 2018-19 include:

- \$200,000 resealing the airport taxi ways
- \$125,000 Lakers Road
- \$125,000 Wanganella -Moulamein Road
- \$155,000 on Eastman's Road
- Balance spent across a further 10 roads.

#### Road Renewal and Kerb & Gutter

Council focussed on the renewal of road and kerb and gutter to segments of roads that required both asset types to be renewed. This provides better outcomes to the community and efficiency in the delivery of the work.

Some of the works completed in 2018-19 include:

- Russell Street, between Wood and Sloane Streets - reconstruction of the full road pavement and the kerb and gutter along both sides of the road;
- Butler Street, between Poitiers and Maher Streets - reconstruction of the road shoulders and kerb and gutter along both sides of the street as well as resealing the full road width;
- Harfleur Street, between Hardinge Street and Macauley Streets - reconstruction of the kerb and gutter along both sides of the street, with the reconstruction of the pavement continuing in 2019-20;
- Pakenham Street, from Waring Street towards Hetherington Street - construction of new kerb and gutter and road shoulder along the western side of the street;
- George Street, from Hardinge Street towards Napier Street - reconstruction of the kerb and gutter along the northern side of the street.

### Footpath

The following footpath renewals were completed during the 2018-19 financial year:

- Hatch Street, Sloane Street and South School crossing ramps;
- Wellington Street between Sloane and Wood Street;
- Wood Street from Wellington Street to Junction Street;
- Edwardes Street between Civic Place and Harrison Street;
- Macauley Street from Community Centre entrance to Charlotte Street;
- Wood Street from Macauley Street to Russell Street;
- George Street from Russel Street to Macauley Street.

### Plant

Council allocated approximately \$1.5 million towards plant replacement in 2018-19. This included replacement two (2) waste collection trucks and a new street sweeper. These major plant items were tendered and ordered and will be delivered in 2019-20.

### Sewerage Services

During the 2018-19 financial year council undertook the following works on the Sewerage System:

- Upgrades to the sewerage pump station at the airport;
- Upgrades to the truck wash system at the Saleyards;
- Refurbishments and minor upgrades at the Sewerage Treatment Plant including new testing equipment and rehabilitation of the drying beds.

### Asset Management

Council has adopted Asset Management Plans for the assets that it owns and maintains on behalf of the community. These include plans for the following asset classes:

- Transport: roads, bridges, kerb and gutter, footpaths and airport;
- Flood Mitigation and Drainage, including the levee banks and stormwater drainage systems;
- Buildings;
- Open space and Recreation: parks, gardens, reserves and sporting grounds;
- Water Supply; and
- Sewerage Services.

The plans include information on the value and condition of the assets, the level of service that Council provides to the community in relation to the assets and the anticipated future costs for maintenance and renewal of the assets. Along with the Long-Term Financial Plan, the Asset Management Plans show that Council can sustainably manage its assets into the future.

### Parks and Gardens

The parks and gardens teams continued to maintain a high standard through the town and villages. Plans have been developed for Waring Gardens, and these will be implemented in 2019-20.

### Waste Management

The draft waste management strategy was placed on public exhibition for community consultation and feedback. The final strategy will be adopted in the 2019-20 financial year.

### Water Supply System

During the 2018-19 financial year Council undertook the replacement of the following sections of the water supply system:

- Charlotte Street, from Macauley Street to Butler Street;
- Hardinge Street, from Wood Street to Sloane Street;
- Crispe Street, from Wick Street to Wood Street, as part of the Crispe Street Reconstruction project;
- Harfleur Street, from Hardinge Street to Macauley Street, as part of the Harfleur Street Reconstruction project; and
- Napier Street, from Cressy Street to George Street as part of the Napier Street Reconstruction project.

Council also undertook air scouring of the watermains throughout Deniliquin and Wanganella to improve water quality as well as upgrades at the Water Treatment Plant.

### Electronic Water Meters Project

Council completed the replacement of its old water meter infrastructure with new electronic meters. The project was completed in the 2018-19 financial year.

The electronic system now allows property owners to obtain up to date information regarding their water usage, including identifying potential leaks. Access is provided via the MiWater Public Portal.



# STATUTORY REPORTING



### Overview

Edward River Council's general reporting requirements are set out in section 428 of the Local Government Act 1993 (the Local Government Act) and the Local Government (General) Regulation 2005 (Part 9, Division 7) (the Regulation). Copies of the Act and Regulation can be accessed from [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au).

This section also meets Council's reporting requirements under the Companion Animals Act 1998 and Companion Animals Regulation 2008 and the Environmental Planning and Assessment Act 1979.

### Rates and Charges Written Off

*Local Government (General) Regulation - Clause 132*

Table C details the Rates written off by Council in the reporting period:

Table C: Rates and Charges Written Off	
Category	Amount
Pensioner Rebates - Mandatory	\$147,742
Pensioner Rebates - Voluntary	Nil
Rates – Other	\$34,452
Interest	Nil
<b>Total</b>	<b>\$182,194</b>
<b>* Council receives a subsidy equivalent to 55 per cent of the amount of Pension Rebates.</b>	

### Overseas Visits

*Local Government Act 1993 – Section 428(4)(b), Local Government (General) Regulation 2005 – Clause 217(1)(a)*

The Act and Regulation require Council to report on overseas visits undertaken by Councillors, Council staff or other persons representing Council during the reporting period.

There were no overseas visits undertaken by Councillors, Council staff or other persons representing Council during the 2018-19 reporting period.

**Councillor Expenses and Provision of Facilities**

*Local Government (General) Regulation 2005 – Clause 217(1)(a1)*

Council’s Payment of Expenses and Provision of Facilities Policy allows for the payment of expenses incurred by, and the provision of facilities to, Councillors in relation to their roles as elected representatives and members of the governing body of Council.

The total amount of fees received by the elected Councillors was \$121,000.

Table D details the amount spent on providing facilities and expenses for elected Councillors during the reporting period.

Table D: Councillor Expenses and Provision of Facilities	
Category	Amount
Office Equipment	\$0
Telephone Calls/Communication	\$16,196.48
Conference and Seminar Attendance	\$3,016.42
Training and Skill Development	\$5,395.45
Interstate Visits	\$0
Overseas Visits	\$0
Spouse Expenses	\$0
Carer Expenses	\$0
General Travel Expenses	\$19,637.03
<b>Total</b>	<b>\$44,245.38</b>

**Contracts**

*Local Government (General) Regulation 2005 – Clause 217(1)(a2)*

Council is required to disclose the details of each contract awarded for amounts greater than \$150,000, including the name of the contractor, the nature of goods or services supplied, and the total amount payable under the contract. The following major contracts for works and services that were awarded during the reporting period are detailed in Table E.

Table E: Contracts			
Contract Number	Contractor Name	Contract Description	Contract Value
2.19.249	Deni Sand & Soil Pty Ltd	Construction of Lagoon to River Walk	\$247,855
2.19.252	Deni Sand & Soil Pty Ltd	Edward River Council flood recovery works	\$751,180
2.19.253	Water feature by design	Construction of Splash Park at Deniliquin Swim Centre	\$434,500
2.19.260	Brandrick & Associates Pty Ltd	Planning and Design services - Deniliquin Town Hall revitalisation and staff Accommodation	\$311,982
2.19.262	Farley Pools Australia Pty Ltd	Deniliquin Swim Centre Refurbishment of outdoor Swimming pools and plant equipment	\$508,598
2.19.263	Precise Build Pty Ltd	Blighty Netball Tennis & Community Sporting Facility	\$499,966
2.19.265	B Green Constructions Pty Ltd	Scotts Park - A Destination Playground	\$667,999
2.19.266	Precise Build Pty Ltd	Deniliquin Swim Centre - Change room and Amenities Refurbishment	\$366,485
2.19.268	Wagga Trucks	Purchase of large tipping truck	\$211,337
2.19.270	Rosmech Sales & Services	Purchase of street sweeper	\$363,118
2.19.271	Wagga Trucks	Purchase of small garbage truck	\$207,413
2.19.272	Blacklocks Truck Centre	Purchase of large garbage truck	\$437,686
2.19.273	Riverina Earthworks Pty Ltd	Reconstruction of Intersection of Barham Rd and Abattoir Rd	\$387,236
2.19.274	Excell Gray Bruni Pty Ltd	Reconstruction of Napier St between Cressy St and George St	\$1,347,786
C2019/05	TSA Contracting Pty Ltd	Charlotte Street Water Mains Refurbishment	\$280,261
C2019/06	Riverina Earthworks Pty Ltd	Road Reconstruction/Rehabilitation Program Works Crispe Street	\$928,611
C2019/12	Insituform Pacific Pty Ltd	Edward River Council Sewer Relining Program - 2018-19	\$329,829
C2019/13	EB Mawson & Sons Pty Ltd	Crushed Rock Delivery to RMS site Riverina (16km east of Deniliquin)	\$200,000



### Mayor and Councillor Professional Development

*Local Government (General) Regulation 2005 Clause 2171 A4*

Across 2018-19 the Councillors completed the following training:

- Code of Conduct training

Individual Councillors also completed:

- Australian Institute of Company Directors "Foundations of Directorship" - Cr Margaret Bull
- Australian Institute of Company Directors "Foundations of Directorship" - Cr Patricia Fogarty
- Australian Institute of Company Directors, Company Directors Course Update - Cr Norman McAllister
- Australian Institute of Company Directors "Role of the Chair" - Cr Peter McCrabb

### Legal Proceedings

*Local Government (General) Regulation 2005 – Clause 217(1)(a3)*

Council is required to provide a summary of the amounts incurred in relation to legal proceedings, including amounts, costs and expenses paid or received, and a summary of the state of progress of each legal proceeding.

During the reporting period, Council incurred a total of \$28,600 in legal proceedings expenditure. This consisted mainly of \$20,196 in relation to the selling of land as mortgagee. The costs have been fully recovered and the matter has been fully resolved. The balance of \$8,404 was for costs relating to legal claims with members of the public.

### Subsidised Private Works

*Local Government (General) Regulation 2005 – Clause 217(1)(a4)*

During the reporting period, Council did not undertake any subsidised works on private land.

### Financial Assistance to Others

*Local Government (General) Regulation 2005 – Clause 217(1)(a5)*

Council provided contributions under section 356 of the Local Government Act during the reporting period, totalling \$171,479. These included cash donations, sponsorships and reductions in charges.

### Delegated External Bodies

*Local Government (General) Regulation 2005 - Clause 217(1)(a6)*

During the reporting period, the following external bodies exercised functions delegated by Council:

- Blighty Hall Committee (Hall Management);
- Boorooban Hall Committee (Hall Management);
- Central Murray County Council (Noxious Weeds Control);
- Central Murray Regional Library (Library Services);
- Conargo Hall and Recreation Ground Committee (Hall Management);
- Deniliquin Multi-Arts Centre Committee (Hall Management);
- Mayrung Hall Committee (Hall Management);
- Pretty Pine Hall Committee (Hall Management); and
- Wanganella Hall (Hall Management).

### Controlling Interest in Companies

*Local Government (General) Regulation 2005 - Clause 217(1)(a7)*

Council did not hold a controlling interest in any companies during the reporting period.

### Participation in Corporations, Partnerships, Joint Ventures or Other Bodies

*Local Government (General) Regulation 2005 – Clause 217(1)(a8)*

During the reporting period, Council participated in the following corporations, partnerships and other organisations:

- Country Mayors Association;
- Local Government NSW;
- Riverina and Murray Joint Organisation of Councils;
- Statecover Mutual Limited; and
- Statewide Mutual Limited.

In addition to the above, Council employs a Road Safety Officer under a Memorandum of Understanding between Edward River Council, Murray River Council and Roads and Maritime Services NSW.

### Equal Employment Opportunity Management Plan

*Local Government (General) Regulation 2005 - Clause 217(1)(a9)*

Council has adopted a Workforce Management Plan which covers the next two years. The plan addresses the human resourcing requirements of the Community Strategic Plan. We have successfully implemented the first year

of this plan. Included in this strategy are provisions for the development of equal employment opportunity and workforce diversity planning for Edward River Council. This year Council undertook a staff satisfaction survey and continued to review its HR policies.

Staff receive information on their rights and responsibilities for promoting equal employment opportunity and harassment prevention through the employee induction program.

Council provides an Employee Assistance Program, providing staff and their immediate family members access to a free professional counselling service.

### Disability Inclusion Action Plan

*Disability Inclusion Act 2014 – Clause 13(1)*

In July 2017 The Disability Inclusion Access Plan (DIAP) was adopted by council. This plan defines strategies and provides a planning framework to promote inclusion and equity for people with a disability. It addresses areas within the council workforce as well as the general community.

### General Manager and Senior Staff Remuneration

*Local Government (General) Regulation 2005 - Clause 217(1)(b-c)(i-v)*

Council employed one General Manager in the reporting period.

For the period 1st July 2018 to the 30th June 2019, Council had four (4) senior officers. One senior officer retired mid July 2018. The total expenditure for the reporting period in respect of employment for these senior staff, including salary, motor vehicle expenses, package benefits, fringe benefits tax, superannuation was \$618,643.

The annual remuneration paid to senior staff for the reporting period was as follows:

- General Manager - \$260,956
- Senior Officers - \$357,687

### **Stormwater Management Services**

*Local Government (General) Regulation 2005 - Clause 217(1)(e)*

Council applied a Stormwater Management Charge of \$12.50 per annum for each residential strata property and \$25.00 per annum for each residential, business and business strata property during the reporting period for the purpose of raising revenue to implement its Stormwater Management Plan.

### **Coastal Protection Services**

*Local Government (General) Regulation 2005 – Clause 217(1)(e1)*

Council does not apply an annual charge for coastal protection services.

### **Planning Agreements**

*Environmental Planning and Assessment Act 1979 – Section 93G(5)*

Council did not have any planning agreements in place during the reporting period.

### **Environmental Upgrade Agreements**

*Local Government Act 1993 – Clause 54D and 54P(1)*

Council did not enter into any environmental upgrade agreements.

### **Services to Carers**

*Carers Recognition Act 2010 (CR Act), s 8(2)*

Council is not considered to be a 'human service agency' under the CR Act.

## Companion Animal Management

*Local Government (General) Regulation 2005 – Clause 217(1)(f)*

This statement requires Council to report its activities in enforcing and ensuring compliance with the Companion Animals Act 1998 (Companion Animals Act) and Companion Animals Regulation 2008.

### Lodgement of pound data collections returns

The pound collection data for the 2018-19 reporting period was lodged with the Office of Local Government (OLG). Table F summarises the data disclosed to the OLG:

	Cats	Dogs	Total
Seized	69	184	253
Returned to owner	2	33	35
Taken to pound	67	151	218
Released to owner	3	97	100
Rehomed via rehoming shelters	18	34	52
Other	3	0	3
Euthanised	43	20	52

### Lodgement of data relating to dog attacks with the Office of Local Government

It is mandatory for all dog attack data to be lodged with the OLG in accordance with the Companion Animals Act. This legislation requires a dog attack to be reported within 72 hours of the incident. In the 2018-19 reporting period, 23 dog attack incidents involving people or animals were recorded.

### Animal control expenditure

Council employs one full-time Ranger whose role includes local laws compliance and Companion Animals functions. Minimal improvements were undertaken on the pound during the reporting period with shade sails being erected over the outdoor pens, the erection of clothes lines and other minor improvements such as numbering of pens, purchasing of collars, identification tags etc. Council has been focussed on making improvements to policy and procedure to ensure compliance with the Companion Animals Act. The total expense for this service during the reporting period was \$152,000.

### Community education programs

Council completed 4 free microchipping weeks during the reporting period and 93 animals were microchipped. Council also offered a subsidised desexing program and 21 companion animals were desexed through this program. Information relating to Companion Animal Management and responsible pet ownership is also available from Council's website at [www.edwardriver.nsw.gov.au](http://www.edwardriver.nsw.gov.au).

### Euthanasia alternatives for unclaimed animals

The Companion Animals Act provides that microchipped animals be held for a period of 14 days and unidentified animals for seven days. Council releases animals to shelters where those animals are considered to be suitable for rehousing.

### Off leash areas

Under the Companion Animals Act, each council must provide at least one off-leash area where dogs can be exercised off-leash during certain hours. While Council does not currently have an off-leash area, a location has been identified in the Edward River Open Space Strategy.

### Inspections of Private Swimming Pools

#### *Swimming Pools Regulation 2018 - Clause 23*

Council undertakes a regime of inspections of private swimming pools. In the reporting period, Council undertook the following inspections:

Type	Number
Inspections of tourist and visitor accommodation	0
Inspections of premises with more than 2 dwellings	0
Inspections that resulted in issuance a certificate of compliance under section 22D of the Act: 28 (This figure includes the inspections of tourist and visitor accommodation)	38
Inspections that resulted in issuance a certificate of non-compliance under clause 18BA of the Regulation	4

# APPENDIX A: AUDITED FINANCIAL STATEMENTS (SEPARATE COVER)



# APPENDIX B: GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT



This section is Edward River Council's Government Information (Public Access) Act 2009 (GIPA Act) Annual Report for the 2018-19 reporting period.

### **Review of Proactive Release Program**

Council continually reviews its proactive release program to identify information that is made publicly available.

Council undertook the following initiatives as part of the review:

- Reviewing the information published on Council's website to ensure that information featured is up-to-date, informative and relevant;
- Continuing a review of Council's Policy Register, which resulted in additional policies being developed and adopted by Council during the reporting period.
- Monitoring matters of public interest to determine whether Council can proactively release further information about those matters; and
- Continued to offer an online community consultation platform to better engage residents in the decision-making process and regularly seek community feedback on Council decisions, projects, programs and activities.

### **Number of Access Applications Received**

During the reporting period Council received two (2) valid formal access to information applications.





### Statistical Information about Access Applications

Statistical Information about GIPA Act access applications is outlined in the tables below:

Table A: Number of applications by type of application and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	1	0	0	0	0
Members of the public (other)	0	2	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	2	0	1	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications	
Reason for Invalidity	Number of Applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	1

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is recorded (but only once per application). This also applies in relation to Table N.	

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of times consideration used
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	2
Environmental, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
<b>Total</b>	<b>2</b>

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>3</b>

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>

\*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)		Number of applications for review
Applications by access applicants		1
Applications by persons to whom information the subject of access applications relates (see section 54 of the Act)		1
<b>Total</b>		<b>2</b>

Table I: Applications transferred to other agencies		Number of applications transferred
Agency-Initiated Transfers		0
Applicant-Initiated Transfers		0
<b>Total</b>		<b>0</b>

# APPENDIX C: PUBLIC INTEREST DISCLOSURES ACT

Edward River Council is required to report annually on its obligations under section 31 of the Public Interest Disclosures Act 1994 (PID Act) and clause 4 of the Public Interest Disclosures Regulation 2011.

## Statistical Information on Public Interest Disclosures

*Public Interest Disclosures Regulation 2011 cl 4 (2) (a)-(c)*

Table S: Statistical Information on Public Interest Disclosures July 2018 - June 2019	
Number of public officials who made PIDs	0
Total number of PIDS received by Edward River Council	0
Of the total received, the number in each of the following categories:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government intervention contravention	0
• Local government pecuniary interest contravention	0
Number of PIDs finalised in this reporting period	0

## Staff Awareness of Public Interest Disclosures Internal Reporting Policy

*Public Interest Disclosures Regulation 2011 cl 4 (2) (e)*

During the reporting period, Council undertook the following actions to meet its staff awareness obligations:

- Making Council's Public Interest Disclosure Policy available on both our website and staff intranet; and
- Incorporating information on public interest disclosures into Council's Employee Manual which is provided to all new staff on commencement.
- Placing information about Public Interest Disclosure on staff bulletin boards.

## Public Interest Disclosures Internal Reporting Policy

*Public Interest Disclosures Regulation 2011 cl 4 (2) (d)*

In accordance with the requirements of the PID Act, Council adopted a Public Interest Disclosure Policy on 17 May 2017. The policy, which provides a mechanism for Council Officials to make disclosures about serious wrongdoing, is based on the NSW Ombudsman's model internal reporting policy for local government.

Council's Public Interest Disclosure Policy is available on Council's website.



EDWARD RIVER COUNCIL  
**ANNUAL REPORT 2018-19**

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**9.4 RESOLUTIONS OF COUNCIL**

**Author:** Belinda Perrett, Executive Assistant

**Authoriser:** Adam McSwain, General Manager

**RECOMMENDATION**

That Council note the information in the Resolutions of Council to 31 October 2019.

**BACKGROUND**

The attached report details the status of open Resolutions of Council.

**ISSUE/DISCUSSION**

Monthly report to update Councillors and community members on the progress of Council Resolutions.

**STRATEGIC IMPLICATIONS**

As outlined in the status updates.

**COMMUNITY STRATEGIC PLAN**

This report aligns with Outcome 5 – A community working together to achieve its potential. Particularly it supports outcome 5.3, our local government is efficient, innovative and financially sustainable.

**FINANCIAL IMPLICATIONS**

Not applicable

**LEGISLATIVE IMPLICATIONS**

Not applicable

**ATTACHMENTS**

1. Council

**Resolutions**

31 October 2019	Resolution	Responsibility	Status	Expected Date of Completion
2019/10/259	<p>Draft Financial Statements 2018-2019 That Council</p> <ol style="list-style-type: none"> <li>1. Adopt the Draft Financial Statements 2018-19 incorporating the General Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules</li> <li>2. Approve the signing of the "Statement by Councillors and Management" in accordance with Section 413(2)(c) of the Local Government Act 1993 and Clause 215 of the Local Government (General) Regulation 2005 in relation to the Financial Statements 2018-19.</li> <li>3. Delegate to the General Manager the authority to submit the Financial Statements to the Office of Local Government and the Australian Bureau of Statistics.</li> <li>4. Exhibit the Financial Statements and Auditor's Reports and call for public submissions on those documents with submissions closing on 29 November 2019 in accordance with Section 420 of the Local Government Act 1993.</li> <li>5. Note that the Audited Financial Statements and Auditor's Reports will be presented to the public at the Ordinary Meeting of Council scheduled for 19 December 2019 in accordance with Section 418(1) of the Local Government Act 1993.</li> </ol>	Director Corporate Services	Closed	31 October 2019 - Closed
2019/10/260	<p>Audit Risk and Improvement External Member Appointment That Council</p> <ol style="list-style-type: none"> <li>1. Adopt the revised Audit, Risk and Improvement Committee Charter contained at Attachment 3.</li> <li>2. Appoint Mr Graham Bradley and Ms Suni Campbell to the Audit, Risk and Improvement Committee as Independent External Members.</li> </ol>	Director Corporate Services	Closed Budget increase will be noted in December Quarterly Budget Review	1 November 2019 - Closed

	3. Fund the required budget increase, as outlined in the Financial Implications sections of this report, from the identification of expenditure savings in other areas of Council's operations and receive a recommendation as part of the December 2019 Quarter Budget Review.			
<b>24 October 2019</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2019/10/234</b>	Councillor Appointment to Committees Council reviewed the current Councillor appointments to committees and determined the following changes for the period October 2019 to September 2020. a) The Edward River Users Group continues to be a committee of Council with delegates being Mayor Cr Norm Brennan and Cr Ashley Hall. b) DBEC be removed from the list of committees. c) Committees to be notified of Councillor appointments.	Executive Assistant	Committee List Updated. Committees to be notified	7 November 2019
<b>2019/10/236</b>	Tabling – Annual Written Returns of Interest Register That Council note the General Manager's tabling of the annual Written Returns of Interest Register.	General Manager	Closed	Closed
<b>2019/10/237</b>	Annual Code of Conduct Statistical Return 2019 That Council 1. Receive and note the Code of Conduct Annual Statistical Report for the period 1 September 2018 to 31 August 2019 2. Provide the Code of Conduct Annual Statistical Report to the Office of Local Government by 31 December 2019.	Director Corporate Services	Waiting on template from OLG	20 December 2019
<b>2019/10/238</b>	Estates Building Revitalisation and Civic Precinct Accommodation Project That Council: 1. Endorse the Estates Building and Administration Building Revitalisation Concept Designs Stages 1 and 2, contained at	Director Corporate Services Director Infrastructure	1 to 3 closed  Report to Council prior offering the stage 1	February 2020

	<p>Attachment 1 and 2</p> <ol style="list-style-type: none"> <li>2. Endorse the Town Hall and Civic Precinct Revitalisation Masterplan contained at Attachment 3.</li> <li>3. Delegate the General Manager to engage the architect, Brandrick &amp; Associates, in accordance with the accepted tender for Planning and Design Services, to proceed to the next phases of detailed design, approvals, and tender documentation in accordance with the Concept Design Stages 1 and 2.</li> <li>4. Receive a further report on the preferred approach to offering the stage 1 construction contract for tender, in coordinating with the Town Hall Revitalisation and Civic Precinct Projects.</li> </ol>		construction contract for tender	
<b>2019/10/239</b>	<p>Draft Water Leak Allowance Policy That Council:</p> <ol style="list-style-type: none"> <li>1. Place the draft Water Leak Allowance Policy, contained at Attachment 1, on public exhibition for 28 days;</li> <li>2. Subject to receiving no submissions during the public exhibition period, adopt the Draft Water Leak Allowance Policy contained at Attachment 1.</li> </ol>	Director Infrastructure	On Public Display	28 November 2019
<b>2019/10/240</b>	<p>Union Picnic Day That Council</p> <ol style="list-style-type: none"> <li>1. Approve Tuesday 5 November 2019 for the purpose of union picnic day holiday as allowed under the Local Government State Award 2017.</li> <li>2. Approve the closure of the Customer Service Centre, Works Depot and Central Murray Regional Library for the day.</li> </ol>	Manager People & Customer Service	Closed	Closed
<b>2019/10/243</b>	<p>Development Application 41/19 That Council:</p> <ol style="list-style-type: none"> <li>1. <b>APPROVE</b> Development Application 41/19 dated 7 August 2019 for the 5 stage redevelopment of a depot on Lots 11, 12</li> </ol>	Manager Environmental Services	Closed	Closed

	<p>and 13 DP1123768 and Lot 2 Section 36 DP758782, 334-342 Augustus Street, 219 Wanderer Street and 221 Wanderer Street, North Deniliquin consisting of the following stages:</p> <ul style="list-style-type: none"> <li>a Stage 1 – Construction of 2 sheds ('A' and 'B'), extension and renovation to existing staff rooms, construction of a temporary toilet block and accessible ramp, demolition of internal fencing, concrete bunker, retaining wall and ramp structure, existing toilets and open shed on the northern boundary, relocation of existing carport/shed to northern corner of site (shed C), construction of the Charles Street vehicular access and upgrades to the Augustus Street vehicular access;</li> <li>b Stage 2 – Works associated with open air storage;</li> <li>c Stage 3 – Relocation of demountable administration building (from 180 Cressy Street), accessible carpark, sealing of carparks and construction of vehicular access off Wanderer Street;</li> <li>d Stage 4 – Works to existing works shed and office and relocation of fuel tanks, washdown bay and water tanks; and</li> <li>e Stage 5 – Future shedding and heavy vehicle parking.</li> </ul> <p>Shown on the following plans:</p> <table border="1" data-bbox="510 1086 1341 1353"> <thead> <tr> <th>Drawing Number</th> <th>Title</th> </tr> </thead> <tbody> <tr> <td>267-01-18/01 P7</td> <td>Cover and Drawing Schedule</td> </tr> <tr> <td>267-01-18/02 P7</td> <td>Existing Site Plan – Deni North Depot</td> </tr> <tr> <td>267-01-18/03 P7</td> <td>Proposed Site Plan – Deni North Depot</td> </tr> <tr> <td>267-01-18/04 P7</td> <td>Shed A&amp;B Floor Plan and Elevation</td> </tr> <tr> <td>267-01-18/05 P7</td> <td>Shed A&amp;B Roof Plan and Section</td> </tr> </tbody> </table>	Drawing Number	Title	267-01-18/01 P7	Cover and Drawing Schedule	267-01-18/02 P7	Existing Site Plan – Deni North Depot	267-01-18/03 P7	Proposed Site Plan – Deni North Depot	267-01-18/04 P7	Shed A&B Floor Plan and Elevation	267-01-18/05 P7	Shed A&B Roof Plan and Section			
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267-01-18/11 P7	Demountable Facilities		4/10/19																															
	<p>Stage 1 works are approved in accordance with section 4.16 and stages 2-5 are approved as a concept development application in accordance with Part 4 Division 4.4 of the Environmental Planning and Assessment Act 1979 and subject to the following reasons:</p> <p>(a) <i>The application complies with key planning provisions contained within the Deniliquin Local Environmental Plan 2013 and the Deniliquin Development Control Plan 2016; and</i></p> <p>(b) <i>The proposal is consistent with the zone objectives and the existing character of the area. And impose the conditions as detailed in Attachment 2 of this report.</i></p>																																	
<b>2019/10/244</b>	<p>Development Application 45/19 That Council:</p> <p>1. <b>APPROVE</b> Development Application 45/19 for installation of “Deniliquin” township sign and associated landscaping on the road reserve, corner of Cobb Highway and Crispe Street, Deniliquin dated 2/09/19 as shown on plans numbered DA 45/19 Site Plans A(A), L0000(B) , Planting Plan L1000 (B), Landscape Details Plan L1001 (B), Landscape Notes L1002 (B) described in details accompanying the Development Application, in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 and subject</p>	Manager Environmental Services	Closed	Closed																														

	<p>to the following reason/s:</p> <p>(a) The proposal is consistent with the zone and desired future character of the area.</p> <p>Impose conditions on 45/19 as detailed in Attachment 2.</p>			
<b>2019/10/245</b>	<p>Murray Regional Tourism – One Year Extension of Memorandum of Understanding That Council</p> <ol style="list-style-type: none"> <li>Approves the one-year extension (1 July 2020 to 30 June 2021) to the funding agreement with Murray Regional Tourism Board</li> <li>Authorises the General Manager to provide written confirmation to Murray Regional Tourism Board to enact this Motion</li> </ol>	Community & Economic Development	Letter signed and delivered	Closed
<b>2019/10/247</b>	<p>Deniliquin CBD Parking That Council;</p> <ol style="list-style-type: none"> <li>Approve the creation of an additional four 2-hour parking spaces along Whitelock Street, between Napier Street and Hardinge Street,</li> <li>Note that further investigations will be carried out to identify suitable locations for the provision of additional disabled spaces.</li> </ol>	Director Infrastructure	Letters sent to impacted parties long the street. A press release will be sent out prior to the end of November. Works will be completed in December.	December 2019
<b>2019/10/248</b>	<p>Conargo and Pretty Pine Rural Landfills That Council:</p> <ol style="list-style-type: none"> <li>Accept the requirements of the Deed of Agreement from NSW Environmental Trust for Pretty Pine and Conargo Rural Landfills conversion to transfer stations;</li> <li>Allocate \$86,700 from the Waste Facilities reserve for the project; and</li> </ol>	Director Infrastructure	Funding deed signed. Project Plan underway	December 2020

	3. Authorise the General Manager to sign the Deed of Agreement on Council's behalf.			
<b>2019/10/249</b>	Deniliquin Swim Centre – Entrance Fees for 2019/20 Season That Council:  1. Endorses the proposed entrance fees to the Deniliquin Swim Centre for the 2019/20 season; and  2. Advise Deniliquin Outdoor Pools Incorporated and Deniliquin Heated Pools Incorporated that the fees charged to the Deniliquin Swimming and Life Saving Club for use of the facility during normal operating hours are capped at \$547.00 for the 2019/20 season.	Manager Engineering & Assets	Completed	Closed
<b>2019/10/250</b>	Plan of Management That Council:  1. Adopt the Plans of Management for Gorman Park reserve and McLean Beach Reserve;  2. Submit the adopted Plans of Management to Crown Lands for endorsement.	Director Infrastructure	Completed	Closed
<b>2019/10/251</b>	Mobile Phone Policy That Council adopt the revised Mobile Phone Policy contained at Attachment 1.	IT Manager	Closed	Closed
<b>2019/10/254</b>	CBD Painting Project That Council  1. Rescind resolution number 2019/09/227 to approve the Drought Communities Program CBD Painting and Signage funding allocation as recommended by the assessment panel, with an amendment that those partially funded, will be fully funded to the 50 percent maximum,  2. Approve the Drought Communities Program CBD Painting and Signage funding allocation for all successful applications as 75 percent from Drought Communities Program and 25 percent	Manager Community & Economic Development	New contracts have been distributed. Following up with 5 targeted businesses	31 December 2019



	<p>from the applicant,</p> <ol style="list-style-type: none"> <li>3. Approve any unspent funds from the CBD Painting and Signage project to be transferred to Tourism Marketing to invest in an additional radio campaign or tourism assets,</li> <li>4. Apply to the funding body for a minor application amendment from 50:50 to 75:25 for painting and signage contribution; and an extension of timeline due to unforeseen and unavoidable circumstances</li> </ol>			
<b>2019/10/255</b>	<p>Contract C2020/06 – Purchase of 20-24 Tonne Multi Tyre Roller That Council:</p> <ol style="list-style-type: none"> <li>1. Accepts the tender submitted by Tutt Bryant Pty Ltd for Contract C2020/06 – Purchase of 20 - 24 tonne Multi Tyre Roller for the lump sum tender price of \$161,000 + GST;</li> <li>2. Accepts the option provided by Tutt Bryant Pty Ltd of an extended 5 year/5,000 hour powertrain warranty at a price of \$3,200 + GST;</li> <li>3. Accepts the trade-in price of \$11,000 +GST from Tutt Bryant Pty Ltd for the sale of Council's current Sanya Multipac Roller, being Plant Number FM36;</li> <li>4. Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/06 – Purchase of 20 - 24 tonne Multi Tyre Roller.</li> </ol>	Director Infrastructure	Completed	Closed
<b>2019/10/256</b>	<p>Contract C2020/09 Retirement Living That Council</p> <ol style="list-style-type: none"> <li>1. Accept the tender submitted by Collard Maxwell Architects for Contract 2020/09 – Retirement Living Project for the lump sum tender price of \$292,600 plus GST;</li> <li>2. Authorise the General Manager and the Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/09 – Retirement Living</li> </ol>	General Manager	All tenderers notified. Contract sent	30 November 2019

	Project.			
19 September 2019	Resolution	Responsibility	Status	Expected Date of Completion
2019/09/207	Draft Councillor Expenses and Facilities Policy That Council: 1.Place the draft Councillor Expenses and Facilities Policy, contained at Attachment 1, on public exhibition for a period of 28 days. 2.Should no public submission be received during the exhibition period: (a)Adopt the draft Councillor Expenses and Facilities Policy, and (b)Repeal the Councillor Expenses and Facilities Policy adopted 14 December 2017.	Coordinator Communications and Integrated Planning	On Public Exhibition	November 2019
2019/09/208	Administration of 2020 Local Government Elections That Edward River Council ("the Council") resolves: 1.pursuant to section 296(2) and (3) of the <i>Local Government Act 1993 (NSW)</i> ("the Act"), that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council. 2.pursuant to section 296(2) and (3) of the Act, as applied and modified by section 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council. 3.pursuant to section 296(2) and (3) of the Act, as applied and modified by section 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council. 4.pursuant to section 377 of the Act, that the General Manager be delegated to negotiate and execute the contract with NSW Electoral Commissioner.	Acting General Manager	Negotiations Underway	16 December 2019
2019/09/210	Request for Water Transfers That Council	Director Infrastructure	Completed	Closed

	<p>1)Approve providing a water transfer to the Racecourse Reserve and Deniliquin Golf Club.</p> <p>2)Set the water transfers at the following levels:</p> <p>a) Racecourse Reserve – 40 ML</p> <p>b) Golf Club – 200 ML</p> <p>3)Provide the water to the Golf Club and Racecourse free of charge and only pass on to either group administrative charges as incurred in establishing the water transfer</p> <p>4)Note that this approval is a once off approval and that Council may not be able to provide this support in future years if increased water restrictions are applied.</p>			
<b>2019/09/212</b>	<p>Draft Recreation Strategy</p> <p>That Council:</p> <p>1.Exhibit the draft Recreation Strategy for a minimum period of 28 days; and</p> <p>2.Receive a further report upon completion of the exhibition of the draft Recreation Strategy.</p>	Manager Environmental Services	On Exhibition until 28 October 2019	November 2019
<b>2019/09/213</b>	<p>Community Participation Plan</p> <p>That Council:</p> <p>1.Prepare a community participation plan (attachment 1) and exhibit it for a minimum period of 28 days in accordance with section 2.23(1) and Schedule 1 of the Environmental Planning and Assessment Act 1979.</p> <p>2.In relation to Chapter 1 Introduction of the Deniliquin Development Control Plan 2016:</p> <p>(a)Prepare an amendment to this chapter (attachment 3) in accordance with section 3.43 of the Environmental Planning and Assessment Act 1979; and</p> <p>(b)Publicly exhibit the amendment in accordance with Schedule 1 of the Environmental Planning and Assessment Act and Part 3 Division 2 of the Environmental Planning and Assessment Regulation.</p> <p>3.Receive a further report upon completion of the public exhibition of the community participation plan and the amendments to the Deniliquin Development Control Plan 2016.</p>	Manager Environmental Services	On Exhibition until 23 October 2019	November 2019

<p><b>2019/09/214</b></p>	<p>Draft Rural Residential Strategy That Council: 1. Adopt the draft Rural Residential Strategy; and 2. Forward the Rural Residential Strategy to the Department of Planning and Environment and request that it be endorsed.</p>	<p>Manager Environmental Services</p>	<p>Plan forwarded, awaiting endorsement</p>	<p>Open</p>
<p><b>2019/09/216</b></p>	<p>Draft Investment Attraction and Expansion Policy That Council: 1.Exhibit the Draft Edward River Council Investment Attraction and Expansion Policy, Attachment 1, for a period of 28 days 2.Note that the Assessment Matrix, Attachment 2, will remain a confidential document for Council to use when assessing applications 3.Receive a further report upon the completion of the exhibition period</p>	<p>Manager Community and Economic Development</p>	<p>On exhibition</p>	<p>November 2019</p>
<p><b>2019/09/217</b></p>	<p>Draft Edward River Council Library Strategy That Council 1.Exhibit the Draft Edward River Council Library Strategy for a minimum period of 28 days; and 2.Receive a further report upon completion of the exhibition of the Draft Edward River Council Library Strategy</p>	<p>Manager Community and Economic Development</p>	<p>On exhibition One submission received. Discussing with State Library 7 November 2019</p>	<p>November 2019</p>
<p><b>2019/09/220</b></p>	<p>Deniliquin Hospital and Police Precinct Parking Review That Council: 1. Approve the creation of 12, 2-hour time limited parking spaces along Charlotte Street to encourage parking space turnover near the hospital entrance; 2. Receive a further report regarding the effectiveness of the changes six months after the implementation of the 2-hour time limited parking spaces; 3. Note that Councils resourcing of staff to undertake enforcement in this area is not increasing and inspections will be undertaken as they fit within existing workload; and 4. Contact the Police regarding the creation of a disabled parking space along Charlotte Street, in accordance with the Development Approval for the Police Station.</p>	<p>Director Infrastructure</p>	<p>Contact has been made. Insert in Community News. Will come into effect 28<sup>th</sup> October 2019 Letters have been sent to local residents and businesses. Works will be complete in November.</p>	<p><del>28 October</del> 2019 November 2019</p>

<b>2019/09/222</b>	Edward River Council – Draft Waste Strategy That Council 1. Adopt the Edward River Council Waste Strategy 2019-2049, Attachment 2 2. Note that recommendation 1.1, ‘Expansion of Kerbside Services’ (contained in Appendix A), will require the development of a business case prior to implementation.	Director Infrastructure	Business Case Draft commenced. Will be presented to Council February 2010	February 2020
<b>2019/09/223</b>	Deniliquin Truck Stop Project That Council 1. Defer the project to develop a truck stop within Deniliquin pending further investigations to identify a suitable site that meets the trucking community’s needs, 2. Seek approval through the Office of Local Government (OLG) to transfer the \$400,000 allocated to this project, through the Stronger Communities Fund (Round 2), to the following projects; (a) \$390,000 to the development of a Civic Plaza at 180 Cressy Street, Deniliquin that will be delivered as part of the project to re-develop the Town Hall and the Estates Buildings, (b) \$10,000 shall be retained in a truck stop project, to carry out further strategic work, to identify a suitable location and to determine the costings for the potential future development of a truck stop	Director Infrastructure	Letter to OLG sent. Completed	Closed
<b>2019/09/224</b>	Memorials in Public Space That Council: 1. Place the draft Memorials in Public Places Policy on public exhibition for a period of 28 days 2. Adopt the draft Memorials in Public Spaces Policy subject to no submissions being received 3. Note that a central location for memorials will be constructed as part of the re-development of a Civic Plaza at 180 Cressy Street Deniliquin 4. Inform the family and friends of the late Bill Mulham that Council will place a memorial to Bill in the Civic Plaza once it is completed.	Director Infrastructure	On exhibition Letter to Ian Campbell. Submission from Ian Campbell. Separate Report is provided for Council’s consideration.	November 2019
<b>15 August 2019</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of</b>

				Completion
<b>2019/08/187</b>	<p>Edward River Agri-Food and Fibre Masterplan That Council</p> <ol style="list-style-type: none"> <li>Note and endorse the development of the Edward River Agri-food and Fibre Masterplan</li> <li>Approve the establishment of a Project Reference Group made up of eight to ten industry representatives and two Councillors</li> <li>Note that the project will be funded through \$45,000 from the Round One Merger Funding to develop an investment prospectus, \$39,296 remaining from the Round Two Merger funding allocated towards the airport project and \$15,704 from the Office of the General Manager Consultant budget line</li> <li>Note that in line with Councils Procurement Policy the General Manager provided an exemption to directly engage McKinna <i>et al</i> given the experience and knowledge they developed through the airport project, that the work on the airport project was awarded through an open and competitive procurement process and that their experience and expertise aligned with the needs of the Agri-Food and Fibre Masterplan project</li> </ol>	Manager Community & Economic Development	Ongoing consultations	31 December 2019
<b>2019/08/194</b>	<p>Expression of Interest – South Depot – 147-149 Hardinge Street, Deniliquin That Council</p> <ol style="list-style-type: none"> <li>Agree to sell the former South Depot site at 143-147 Hardinge Street Deniliquin, to Jason O'Connor Fabrications for the price as detailed in the report to support the retention of four local jobs and the creation and relocation of at least twenty-one new jobs to Deniliquin.</li> <li>Negotiate with Jason O'Connor Fabrications on the settlement date to ensure a smooth transition of Council operations from the South Depot to the North Depot in line with the project to redevelop the North Depot</li> <li>Confirm that Clause 11.2 of the Contract of Sale, Attachment 4, is to require a development application to be submitted within 12 months of the signing of the contract</li> </ol>	Manager Community & Economic Development	Discussion Ongoing Contracts being prepared for exchange on 7 November 2019	31 October 2019 29 November 2019

	<p>4. Require Officers to discuss with Councils solicitor the ability to add in an additional clause requiring construction to commence within two years and the ability for other clauses to enforce the economic development benefits claimed in the proposal</p> <p>5. Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for the sale of the South Depot, 147-149, Hardinge Street, Deniliquin</p>			
<b>2019/08/195</b>	<p>Request for Economic Development Support</p> <p>1. That Council gives the General Manager the authority to meet with the proposed developers of the Federal Hotel and offer Council assistance.</p> <p>2. Assistance can include</p> <ul style="list-style-type: none"> <li>i) Fifty percent (50%) rate reduction up to a three-year period</li> <li>ii) Waiving of the DA fees</li> <li>iii) Allowing a delayed payment schedule for any Headworks or Infrastructure payments.</li> <li>iv) Any Council assistance will require a written agreement with specific timeframes.</li> </ul>	General Manager	Ongoing. Agreement currently being developed. No submissions following exhibition. Ready for adoption at November Council Meeting.	31 October 2019 21 November 2019 Closed
<b>18 July 2019</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2019/07/164</b>	<p>That Council:</p> <ul style="list-style-type: none"> <li>1. Approve the Free Waste Disposal weekends at the Deniliquin Landfill to take place on the following dates during the 2019/20 financial year: 26 &amp; 27 October 2019, 4 &amp; 5 January 2020, 5 &amp; 6 April 2020 and 14 &amp; 15 June 2020.</li> <li>2. Note that on the Free Waste Disposal weekends the following waste is still charged for; tyres, commercial waste, construction and/or demolition waste.</li> <li>3. Approve the recommendation and receive a further report outlining additional waste services that can be provided to the community.</li> </ul>	Director Infrastructure	Further report will be tabled at the February Workshop	28 February 2020

<b>2019/07/165</b>	That Council: 1. Fund the Booroorban Truck Layby on both sides of the highway with \$200,000 funding from the Drought Communities Programme and \$50,000 from Council's reserves. 2. Fund the rural village signage program at a cost of \$15,000 from Council's Reserves.	Manager Community & Economic Development	Progressing  Signage program underway	31 December 2019
<b>2019/07/168</b>	That Council accept the offers for sale in Attachment 1, submitted during the Expression of Interest process, of Council owned tanker trailer units to various landholders as stated in the report for the total value of \$21,054.54 + GST.	Manager Engineering & Assets	Progressing. Two outstanding payments.	<del>30</del> <del>September</del> 2019 31 October 2019
<b>2019/07/169</b>	That Council: 1. Accept the tender submitted by Deni Civil and Construction Pty Ltd Pty Ltd for Contract C2020/03 – Wood Street Reconstruction Project for the lump sum tender price of \$516,680.00 + GST; 2. Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/03 – Wood Street Reconstruction Project; 3. Delegate the Contract Superintendent to approve variations up to a maximum of 10% of the contract value to allow for any issues that may arise on site.	Director Infrastructure	Project underway.	<del>31 December</del> <del>2019</del> Closed
<b>2019/07/170</b>	That Council: 1. Accept the tender submitted by Deni Civil and Construction Pty Ltd Pty Ltd for Contract C2020/02 – Victoria Street Reconstruction Project for the lump sum tender price of \$532,490.00 + GST; 2. Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2020/02 – Victoria Street Reconstruction Project; 3. Delegate the Contract Superintendent to approve variations up	Director Infrastructure	Works will be scheduled during school holidays. Final details are being coordinated with contractor for contract signing in November.	31 December 2019



27 June 2019	Resolution	Responsibility	Status	Expected Date of Completion
2019/06/146	<p>to a maximum of 10% of the contract value to allow for any issues that may arise on site.</p> <p>Drought Communities Programme That Council approve the submission to the Department of Infrastructure, Regional Development and Cities under the Drought Communities Programme for the following projects:</p> <ul style="list-style-type: none"> <li>• Drought Support Officer;</li> <li>• Tourism Marketing Program;</li> <li>• CBD Painting Program;</li> <li>• Town Entrance – Crispe Street;</li> <li>• Town Entrance – Davidson Street;</li> <li>• Road Upgrades – Harfleur Street and Wyatt Street; and</li> <li>• Booroorban Heavy Vehicle Layby.</li> </ul> <p><b>AMENDMENT</b></p> <p>That Council:</p> <p>1.Approve the submission to the Department of Infrastructure, Regional Development and Cities under the Drought Communities Programme for the following projects:</p> <ul style="list-style-type: none"> <li>• Drought Support Officer;</li> <li>• Tourism Marketing Program;</li> <li>• CBD Painting Program;</li> <li>• Town Entrance – Crispe Street;</li> <li>• Town Entrance – Davidson Street;</li> <li>• Road Upgrades – Harfleur Street and Wyatt Street;</li> </ul> <p>2.Delay consideration of the Booroorban Heavy Vehicle Layby until the July Council meeting.</p>	Director Infrastructure	<p><del>July Council meeting to discuss Booroorban Heavy Vehicle Layby</del></p> <p>Ongoing</p>	<p><del>18 July 2019</del></p> <p>31 December 2019</p>
2019/06/148	Transfer or sale of land for unpaid rates That Council:	Director Corporate Services	Notification has been sent.	<del>18 July 2019</del>

	<p>1. In accordance with section 570 of the Local Government Act, accept the transfer of the following land for unpaid rates:                  Lot 29 and 30 DP 815329, Ballantyne Crescent, Deniliquin                  Lot 19 DP 815329, Burton Street, Deniliquin                  Lot 12 DP 815329, Harfleur Street, Deniliquin                  LOT 13 DP 815329, Harfleur Street, Deniliquin                  LOT 37 DP 749636, Henry Street, Deniliquin</p> <p>2. In accordance with section 31(2) of the Local Government Act, classify the following land as Operational Land, upon acquisition:                  Lot 29 and 30 DP 815329, Ballantyne Crescent, Deniliquin                  Lot 19 DP 815329, Burton Street, Deniliquin                  Lot 12 DP 815329, Harfleur Street, Deniliquin                  LOT 13 DP 815329, Harfleur Street, Deniliquin                  LOT 37 DP 749636, Henry Street, Deniliquin</p> <p>3. Authorise the General Manager, via MCW Lawyers Pty Ltd, to provide written advice to the Trustee that Council will formally approve the agreement with the Trustee to accept transfer of the properties.</p> <p>4. Authorises the General Manager to take all necessary steps and execute all necessary documentation to implement part 1 of this resolution of Council.</p> <p>5. Affix the Council seal in accordance with Clause 400 of the Local Government (General) Regulations 2005 as required to implement part 1 of this resolution of Council.</p> <p>6. Authorise the write-off of the bad debt, being the net of monies owing in unpaid rates and sundry debtors and the 'fair asset value' of the land transferred.</p>		<p>Still progressing.</p> <p>Received.                  Adjusting bad debts and asset registers.</p>	<p><del>30 September 2019</del>  <del>30 October 2019</del>                  November 2019</p>
<b>21 March 2019</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2019/03/45</b>	Town Planning Policy 5.10 Bonds and Developer Contributions The motion was deferred, and the matter will be taken to the June workshop for further discussion.	Manager Environmental Services	Will be taken to November 2019 Workshop	<del>June 27 2019</del> July 18 2019 <del>31 October</del>

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				2019 December 2019
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**9.5 EDWARD RIVER COUNCIL SCHOOL PRESENTATIONS****Author: Belinda Perrett, Executive Assistant****Authoriser: Adam McSwain, General Manager****RECOMMENDATION**

That the Councillors nominated in the table below, attend the annual school presentations on behalf of Edward River Council and present awards where necessary.

**BACKGROUND**

Edward River Council is requested annually by fourteen schools within the area to contribute to their award presentations and have a representative attend.

**ISSUE/DISCUSSION**

The table below details the school, location of the event, date and time as well as the Councillor nominated to participate. The table will be filled in as invitations are received.

<b>School</b>	<b>Location</b>	<b>Date &amp; Time</b>	<b>Councillor attending</b>
Blighty Public School	Blighty Public School	Monday 16 December 10am	Nick Metcalfe
Conargo Primary School	TBC	TBC	TBC
Deniliquin Christian School	Deniliquin Baptist Church	Friday 13 December 2019 at 7pm	Pat Fogarty
Deniliquin High School	Deniliquin High School MPC	Tuesday 17 December 2019 at 7.30pm	Norm Brennan
Deniliquin North Public School	Deniliquin RSL Auditorium	Wednesday 11 December 2019 11am	Marg Bull
Deniliquin South Public School	Deniliquin RSL Club	Friday 13 December 2019 at 12.30pm	Peta Betts
Edward Public School	Deniliquin RSL Club	Thursday 12 December 2019 6pm	Norm Brennan
Finley High School	Finley High School	Tuesday 17 December 2019	Norm McAllister
Finley Public School	Finley High School	Thursday 12 December 2019	Norm McAllister
Hay Public School	Spirit of Anzac Centre	Tuesday 17 December 2019	Peter McCrabb
Mayrung Public School	Mayrung Hall	Monday 16 December 2019 at 6pm	Nick Metcalfe
Moulamein Public School	TBC	TBC	TBC
St Marys Primary School	TBC	TBC	TBC
St. Michaels Primary Deniliquin	TBC	TBC	TBC

## **ORDINARY COUNCIL MEETING AGENDA**

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Deniliquin PSSA	Donation only		
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### **STRATEGIC IMPLICATIONS**

#### **COMMUNITY STRATEGIC PLAN**

2.3 Our region provides strong education, employment and training opportunities.

#### **FINANCIAL IMPLICATIONS**

Financial requests are included in the 19/20 budget

#### **LEGISLATIVE IMPLICATIONS**

Financial support has been included in the budget and is part of Council's Community Grants framework

#### **ATTACHMENTS**

Nil

**9.6 MAYOR, COUNCILLORS AND GENERAL MANAGER MEETINGS****File Number:****Author:** Belinda Perrett, Executive Assistant**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

That Council note the Mayor, Councillor and General Manager meetings for October 2019.

**ACKGROUND**

The report details meetings undertaken by the Mayor, Councillors and General Manager on behalf of Council during October 2019.

**Mayor, Councillor and General Manager meetings October 2019**

<b>Date</b>	<b>Participants</b>	<b>Topic</b>	<b>Council Reps</b>
2 Oct.	Agri-food and Fibre	McKinna Masterplan Meeting	Cr McCrabb, Cr McAllister
3 Oct.	Audit Risk & Improvement Committee	Committee Meeting	Cr McCrabb
4 Oct.	Deniliquin Ute Muster	Chairman's Welcome	Mayor, Cr Bull, Acting General Manager
9 Oct	Edward River Concert Band Committee Members	Committee Meeting	Cr Bull
10 Oct	Australia Day Committee	Committee Meeting	Mayor, Cr Bull
10 Oct	Working Together for Better Health Committee	Committee Meeting	Mayor
11 Oct	Resilient Small Businesses	Final in three-part Drought Series	Mayor, Cr Bull
14 – 16 Oct	Local Government NSW Annual Conference	Conference	Mayor, Acting General Manager
15 Oct	SW Music Staff meeting	Staff meeting	Cr Bull
15 Oct	Minister Marshall's Office	Advocacy	Mayor, Acting General Manager
15 Oct	Minister Cooke's Office	Advocacy	Mayor, Acting General Manager
16 Oct	Health Professionals	Dinner	Mayor, Acting General Manager

23 Oct	Regional Digital Connectivity	Snowy Hydro Legacy Fund	Mayor, General Manager
23 Oct	80 Years on Deniliquin Remembers 1939-2019	Peppin Heritage Display	Mayor, Cr Betts
24 Oct	SW Music Board Meeting	Board Meeting	Cr Bull
24 Oct	Working Together for Better Health Committee	Committee Meeting	Mayor
30 Oct	Local Indigenous Focus Event	Community Leaders Discussion	Deputy Mayor

**ISSUE/DISCUSSION**

Nil

**STRATEGIC IMPLICATIONS**

Nil

**COMMUNITY STRATEGIC PLAN**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil

**9.7 COUNCIL CHRISTMAS CLOSURE****Author:** Helen Flisher, Manager People & Customer Service**Authoriser:** Trish Kirkland, Director Corporate Services**RECOMMENDATION**

That council resolves to:

1. Note the following Council Christmas business closures:
  - a) **Council's Customer Service Centre**  
Closed from 12.30pm Tuesday, 24 December 2019, resuming standard operating hours from Thursday, 2 January 2020;
  - b) **Central Murray Regional Library**  
Closed from 12.30pm Tuesday, 24 December 2019, resuming standard operating hours from Thursday, 2 January 2020;
  - c) **Council's Works Depot**  
Closed from 12.30pm Tuesday, 24 December 2019, resuming standard operating hours from Thursday, 2 January 2020;
  - d) **Deniliquin Visitor Information Centre & Peppin Heritage Centre**  
Closed on Wednesday, 25 December, Thursday 26<sup>th</sup> December 2019 and Wednesday, 1 January 2020, and maintaining standard operating hours on all other days throughout the Christmas period; and
  - e) **Deniliquin Waste Disposal Depot**  
Closed on Wednesday, 25 December 2019 and Wednesday, 1 January 2020 and maintaining standard operating hours on all other days throughout the Christmas period.
2. Note that Customer Services Centre, Visitor Information Centre and Peppin Heritage Centre, Library, Depot and Landfill close from 12.00noon until close of business on Thursday 19<sup>th</sup> December 2019 to allow staff to attend the **official Christmas function**.
3. Note that Council's **kerbside waste collection** service will not operate on 25 December 2019 and 1 January 2020, both of which fall on a Wednesday.  
  
Kerbside collection usually occurring Wednesdays will take place Thursday and Thursday's collection will take place Friday for these two weeks.

**BACKGROUND**

NSW Public Holidays fall on the following dates during the 2019/20 Christmas period:

- Wednesday, 25 December 2019 (Christmas Day);
- Thursday, 26 December 2019 (Boxing Day); and
- Tuesday, 1 January 2020 (New Year's Day).

**ISSUE/DISCUSSION**

1. A Christmas function for all Council staff and volunteers will be held on the afternoon of Thursday, 19 December 2019.



As such the following council workplaces will close at 12.00 noon until close of business on that date:

- Customer Service Centre
- Works Depots
- Central Murray Regional Library,
- Deniliquin Visitor Information Centre & Peppin Heritage Centre
- Deniliquin Waste Disposal Depot

2. During the Christmas closure period, the telephone number for Council's Customer Service Centre (03 5898 3000) is diverted to the After-Hours Call Centre. The Call Centre has a list of emergency contacts so that any emergencies and urgent enquiries are promptly referred to the appropriate staff member for actioning. Standard enquiries received during the Christmas closure period will be logged for action upon Council's Customer Service Centre resuming operations in the New Year.

Whilst Council's Works Depot will be closed from 12.30pm, 24 December 2019 through to Wednesday 2 January 2020, a skeleton crew and on-call arrangements are scheduled for the operations branch to ensure that any essential services and urgent matters that may arise during the Christmas closure period are addressed.

### **STRATEGIC IMPLICATIONS**

As per the report, steps have been taken to ensure that essential services are still available across the Christmas period.

Council's Christmas business closures will be advertised on Council's website and Facebook page as well as via public notice in the *Deniliquin Pastoral Times* on the following dates:

- Tuesday, 17 December 2019;
- Friday, 20 December 2019;
- Tuesday, 24 December 2019.

### **ATTACHMENTS**

**Nil**

**9.8 DRAFT RECREATION STRATEGY****Author: Julie Rogers, Manager Environmental Services****Authoriser: Adam McSwain, General Manager****RECOMMENDATION**

That Council:

1. Adopt the draft Recreation Strategy (Attachment 1); and
2. Notify the submission authors of Council's decision.

**BACKGROUND**

At its meeting on 19 September 2019 Council resolved to exhibit the draft Recreation Strategy (the Strategy) for a minimum period of 28 days and receive a further report upon completion of the exhibition (Min No 2019/09/212).

Exhibition of the document has now been completed and it is recommended to Council that it be adopted.

Attachment 1 is the draft Strategy.

**ISSUE/DISCUSSION**

The draft Strategy was prepared to consider the current provision of recreation and community facilities, service levels and future governance models.

The document makes 22 recommendations to be implemented over a number of years and include:

- Facilitating a program of education and training for sport and recreation groups;
- Preparing a Masterplan for Rotary Park prior to any further investment in the facility and a Masterplan for Pretty Pine Recreation Reserve with a focus on equestrian activities;
- Reviewing service provision across recreation reserves;
- Implementing a framework for the terms of occupation (e.g. leases, memorandums of understanding) with user groups; and
- Reviewing fees and charges.

The draft Strategy was exhibited for a period of 28 days and one submission was received. A second submission was received after the exhibition period closed. Attachment 2 is the submissions.

**Submission**

Both submissions highlight the importance of the Conargo Recreation Reserve to the community and the use that it receives. It has a variety of uses including (but not limited to) use of oval for inter-village and local cricket teams, use of facilities by the Conargo Public School, use (until recently) by the mobile preschool and there is general use of the facilities by locals and visitors. The reserve is also a gazetted emergency assembly point for the residents of the village, Billabong Estate and surrounding properties should a bushfire or other emergency occur and the committee ensures that there is an emergency water supply available on the site. The costs associated with the reserve represent a 'whole of village' approach.

In addition to this, the submission queries the cleaning costs attached to the reserve particularly for toilets. The cost for this in the 18/19 financial year was \$9 000 and it is noted in the submission that there are three sets of toilets on the reserve (including one set which is temporarily closed).

Council met with the submission author on 7 November 2019 to discuss the submission. The costs for the reserve were discussed. The table below details the costs in the strategy for the 18/19 financial year and adjustments that have been made to these costs following discussion with the submission author and further review by Council.

Works Undertaken by Council	Description	Approx. Cost	Adjustment
Casual part-time employee	<ul style="list-style-type: none"> <li>▪ Oval mowing and maintenance;</li> <li>▪ Bin collection and emptying;</li> <li>▪ Mowing of other reserves;</li> <li>▪ Maintenance of irrigation systems.</li> </ul> <p>50% of the costs associated with the provision of this employee has been costed to the recreation reserve for this exercise. 16 hrs per week. This rate includes for provision of plant and oncost.</p>	\$17 472	Nil
Building Maintenance	Council carry out Building Maintenance as requested	\$10 000	Nil – refer to comment below*
Playground Inspections	1 inspection/month	\$2 500	Nil
Building Cleaning	Council employ a cleaner to clean the building and toilets	\$9 000	\$7 500 – refer to comment below**
Water Charges	Paid by Council		Nil
Power	Paid by Council		Nil
Insurances	Covered by Council insurance		Nil
Income from Building Charges	Income is collected by s355 committee		Nil

\*Building maintenance in 18/19 included replacement of gutters on the hall.

\*\*Reduced from \$9 000 to \$7 500 to account for the cleaner also doing cleaning at another reserve in the village.

This represents a reduction in the costs for the reserve from \$38 972 to \$37 472. Adjustments have been made to the strategy to reflect the submission.

### STRATEGIC IMPLICATIONS

The draft Strategy provides a strategic framework for the provision of services clubs/groups within Edward River Council.

### COMMUNITY STRATEGIC PLAN

The draft Strategy meets target 1.3 'our community and public spaces are accessible and inclusive and reflect our history, heritage and culture' and target 3.3 'we plan for the future to accommodate and facilitate sustainable growth and development'.

### FINANCIAL IMPLICATIONS

The project has been completed within its budget.

**LEGISLATIVE IMPLICATIONS**

Nil.

**ATTACHMENTS**

1. Draft Recreation Strategy
2. Submissions



November 2019



Edward  
River  
COUNCIL



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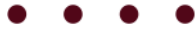
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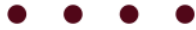
Appendix 1: Asset Condition Report

Appendix 2: Detailed Organisation Findings

Appendix 3: Sportsground Detailed Levels of Service







# 1.0 Introduction

Edward River Council engaged MAK Planning and Design to prepare the Edward River Recreation Strategy, the primary focus of which is to undertake a review of Council's service delivery to community sport and recreation. The Recreation Strategy builds on existing Council planning, including the Open Space Strategy and the Public Spaces Strategy.

The Edward River Recreation Strategy is a forward-looking plan that provides direction to the provision and management of land, assets and resources utilised by sporting clubs across the Edward River region. The key focus is on understanding current and developing new, service levels. Service provision to recreation reserves, community facilities and clubs, varies between the two former Councils. The Recreation Strategy identifies any differences in service provision and provides recommendations for new levels of service provision in the future that are suited to the financial capacity of Edward River Council.

The Project Brief identified that the Recreation Strategy was to achieve the following:

- » Review the current provision of recreation and community facilities and assess sustainability of facilities and clubs/groups to understand any opportunities for consolidation.
- » Review existing Council service levels provided across all recreation and community facilities and provide a recommended approach to achieve equity within Council's available resources.
- » Review existing recreation and community facilities and undertake building inspections to develop a prioritised list of asset maintenance and renewal requirements.
- » Develop a suite of lease/licence/user agreements for all Council recreation and community facilities that are in line with proposed service levels.
- » If required, recommendations for improved governance arrangements to ensure effective and efficient management of recreation reserves.
- » Develop a prioritised list of next steps to implement findings and provide a list of required recreation and community facility projects.

In developing the Recreation Strategy, the key tasks have been to:

- » Confirm current services and service levels by engaging with the clubs and organisations and key Council staff. Within Council this has required time meeting with Council's parks and gardens, maintenance, engineering and asset management staff to develop existing service levels, understand cost structures and confirm current service provision across all recreation services.
- » Consulted with most external groups to understand their sustainability, future plans, proposed projects, membership structure etc. The external groups were<sup>1</sup>:
  - Basketball Stadium Managers
  - Blighty AFL Club
  - Blighty Netball Club
  - Blighty Tennis Club
  - Conargo Recreation Reserve
  - Deniliquin & District Cricket Association
  - Deniliquin Athletics Club

<sup>1</sup> Where the group has no active sport the focus of the reporting has been on asset reporting only.

- Deniliquin Boat Club
  - Deniliquin Bowling Club
  - Deniliquin Clay Target Club
  - Deniliquin Collectors' Club
  - Deniliquin Cycling Club
  - Deniliquin District Soccer Club/Wanderers
  - Deniliquin Drivers Rugby Union Football Club
  - Deniliquin Field and Game
  - Deniliquin Golf Club
  - Deniliquin Lawn Tennis Club
  - Deniliquin Motorcycle Association Inc.
  - Deniliquin Netball Association
  - Deniliquin Pastoral and Agricultural Society
  - Deniliquin Pony Club
  - Deniliquin Racecourse Trust
  - Deniliquin Racing Club
  - Deniliquin RAMS Football and Netball Club
  - Deniliquin RSL
  - Deniliquin Skate Park
  - Deniliquin Sporting Car Club
  - Deniliquin Swimming Pool Managers
  - Deniliquin Tentpegging Association
  - Pretty Pine Pistol Club
  - Pretty Pine Recreation Reserve
  - Rovers Football and Netball Club.
- » Prepared an asset maintenance report through inspection of Council-owned or controlled reserves:
  - » Benchmarking with other like Councils to understand how the Edward River service compares. This included reviewing Council's current fees and charges structure, lease agreements etc. for recreation facilities and user groups.
  - » Developed recommendations in regard to service level targets, service delivery methods, governance arrangements and fees and charges.
  - » Presented the findings to Council.





## 2.0 Background Research

### Council Plans and Policies

The study team was provided with a number of Council documents relevant to the development of this Strategy.

There is no previous sport and recreation plan or strategy, so this document is Edward River Council's first planned review of the provision of sport and recreation in the newly amalgamated Council area.

#### Edward River 2030—Community Strategic Plan 2018-2030

The Community Strategic Plan was developed through extensive community, industry and government consultation. Through the consultation a shared vision underpinned by five strategic outcomes was developed:

1. A great place to live
2. A prosperous and vibrant economy
3. A valued and enhanced natural environment
4. A region with quality and sustainable infrastructure
5. A community working together to achieve its potential.

Each outcome is supported by a number of targets which, together, will be achieved over the life of Edward River 2030.

#### Edward River Council Delivery Program (2018 to 2021)

This plan is a combined Edward River Council Delivery Program for the years 2018 to 2021 and an Annual Operational Plan for 2018-19.

The plan aligns with our 'Edward River 2030' Community Strategic Plan and includes the same five strategic pillars and targets.

Under Outcome 1: A great place to live there are three targets. Target 1.2 is "Our community is safe, happy and healthy, both physically and mentally". An action under this target is to "Undertake a Sportsground Equity Review to realign service levels and clearly define Council's and user groups' roles. This strategy contributes to this target.

#### Grants Policy

This policy applies to all financial assistance granted by Edward River Council to the community with grants up to \$5,000 for not-for-profit community organisations.

Financial assistance can be in the form of cash, in-kind and the waiving of fees or charges subject to the requirements of Sec 610E of the *Local Government Act 1993*.

This policy seeks to align community grants with Council's strategic objectives and community vision. The objectives of the community grants program are to:

- » Assist and increase residents' participation in their community.
- » Provide assistance to community groups.
- » Assist in the development of innovative solutions to local issues.
- » Assist groups and volunteers to develop skills and build capacity.
- » Encourage the sustainability and better governance of community organisations.



Deniliquin Motorcycle Association Inc, Deniliquin



## 3.0 Assets

### Asset Audit

#### Scope

As part of the development of the Recreation Strategy an asset audit was undertaken for the nine nominated precincts:

1. Deniliquin Skate Park
2. Deniliquin Stadium
3. Rotary Park
4. Deniliquin Swim Centre
5. Hardinge Oval
6. Memorial Park
7. Conargo Recreation Reserve
8. Pretty Pine Recreation Reserve
9. Blighty Recreation Reserve.

A full report has been provided separately to Council along with spreadsheets that allow detailed analysis. A high-level summary is presented in this section. A more detailed summary can be found in Appendix 1.

#### Purpose

Assets are essential for delivering many types of sport and recreation outcomes. For instance, delivering learn-to-swim outcomes invariably requires a swimming pool. It would be extremely difficult, if not impossible to deliver such programs without access to a swimming pool asset.

When a decision has been made to either acquire or create an asset then there is a contingent liability to ensure that funds and other resources are provided to maintain and refurbish that asset to a desired level of

service throughout its useful life. Through-life costs could represent some 80% of the total cost of ownership of the assets or facility.

Council's direction in regard to the asset audit was to report on:

- » the condition of the facilities including description, age, design, performance
- » current issues including access and equity (Disability Design Compliant)
- » identify any risk management issues both from a physical and a usage aspect
- » report on CPTED issues
- » report on any health and safety issues
- » develop a 5-10-year work program identifying known or potential asset issues.

The activities catered for in the precincts range from specific regional level activities through local community-based club activities, to individual skill activities (skating-boarding). While the age of the buildings in the precincts range from nearly 50 years old (e.g. built in the 1970s) through to recently completed facilities, they would generally be considered more than 20 years old on average. The construction types are covered in more detail in later sections. Whilst Council has overall responsibility as the custodian, several of the facilities have been funded, developed and managed by various bodies. This widely differing portfolio has its own unique challenges in meeting long term planning commitments.

It is also recognised that through the recent merger of previous Deniliquin and Conargo Councils, specific asset

management policies, procedures and practices are still being developed and evolving to meet the new challenges.

It is within this environment for the project that the audit:

- » Reviewed the physical condition of the assets from strategic perspective against relevant standards, and codes.
- » Identified any significant non-compliance or structural issues
- » Identified remedial backlog and rehabilitation actions required to return the asset to minimum Levels of Service and Condition
- » Established any accessibility, health and safety issues that may impact on service delivery.
- » Established buildings that could be considered for disposal or significant renovation.
- » Identified any matters that might assist in moving asset management forward.

### Portfolio Performance

For detail readers are referred to Appendix 1 but as a high-level summary the audit found that, generally, given that there is a reasonable spread of age across the facilities, their overall condition is suitable.

Having said that there is still a reasonable maintenance effort that will be required to bring the portfolio up to the desired standard.

### Budget

A 10-year budget plan has been developed for the assets subject covered in the audit.

The audit report has used generic naming for types of maintenance. These names are generally consistent with Council and other governments naming conventions. For clarity the specific maintenance terminology used is shown in Table 1.

The 10-year plan budget is shown in Table 2. It should be noted that budget does not include routine maintenance costs (servicing, preventive, corrective, code compliance, cleaning) except where a specific need is evident. Thus, the figures in Table 2 are over and above regular and routine maintenance.

In Table 2, it can be seen that at the time of the audit there was \$330,728 in backlog maintenance (approximately \$138,771 of that was on Memorial Park). To address backlog maintenance will require a concerted effort and no doubt a special budget allocation.

Over ten years maintenance budgets of \$4,716,639 are estimated to be needed. However, Council has received funding through the Stronger Communities Program to address some of these issues. Once that budget is applied the total for maintenance budget for the particular facilities over the next ten years is \$2,426,639.

An issue that is taken up later in this report concerns the clarity around organisations' responsibility for maintenance as well as the various organisations' capacity to fund the maintenance or their expertise to undertake the maintenance. With a number of organisations not having a formal tenure arrangement their understanding of their maintenance responsibility may well be different from what Council believes it is (or should be).

Table 1: Definitions for maintenance terms

Category	Definition
Backlog	Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Could result from deferment or operational issues.
Maintenance	All actions necessary for retaining as near as practicable to an appropriate service condition including regular ongoing day to day work. Includes where portions of assets fail and need immediate repair to make asset operational, or presentation needs. Terms used here include preventative, corrective and routine maintenance. Budgets provided annually and are generally completed within the year.
Renewal	Refurbishment of various elements that require cyclic work which does not increase the design capacity from its original design capacity or its useful life. Includes minor modifications to improve safety etc. Identified and budgeted for periods in excess of one year.
Replacement	Replaces various components or assets, and generally extends the life of the assets but not necessarily the overall life of the building. Generally, is provided as a class of assets from capital funds.
Enhancement, Upgrade	Generally, relates to significant changes to the building such as modifications, enhancements, refurbishment that increases the life, or changes use of the building. It is capital in nature.

Table 2: 10-year maintenance budget projections

Year	CAPEX Type				Total
	Backlog	Renewal	Replacement	Enhancement	
Backlog	\$330,274	\$0	\$0	\$0	\$330,274
2019	\$0	\$56,295	\$0	\$2,300,000	\$2,356,295
2020	\$0	\$354,995	\$20,500	\$0	\$375,495
2021	\$0	\$368,950	\$25,000	\$0	\$393,950
2022	\$0	\$97,170	\$20,625	\$0	\$117,795
2023	\$0	\$82,685	\$69,400	\$0	\$152,085
2024	\$0	\$101,425	\$5,500	\$0	\$106,925
2025	\$0	\$210,410	\$52,500	\$0	\$262,910
2026	\$0	\$45,950	\$133,100	\$0	\$179,050
2027	\$0	\$74,510	\$178,600	\$0	\$253,110
2028	\$0	\$155,750	\$33,000	\$0	\$188,750
<b>Total</b>	<b>\$330,274</b>	<b>\$1,548,140</b>	<b>\$538,225</b>	<b>\$2,300,000</b>	<b>\$4,716,639</b>



Recreation Reserve, Pretty Pine





## 4.0 Consultation

### Edward River Council

Council officers that are involved in the provision of open space provided input to the study and the broad themes emerging from the discussions are presented below.

- » A unique aspect of sport in Edward River is that most clubs play in Victorian leagues, despite being in NSW. Problems that arise from this include:
  - development officers in Victoria cannot conduct camps in NSW while NSW Development officers do not offer the service as the clubs play in a Victorian competition
  - Clubs cannot apply for Victorian government grants and have little success with NSW grants as they are playing in Victorian competitions.
- » The new Crown Lands Act will bring with it changes to the way that Council manages Crown Land under its control (see the text box for further information).
- » MOUs need to make it clear what is permissible. As an example some clubs are reportedly charging schools for usage. New MOUs need to make it clear that school usage is to be free of charge.
- » Council's financial system does not allow for the breakout of financial information that can assist the study. Changes are being made to how information is coded but these have not been implemented yet.
- » RAMS (Murray Valley League) and Rovers (Picola League) play in different leagues (Blighty also plays in the Picola League). Clubs are paying players while Council is undertaking most of the maintenance at their grounds.
- » ERC has a water license for 5,500 megalitres. Some of this is allocated to the racecourse (50 megalitres) and golf course (200 megalitres).

#### Crown Land

The Crown Land Management Act 2016 (CLM Act) commenced on 1 July 2018, introducing a consolidated, modern piece of legislation to govern the management of Crown land in NSW.

The CLM Act introduces significant changes to the management of Crown land by councils. Specifically, Councils will now manage their dedicated or reserved land as if it were public land under the Local Government Act 1993 (LG Act). Most of this land is expected to be classified as "community land" under the LG Act, meaning that councils will be required to have plans of management in place for the land. The CLM Act provides a transition period of three years from commencement for councils to have these plans in place.

There will remain some marked difference for the management of Crown land and the management of 'public land' under the LG Act as a result of additional statutory requirements provided by the CLM Act, which will be reflected in guidance provided to councils. This primarily relates to the management of native title responsibilities on Crown reserves.

Source: <https://www.olg.nsw.gov.au/crownland> (March 2019)

## Organisations

An attempt was made to talk, one-on-one, with the sport and recreation organisations of Edward River that are the focus of this Strategy. This was largely successful. Only two organisations did not respond. The Deniliquin RSL Club did not respond but information from a previous consultation in regard to the Edward River Open Space Strategy has been included. The Blighty Football Club, despite numerous attempts, did not provide a response.

To ensure that the information was consistently collected a set of questions was developed and used at each meeting. In some meetings it was completed during the meeting but in other cases it was also taken away so that broader input could be provided and then it was returned to the consultants.

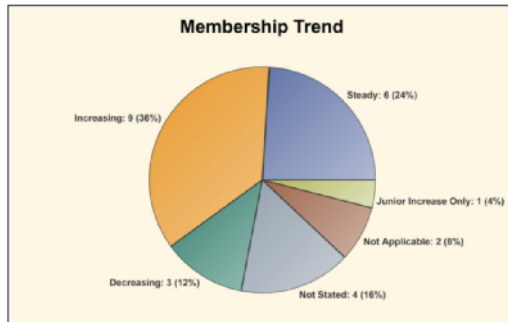
Detailed response tables can be found in Appendix 2. These tables set out the comments and information for each organisation. A consolidated summary is presented below.

## Membership

Clubs were asked to provide current membership numbers for juniors, seniors and social membership and over the last three years which indicated a stable, growing or declining participant base. The results are shown in Figure 1.

For the most part, clubs have stable or increasing memberships—64% of all clubs.

Figure 1: Organisation Membership



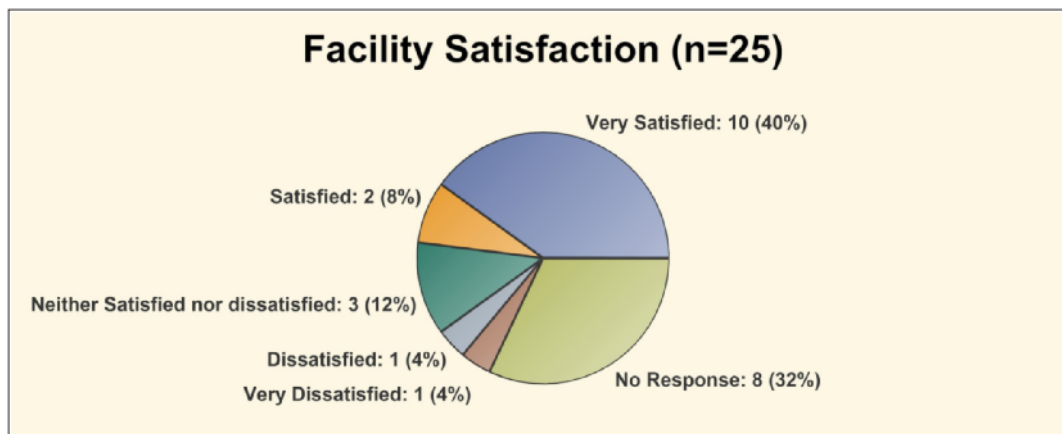
## Planning

Organisations were asked if they have a club development plan and/or a risk management plan. These plans, while important in their own right, are a good surrogate indicator of the level of organisational planning that is being undertaken.

Club Development Plans can cover issues such as facility development, volunteer management and the growth and structure of the club/sport and athlete/participant development.

Of all respondents 39% had a Club Development Plan, 23% did not and 19% were planning to develop one. 19% of clubs did not respond to the question.

Figure 2: Facility Satisfaction



Organisations were asked if they had a Risk Management Plan to lead and guide the management of risk. A Risk Management Plan is essential for every organisation and can cover issues such as risks to the facility, sporting and recreation activities, cyber-theft, security, events management, financial risk and fraud.

Of all respondents only nine organisations indicated that they had a risk management plan.

### Facility Satisfaction

Organisations were asked to reflect on their level of satisfaction with the facilities that they currently use and rank their facilities somewhere between Very Satisfied and Very Dissatisfied (see Figure 2).

While 32% of respondents did not answer the question, of those that did most were Very Satisfied with their facilities. Only one club was Very Dissatisfied with their facility while another was Dissatisfied.

Common reasons for dissatisfaction included:

- » Disability access to facilities
- » Toilets—general and universal access
- » Clubhouse extensions and repairs
- » Drainage and all-weather access.

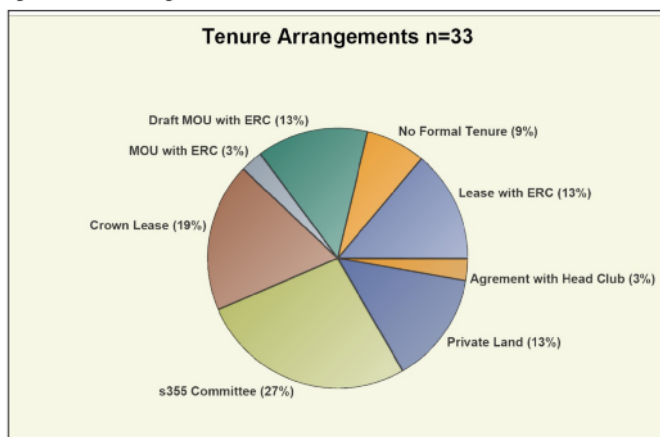
### Activity Trends

- » Many clubs would like to have increased levels of participation by juniors.
- » Many clubs have or are introducing activities specifically to attract more junior participants.
- » A small number of clubs are in a redevelopment phase and are still setting up activities and events to grow their sport or recreation activity.
- » Many clubs simply want to expand on the number and type of activities they are running now to retain their current members and attract and retain new members.

### Facility Issues

- » Club house age, condition, design, absence or accessibility are issues for a number of clubs.
- » A number of clubs have access issues to the grounds and facilities when wet.
- » Disability access is an issue across many club buildings and amenities/toilets.
- » At least one club is experiencing capacity issues with their playing space and facilities.

Figure 3: Tenure Arrangements



### Facility Ownership and Management

The current tenure and management arrangements between Edward River Council, the NSW State Government and sport and recreation organisations varies considerably. Figure 3 indicates the diversity and complexity that occurs across the region.

About one in four clubs or organisations do not have a formal tenancy agreement with the landowner, which is most often the Edward River Council.

Thirteen percent of organisations are on private land and most often owned by the organisation.

The largest cohort though are clubs or organisations that use a multi-functional ground or facility where it is managed through a Section 355 committee under the *Local Government Act 1993*.

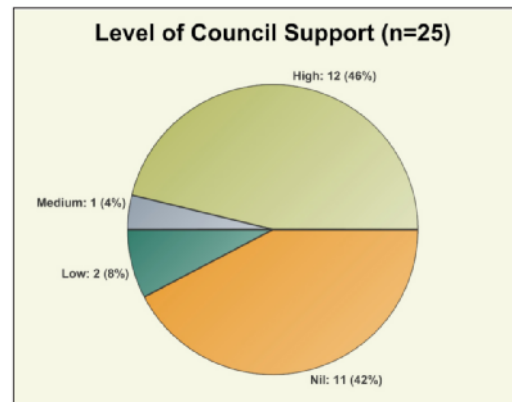
Section 355 Committees are committees of Edward River Council that have representation from the community and may have a budget provided. They are most commonly used where a number of organisations are using a single complex or facility.

Relevant Section 355 Committees in Edward River are:

1. Memorial Park Users Advisory Committee
2. Blighty Advancement Committee
3. Wanganella and District Advancement Committee
4. Mayrung Advancement Committee
5. Booroorban Social and Sporting Club
6. Pretty Pine Ground Committee
7. Conargo Memorial Hall.

### Council Support

Figure 4: Levels of Council support



It is in the area of financial and in-kind assistance that Edward River Council provides to its local sport and recreation clubs that on the face of it shows the greatest disparity. What is evident however, is that clubs on Council-owned or controlled land of both previous Councils (Deniliquin and Conargo) were relatively well looked after compared to those on private or state government land with a crown lease.

All clubs or organisations on private or state-controlled land in Edward River Council are incorporated not-for-profit organisations.

The pie chart above (Figure 4) is sourced from information from Council's Manager for Operations and represents their opinion on relative levels of service. The details that were obtained from clubs does vary from this. It is speculated that the variance may be the result of the amalgamation process i.e. what happened before amalgamation and after has changed in some instances.

## Key Points

The following priorities or key messages have been summarised for each organisation. The points are only a snapshot and a full review of each organisations' comments in Appendix 2 needs to be undertaken to fully understand the needs and/or plans of the organisations.

### Basketball Stadium Managers

- » The car park needs to be resurfaced and the entrance road widened
- » Landscaping of Rotary Park to make it more attractive
- » Improve the walking and cycling access across Cobb Highway
- » Add a barbecue and playground

### Swimming Pool Managers

- » Pool is being repaired and should have a life of 10-15 years
- » A splash park is now constructed which should have wide appeal
- » Solar water heating with pool blankets would extend the season

### Blighty AFL Club

- » No response despite many attempts to arrange a discussion

### Blighty Netball Club

- » New clubhouse (and this has now been completed)

### Blighty Tennis Club

- » New clubhouse (and this has now been completed)

### Deniliquin Athletics Club

- » More storage areas
- » A second discus area
- » A synthetic running track

### Deniliquin Boat Club

- » Improved disability access
- » Clubhouse improvements

### Deniliquin Bowling Club

- » Lighting of one green for night bowls
- » General maintenance

### Deniliquin Clay Target Club

- » Accessible toilets
- » Road maintenance

### Deniliquin Cycling Club

- » Showers in a park in Deniliquin for use after a ride

### Deniliquin & District Cricket Association

- » Amenities closer to the main oval
- » Replacement of the turf wickets
- » If lighting was available would play at night

### Deniliquin District Soccer Club/Wanderers

- » All-weather access road and car park (including improved drainage)
- » A new clubhouse

### Deniliquin Drovers Rugby Union Football Club

- » All-weather access road and car park (including improved drainage)
- » A new clubhouse

### Deniliquin Field and Game

- » Disability access to toilets
- » Establishing a field plan/ tree planting

### Deniliquin Golf Club

- » Upgrade kitchen
- » A disabled toilet

### Deniliquin Lawn Tennis Club

- » Synthetic surface on some courts (funding is now available)

### Deniliquin Motorcycle Ass Inc

- » Toilets/canteen/dust suppression

### Deniliquin Netball Association

- » Toilets and change rooms
- » Compliant courts (must have five courts)
- » Extend the club rooms
- » Landscaping and drainage

### Deniliquin Pastoral and Agricultural Society

- » New public toilets at Memorial Park

**Deniliquin Pony Club**

- » An electricity connection (as the generator is ageing)
- » Compliant disabled toilets

**Deniliquin Racing Club**

- » Always upgrading amenities (ongoing)

**Deniliquin RAMS Football and Netball Club**

- » New viewing area to football from inside the clubhouse (funding now available)
- » Upgrade the lights on the oval
- » A playground and kitchen upgrade (funding now available)

**Deniliquin Sporting Car Club**

- » Track drainage

**Deniliquin Tentpegging Association**

- » Would need larger stables at Memorial Park to attract an event

**Pretty Pine Pistol Club**

- » The facility is only partially built. Priorities are electricity, water, clubhouse, ranges (fit-out)

**Rovers Football and Netball Club**

- » A private medical room
- » Deck to the clubhouse
- » Children's playground (funding now available)
- » Lighting upgrades

**Others**

The following groups basically had no major issues or needs and were content with their facilities and operations:

- » Deniliquin Collectors' Club
- » Deniliquin Racecourse Trust
- » Deniliquin RSL – tennis courts and bowls

Across all groups there were some generic issues, namely:

- » difficulty accessing grants
- » not enough coaches and officials/obtaining training for same
- » declining volunteer levels
- » the cost of maintenance.

## Benchmarking

A benchmarking exercise was undertaken with six other local governments of a broadly similar size<sup>1</sup> in a rural environment with a main town/city and outlying villages to understand alternative approaches to sport and recreation provision. A number of these councils have undergone amalgamation in recent times. The local governments that were interviewed included:

1. Western Downs Regional Council, Qld
2. Richmond Valley Council, NSW
3. Maranoa Regional Council, Qld
4. Griffith City Council, NSW
5. Gunnedah Shire Council, NSW
6. Narrandera Shire Council, NSW

The results of the consultation can be found in Table 3.

### Organisation Descriptions

For context some brief information on each organisation can be found below.

#### *Western Downs Regional Council, Qld*

Western Downs is a large region of 38,039km<sup>2</sup>. It located 2.5 hours' drive west of Brisbane with a population of 34,000 people.

The region has a diverse economy, vibrant active communities and the extensive infrastructure and multi-billion-dollar energy investments. The region is located in the heart of the resource rich Surat Basin. The region has a diversified energy portfolio with five pillars of energy generation: coal, gas, ethanol, wind and solar.

#### *Richmond Valley Council, NSW*

Richmond Valley Council was formed in February 2000 as a result of the amalgamation of the former Casino Council and Richmond River Shire Council.

The Council area is approximately 3,050km<sup>2</sup> and has a total population of 22,000 and is growing at a rate of 0.4% per year (State average 1.2%).

Richmond Valley region has a low Socio-Economic Indexes for Areas (SEIFA) score and Council is acutely aware of the community's capability and capacity.

#### *Maranoa Regional Council, Qld*

The Maranoa region is located in southwest Queensland approximately 480km west of Brisbane. Covering an area of 58,830km<sup>2</sup> and home to approximately 13,000 people, the region maintains a proud and productive rural industry which in more recent years has been complemented with industrial expansion in the energy and tourism sectors.

The town of Roma, with an approximate population of 6,950 is the dominant urban centre and acts as the region's primary hub for commerce, education, health, transport, government, retail and financial services.

Also located in the region are the towns and villages of Injune, Mitchell, Surat, Wallumbilla and Yuleba which act as important community and retail centres that service the immediate needs of residents located in their close proximity.

Maranoa Regional Council was officially formed on the 15th March 2008 as part of the Queensland Local Government Reform processes introduced by the Queensland State Government. The new Council area was established through the amalgamation of Roma Town Council, Bungil Shire Council, Bendemere Shire Council, Waroo Shire Council and Booringa Shire Council.

#### *Griffith City Council, NSW*

The City of Griffith is a local government area in the Riverina region of south-western New South Wales, with a population of 25,641. The area comprises 1,640 km<sup>2</sup> and is located in the Murrumbidgee Irrigation Area.

In addition to Griffith, the area includes the towns and villages of Willbriggie, Hanwood, Beelbanger, Bilbul, Yoogali, Widgelli, Yenda, Lake Wyangan, Tharbogang and Warburn.

#### *Gunnedah Shire Council, NSW*

Gunnedah Shire Council has a population of approximately 12,826 (9,700 in the town of Gunnedah) spread over approximately 5,000km<sup>2</sup>. Gunnedah Shire is situated within the Liverpool Plains, a fertile agricultural region, with 80% of the surrounding shire area devoted to farming.

Gunnedah Shire includes the town of Gunnedah and surrounding villages of Curlewis, Breeza, Carroll, Mullaley, Emerald Hill, Tambar Springs and Kelvin.

Gunnedah Shire is a commodity hub and major destination on the intersection of the Kamilaroi Highway Touring Route and Oxley Highway.

#### *Narrandera Shire Council, NSW*

Narrandera Shire is a large shire in the geographical centre of the Riverina in south-western New South Wales. The shire's population is 3,746. The Shire is located adjacent to the Sturt and Newell Highways and encompasses 4,116km<sup>2</sup>.

The present Narrandera Shire was formed on 1 January 1960 by an amalgamation of the previous Narrandera Municipality and part of the Yanko Shire.

The Shire includes the town of Narrandera and the villages of Grong Grong, Binya and Barellean.

<sup>1</sup> Edward River Council's area is 8,881 km<sup>2</sup>

Table 3: Results of benchmarking

Element	Western Downs	Richmond Valley	Maranoa
Tenure Arrangements	<p>Council has no formal arrangements and it is different from town to town depending on what the previous (pre-amalgamation) council did.</p> <p>Council does not want to go in with a "big stick" but they will likely review these arrangements over the next 18 months and develop and implement an agreement or licence.</p> <p>Nearly all clubs and organisations use Council owned land.</p>	<p>Council only has one lease—a long term lease for the greyhound club and they pay licence fees.</p> <p>For Crown land—temporary/ short term licences for 12 months under the Crown Land Act, using the Crown's template.</p> <p>For Council Land—Council Agreement for 12 months only .</p> <p>New paperwork is issued every 12 months. One person does this job full time—Property Officer.</p>	<p>Of the organisations with formal tenure About 90% of organisations have a user agreement and 10% a lease.</p> <p>Following a two-year push about 60% of clubs have formal tenure. This is ongoing.</p>
Council Support to Organisations	<p>For clubs on Council land Council pays all rates and maintains the fields and/or courts. Clubs have to maintain their buildings and structures.</p>	<p>For clubs on Council land it is different across properties. At the main sports park Council has service agreements with the clubs. At the Showground it is all up to the clubs though Council is looking at assistance with mowing.</p> <p>For clubs on State land Council's assistance is the same—no distinction is made.</p>	<p>For clubs on Council land Council does mowing but not building maintenance—clubs have to do their own maintenance. Council provides assistance with electricity and grant writing (council has a dedicated staff member for writing grants).</p> <p>For clubs on State or private land Council helps with grant writing, provides a reduced fee for water connections and has a not-for-profit rate waiver.</p>
Fees (typical fees for key activities)	<p>Broadly, Council does not charge any group for the grounds. In return clubs are expected to fund and maintain all facilities. Council mows the grass. There is an exception in Chinchilla where Council supplies a full-time groundsman and curator. Fees in this case for the three groups start at \$6,000—\$8,000 each.</p> <p>Hall hire charges are in the order of \$120—\$150 (a little more or less depending upon quality) per day. A discount of 50% applies to hires of 4 hours or less.</p>	<p>In the main the fees are charged on a 'per week' basis and by the number of fields or courts used. Typical fees are soccer/ rugby league—\$26 field/week. Cricket—\$19/week. Council mows the facilities. There are additional fees for line-marking or lights if required.</p> <p>In the case of public halls Council charges a per hour rate or per day rate. The per day rate is generally just slightly less than a three-hour hire cost.</p> <p>In the larger centres with multiple rooms it is possible just to hire the room. Rates for room hire average around the \$30/hour for community groups. The rate is less if the group is conducting "community service activities. The rate for individuals and government/commercial entities is higher. There are additional fees for extras as well as higher rates after 6pm.</p>	<p>Fees are not well defined. In fact many groups that have been using fields or courts for many years pay no fees. Users of showgrounds and associated sporting infrastructure usually pay fees.</p> <p>Many groups are on leases and their fees are set individually. In cases where Council is a trustee for Crown land and holds a lease with the tenant, Council is trying to have the tenant obtain a lease direct with the Crown on renewal. There is some resistance from groups to this as they are concerned that they may lose Council's assistance, particularly with mowing.</p> <p>Halls are broken up into Category 1 and 2 venues. A hire fee for a local organisation for a day would be \$150.60 (Cat 1) or \$273.64 (Cat 2). There are extra charges for chairs, equipment and cleaning</p>



Griffith	Gunnedah	Narrandera
<p>Council uses a booking system for fields and courts and they are freely available for use. Council maintains grounds and buildings.</p> <p>The Griffith Ex-Servicemen's Club runs the major sporting complex in Griffith that caters to a wide variety of sport codes.</p> <p>The Griffith Leagues Club also own and maintain their own rugby and soccer fields.</p>	<p>A Facility Agreement form is required and it is sent through to Council with the event requirements and relevant insurance policy.</p>	<p>Clubs mostly have a regular playing area and use an annual calendar booking system to secure the space. It is first-in, best dressed. Council sorts out any conflicts when clubs cannot sort it out themselves. It is hoped that the booking system will be on-line in the future.</p> <p>Changes to the Crown Lands Act will cause things to change (Plans of Management).</p>
<p>For clubs on Council land Council does all the maintenance</p> <p>For clubs on State land if Council is the trustee then Council does all maintenance. If Council is not the trustee then it does no maintenance.</p> <p>For clubs on private land Council provides rate relief and may provide assistance on request.</p>	<p>For clubs on Council land or State land where Council does all mowing, grounds and building maintenance (based on events and the season)</p>	<p>For clubs on Council land the Council provides line marking, cleaning (Council charge a fee but is working towards no longer providing the service), power (Barellan) and synthetic pitch maintenance.</p>
<p>Regular sports clubs are not charged a fee for the use of the grounds. Fees do apply for various services such as line-marking, garbage collection, lights etc.</p> <p>There is a complicated set of fees at the Griffith Sports Stadium and there are lease fees around the \$550-\$600 per annum for community groups at Dalton Park (racecourse).</p> <p>Hall fees are broken up according to permanent and casual booking and then again by type of entity (community, individual, commercial etc) and then again by hour or day rate.</p> <p>As an example a community group hiring the senior citizens hall for the day would pay \$120.00.</p> <p>Optional charges apply for a cleaner and equipment hire.</p>	<p>For community groups the fee is "set to enable a contribution towards the cost of providing the service. Balance of costs are met from General Fund. In setting the price, Council recognises a community need for the good/service and the fee must be set at an affordable level".</p> <p>Sporting users pay either an annual access charge or a casual hire charge. Annual fees vary from around \$300 through to \$870 with an average around \$476 (median \$291). Daily rates for fields are in the range of \$40-\$60/day.</p> <p>Service charges such as line marking and wicket preparation are at cost plus 20%.</p> <p>Council does not control the rural halls and so is not involved in setting fees.</p>	<p>Fees for sporting groups vary. The fenced facilities at Narrandera Sports ground (that allow fees to be charged) are based on a home game and are \$430 for seniors and juniors with additional charges if lights are used. For finals games and special matches fees are \$1,158 per game.</p> <p>At the unfenced Henry Mathieson Oval junior sports clubs are free.</p> <p>Halls are hired by the room or by the complex. A single room hall is less than \$100/day. A multi-room venue is closer to \$200/day for the whole complex.</p> <p>There are additional costs for equipment hire e.g. a food warmer (\$20); a chair (\$1); coolroom (\$30).</p>

Table 3: Results of benchmarking (continued)

Element	Western Downs	Richmond Valley	Maranoa
Issues facing Council or sport and recreation organisations	<ul style="list-style-type: none"> <li>» Drought is affecting participation.</li> <li>» Costs—even though Council contributes extensively it is still expensive to run a club.</li> <li>» Rural decline is generational (e.g. its only 3.5 hours to go to the Gold Coast). Rural decline leads to a decline in membership, the ageing population are not able to keep up with the maintenance etc.</li> </ul>	<ul style="list-style-type: none"> <li>» Lack of volunteers to manage clubs.</li> <li>» Lack of planning—clubs trying to achieve things without communicating with Council. Council is trying to get clubs to think long term and start planning. Planning is done on a case by case basis.</li> <li>» Lack of communication—officers are working on developing rapport with clubs: proactive communication with clubs.</li> </ul>	<ul style="list-style-type: none"> <li>» Declining memberships leads to lack of volunteers which in turn effects governance.</li> <li>» There is a divide between those clubs with grant writing skill and capacity and those clubs without. Clubs with the skills are getting the funding.</li> <li>» Lack of planning—need to move to a three-year plan: a simple one-page document.</li> <li>» Communication needs to be two-way. Changes in committees is frustrating along with many other "lack of talk to each other" issues</li> </ul>
Communication	Council has a dedicated Community Activation and Community Development Officers that manage all communications with the clubs.	<p>Council maintains an "email alert" database for quickly distributing messages.</p> <p>Each year a list of priority capital works is issued to clubs with the new licence agreements. Clubs are encouraged to apply for grants to achieve items on the list.</p>	Have five advisory committees for the major sports venues. Each have Councillors sitting on them. Reports are received at Council. Initially meetings are every two months but after establishment they are quarterly.
Council provided training	Workshops provided by Sport and Recreation Services (State Government) are the main form of training.	The Grants team run workshops on how to write grants in Casino and Evans Head.	<p>Workshops provided by Sport and Recreation Services (State Government) are the main form of training.</p> <p>Council does not have a training budget but it does open up Council training to the community where relevant.</p>

### Common Themes

Some common themes emerged from the benchmarking:

- » Councils are managing tenure through short term arrangements and an annual booking system. Generally, councils are avoiding leases due to the workload, the time it takes, and the costs involved. This lack of long-term tenure is causing some issues with grant applications to State governments.
- » Leases are favoured only when clubs want to make a substantial investment on the site.
- » Most councils are providing full maintenance to fields and court. Some councils attempt to recover a proportion of the costs while others do not. Some councils also maintain the buildings. Many clubs have their water and electricity paid for or subsidised by the council. Only clubs on private land receive little or no in-kind or regular assistance from the council. Most councils treat clubs on Crown (State) land as if they were on Council land in terms of regular maintenance and other in-kind assistance.
- » Councils are using emails and phone calls as the main method of communication.
- » Councils are rarely providing training to club members on any topic. In Queensland, councils use the State provided training when it is offered.
- » Clubs attracting and retaining volunteers is a common issue across council areas.
- » Lack of club and organisation planning is also an issue and some councils are trying to address this.
- » The drought, an ageing population, ageing facilities

Griffith	Gunnedah	Narrandera
<ul style="list-style-type: none"> <li>» Lack of capacity of venues to meet demand resulting in the development of a new facility, LGA growth of 14% between censuses, lack of planning and provision of infrastructure: now playing catch up.</li> <li>» The capital and operational cost of the new facility. Council is planning for whole-of-life costing.</li> </ul>	<ul style="list-style-type: none"> <li>» Lack of committee members—a reluctance to stand for positions.</li> <li>» Lack of volunteers to support organisations.</li> <li>» Reduced sponsorship opportunities in regional areas.</li> <li>» Planning—a lack of planning from governing bodies in providing competition draws so clubs can book fields.</li> <li>» Loss of local sport—country town sporting competitions are being absorbed by regional cities. Clubs have to travel more/further.</li> </ul>	<ul style="list-style-type: none"> <li>» Lack of volunteers to support sport and other organisations.</li> <li>» Declining participation numbers in some clubs.</li> <li>» Age and standard and class of facilities: buildings are old and do not meet expected standards.</li> <li>» Participation in sport past 15 years of age.</li> </ul>
<p>Council has a Sports Council that meets regularly and for new developments or matters of broad interest a Community Forums process is followed.</p>	<p>Nothing in addition to the standard information that all Councils have— emails, face to face meetings, Council's web page and Council's social media.</p>	<p>Council has two groups. One group is focussed on planning and the other on operational matters at the sports grounds.</p>
<p>Nil</p>	<p>Nil</p>	<p>Nil</p>

and a lack of expertise are affecting participation in sport and recreation and committee membership.

- » Retaining young people in sport is also a common issue.

**Ideas for Consideration**

- » Maranoa's Community Grants Program where clubs have to provide 50% of the project cost but this can be in-kind, up to \$20,000
- » Narrandera structures its sports field/court/venue fees and charges on a levels of service classification system (high level of service through to low levels of service). These levels of service are always under review.
- » Narrandera hosts a Sports User Group that discusses strategic planning for clubs each year.
- » Richmond Valley has a dedicated officer for short term club licences.

- » Richmond Valley develops, with clubs, a shire-wide annual list of capital works for grants as a pro-active way of helping clubs prepare for grant applications. The list is developed at the same time as the annual licence agreement is issued.
- » Western Downs employs a number of Community Activation Officers who work pro-actively across all community groups including sport and recreation.
- » In Griffith the privately-owned Returned Services Club and the Griffith Leagues Club own and run the city's major sporting venues at no cost to Council.
- » The Griffith City Sports Council hold regular meeting and all major and minor clubs are members.
- » Griffith City Council hosts Community Forums whenever there is a new sport or recreation development on the horizon.





## 5.0 Levels of Service

This section discusses the levels of service that Council provides to some sporting clubs. Clubs that are on private land receive no support from Council and this is quite normal across local governments. Clubs that are on Crown land receive less assistance from Council if they have a lease direct from the Crown. In Edward River this includes clubs focussed on shooting; car, horse and motorbike racing, and equestrian sports. This is also relatively normal practice and does not reflect the ownership of the land but the specialised nature of the activity and the fact that public access is not available when the facility is not being used for its intended purpose.

### Sportsground Maintenance

An attempt has been made to capture the maintenance that Council performs across the sports portfolio.

The information is set out in the following tables. An attempt to establish the actual cost to Council of the maintenance has been made difficult by the structure of Council's financial recording system. The finance system, as it is currently set up, is not structured to collect costs by individual sports reserve or by function (e.g. mowing).

Council is aware of this deficiency and is implementing a greater number of cost codes to allow better recording and reporting of expenditure in the future. An improved cost capture system will aid Council in setting appropriate budgets and its implementation.

In the interim though Council's Director Infrastructure undertook a manual costing exercise by interviewing field staff to understand their work commitments at each sportsground and through using unit costs was able to establish an estimate of the level of service at each sports reserve. A summary is presented in Table 4 with detailed analysis of the costs shown in Appendix 3. Table 5 sets out for comparison purposes the division of responsibilities between the Council and the management entity at each sports ground.

Table 4: Estimated annual maintenance costs for sport reserves

Facility	Estimated annual cost of maintenance
Memorial Park	\$ 52,145.00
Rotary Park	\$ 24,115.20
Hardinge Street Oval	\$ 26,174.40
Blighty Recreation Reserve	\$24,000.00
Conargo Recreation Reserve	\$37,472.00
Wanganella Recreation Reserve	\$21,236.00
Pretty Pine Recreation Reserve	\$12,500.00
<b>TOTAL</b>	<b>\$197,642.60</b>

Table 5: Comparison of maintenance arrangements across sporting reserves

Function/Reserve	Pretty Pine Recreation Reserve	Wanganella Recreation Reserve	Conargo Recreation Reserve
<b>Management Arrangement</b>	Section 355 Committee (see Note 1) – Pretty Pine Ground Committee	Section 355 Committee (see Note 1) – Wanganella and District Advancement Committee	Section 355 Committee (see Note 1) – Conargo Memorial Hall
<b>Tenure of Tenants</b>	Pistol club tenure is not known.	No tenants	No tenants
<b>Mowing</b>	Management committee undertake the mowing as per their schedule. Council maintains the mower.	A local person is paid to mow the Hall as well as some other areas in the village. The Hall is mowed 30-40 times per year. The mower is provided by council.	The reserve is mowed 30 times per year by council.
<b>Facility Maintenance</b>	Council maintains the facilities (including cleaning the toilets).	Council maintains the facilities (including cleaning the toilets) and the playground. Council empties the bins once per week.	Council maintain the hall. The public toilets are maintained/cleaned 2-3 times per week.
<b>Tree and Turf Maintenance</b>	By committee	By committee	By committee
<b>Irrigation Systems</b>	N.a.	Council maintains the irrigation system.	Council maintains the irrigation system.
<b>Cost of Water</b>	Council pays for an allocation of water	Council pays for water	Council pays for water
<b>Cost of Electricity</b>	Council meets the cost	Council meets the cost	Council meets the cost

*Note 1: It is reported that these reserves are managed by Section 355 Committees established under the former Conargo Shire. However, it is also reported that the original paperwork forming the Committees cannot be located, in particular the terms of reference for each Committee.*

Blighty Recreation Reserve	Memorial Park	Rotary Park	RAMS
Section 355 Committee (see Note 1)—Blighty Advancement Committee	Section 355 Committee—Memorial Park Users Advisory Committee	Council manages ground. Users have no formal tenure.	Leased
There is no formal tenure between council and the clubs	The Deniliquin Collectors' Club and the Deniliquin and District Cricket Association have MOUs. Other user groups have no formal tenure.	There is no formal tenure between council and the user groups on the sports field. Council has a management contract for the indoor recreation centre.	There is an arrangement between RAMS and the athletics club
Management committee undertake the mowing as per their schedule. Council contributed most of the cost of the mower.	Council undertakes all mowing (except the cricket pitches). The schedule varies. The main oval gets at least 36 mows per year; the smaller oval gets 20-22 mows per year with a greater frequency (weekly) during cricket season and the P&A area approximately 20 mows per year.	Council mows the grounds 26-32 times per year. Council slashes the other areas.	Council mows the grounds 32 times per year.
Council maintain and clean the hall. Council maintain the court facilities and buildings as well as the playground (including inspections).  Council does not collect the rubbish bins.	Council maintains the seats around the oval and public infrastructure. The P&A buildings and other club specific buildings are maintained by the user group. The roads and other areas are graded once per year. The public toilets (near DNA) are cleaned and maintained by Council. There are 25 rubbish bins that Council empties. Council inspects the playground.	Council maintains the buildings. The road and car park are graded once per year. The toilets and barbecue are cleaned twice a week. There are 8 bins that Council empties.	The toilets are maintained/ cleaned once per week. Council grades around the field twice per year.  Council empties the 26 bins once per week.
All spraying, fertilising and tree maintenance outside of the oval is undertaken by council.	All spraying, fertilising and tree maintenance is undertaken by council.	All spraying, fertilising and tree maintenance is undertaken by council.	RAMS do their own turf maintenance. Council do some minor tree maintenance
Council maintains the irrigation system.	N.a.	N.a.	N.a.
Council pays for the water	Council pays for the water	Council pays for the water	Council pays for the water
Council meets the cost	Council meets the cost in some areas.	Council meets the cost	RAMS

As can be seen the costs to Council vary significantly. While Memorial Park costs the most to maintain at \$52,145.00 the park is used year-round by a significant number of people while also supporting events such as the annual Deniliquin Show.

In comparison, the Conargo Recreation Reserve has no sport being played on it<sup>1</sup> but has an annual maintenance cost of approximately \$37,472.00.

Among the local reserves in Table 5—Conargo, Wanganella, Pretty Pine and Blighty—the cost to Council varies from \$12,500.00 (Pretty Pine) to \$37,472.00 at Conargo Recreation Reserve. The expenditure at Conargo Recreation Reserve is approximately 300% of that at Pretty Pine Recreation Reserve. Pretty Pine Recreation Reserve does have additional income from the rent of a house that is used by the Section 355 Committee to undertake much of the grounds maintenance which lowers the costs.

A comparison though with the reserves at Wanganella and Blighty, which is a well-used sports reserve, suggest that Conargo's expenses are still approximately 150%–170% higher.

Reviewing the detailed data in Appendix 2 suggests that the costs associated with cleaning the public toilets at Conargo is contributing to that differential and may be an area where cost savings can be sought. It is not possible to attribute a cost to mowing the oval at this point, but given that the oval is rarely used, the frequency of mowing only

needs to be sufficient to keep it tidy and weeds under control. The frequency of mowing should be reviewed to ensure that it is sufficient but not excessive.

While the costs that Council is incurring for each sportsground/reserve still need some refining, and they will be as new accounting codes are introduced, it would appear that aspects of the maintenance of reserves and parks could be packaged for tender. With Council being aware of its costs it would be an easy comparison to see if the private sector can provide the same service at a more competitive price.

An alternative approach would be to allow Councillors in their annual budget discussions to determine the levels of service. The levels of service that are being provided now could be considered as high—and the sportsground/reserves reflect this. However, if Councillors are given a choice, to choose between a high level of service and a more moderate level of service at a lower cost, then they might opt for the lower level of service<sup>2</sup>. Only Councillors can make the decision on the level of service that is most appropriate given the other competing projects in Council's budget.

Given the significant expenditures that Council has in maintaining its reserves it is apparent that Council needs to develop a policy to guide investment in recreation facilities. Council has a number of facilities and needs to prioritise investment to provide the best outcomes for the community from its available resources.

<sup>1</sup> The management of the reserve is a whole of village approach and the role of the reserve also includes use of the oval for inter-village and local cricket teams, use of facilities by the Conargo Public School, has been (until recently) used for the provision of mobile preschool for Conargo and use of facilities on the reserve used by locals and visitors. The reserve is also a gazetted emergency assembly point for the residents of the village, Billabong Estate and surrounding properties should a bushfire or other emergency occur and this includes the committee ensuring there is an emergency water supply available on site.

<sup>2</sup> A lower level of service may offer clubs and organisations the opportunity to purchase additional services if they want them e.g. extra mows over the season.





## 6.0 Governance

What is governance? According to the Governance Institute of Australia governance is defined as:

*"Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance"<sup>1</sup>.*

In examining governance of the recreation assets in Edward River Council this report, in the following pages, will:

- » Discuss the management entities
- » Discuss the tenure of organisations on council-owned or controlled land
- » Review council's main tenure instrument—the Memorandum of Understanding
- » Comment on the structure of the fees and charges.

### Management Entities and Tenure

Recreation and sporting clubs in Edward River Council fall into four broad groups:

1. Organisations on land that they own and control (privative operators)
2. Organisations with tenure from the Crown
3. Organisations with tenure from ERC
4. Section 355 Committees.

There is also a large group that do not have tenure but have been historically associated with a particular ground or park for a significant period of time.

Council also uses contract managers for the swimming pool and the indoor stadium, but contract management is not relevant to the remainder of the sports portfolio.

#### Private Operators

Several organisations in the Council area own their own land (e.g. the Deniliquin Boat Club and the Deniliquin Lawn Tennis Association). For the organisation, this has advantages and disadvantages.

A key advantage for the organisation is that they have more freedom to do as they want. They do not have any restrictions or requirements placed upon their use of the premises by a third party. Restrictions or requirements such as hours of use or being "forced" to share with other groups are choices for the organisation to make rather than taking direction from others. The organisation also has security of tenure for the long term.

<sup>1</sup> <https://www.governanceinstitute.com.au/resources/what-is-governance/> <https://www.governanceinstitute.com.au/resources/what-is-governance/>

Another key advantage is that any facilities (capital items) that the organisation constructs are the property of the organisation. They do not, through being attached to the land, become the property of a third-party landowner. The organisation can sell the land and improvements when it no longer has a need for them.

There are disadvantages to private ownership as well. One of these is that the organisation may have to pay local government rates and full water charges with little or no discount.

Another, and perhaps the biggest disadvantage, is being excluded from nearly all public and private grant schemes. The logic for excluding private organisations, despite being incorporated not-for-profit entities, is the antithesis of one of the key advantages—the ownership of all capital improvements on the land and the ability to on-sell the land and improvements.

Grant agencies want any capital grant to provide an ongoing advantage to the community. They do not want to risk that the improvements could be on-sold and so become lost to the community. Grant agencies generally only consider applications for capital grants where the land is publicly owned. Being excluded from capital grants does require the organisation to be responsible for raising its own finance to improve its facilities.

## Crown Tenure

Crown tenure is a direct relationship between the landowner (the Crown) and the user, in this case usually an incorporated not-for-profit organisation<sup>2</sup>.

This relationship does not involve the local government. Whether the local government assists the organisation in any way varies somewhat but many do as there is little danger, unlike a private organisation, that the assets or improvements could be lost to the community.

Organisations with direct crown tenure also become eligible for grants not available to other organisations such as the Crown Reserves Improvement Fund.

Changes at state government level may increasingly push these relationships onto the local government by making the local government the trustee for the land. If that is the case then the local government becomes responsible for preparing a plan of management for the crown reserve, though plans of management can be created for classes of land, so a separate plan of management is not always necessary for each parcel of land that Council may be trustee over.

## Council Tenure

For sport and recreation organisations Edward River Council operates three formal types of tenure—Section 355 Committees and through the use of Memorandums of Understanding (MOUs) and leases. Council also has an informal system of historical association but realises that this needs to be replaced with a formal instrument of tenure.

Technically a Section 355 Committee is not a form of tenure but a management arrangement. Section 355 Committees manage community facilities on behalf of the Council. Their aim should be to maximise the use of the facilities and be responsible for day-to-day management, including taking of bookings, and the organisation of maintenance and minor repairs by Council or others. Memorial Park and all of the village halls/reserves are managed by Section 355 Committees.

While a MOU is Council's preferred method of tenure there are very few actually in place. It appears that there are only two MOUs in place—the Deniliquin and District Cricket Association and the Deniliquin Collectors Club at Memorial Park.

Council has two community/sporting club leases—RAMS at Hardinge Street Oval (for the clubhouse only and not the field) and Deniliquin Little Athletics Club (for a shipping container site at Hardinge Street Oval).

Most other organisations existing on Council-owned or controlled land are actually without tenure—they exist through a historical association but if they ever did have any formal tenure it has expired long ago. Some of these clubs and organisations are quite significant such as Rovers Football and Netball Club, Deniliquin Netball Association, all the clubs on Blighty Recreation Reserve, the Rotary Park clubs and the Pretty Pine Pistol Club.

One change resulting from the introduction of the *Crown Land Management Act 2016* is that for all Crown Reserves under Council's control e.g. Memorial Park, Council must prepare a Plan of Management and within the Plan of Management, where Council is considering any form of tenure, it must "expressly" authorise the tenures within the document. To quote from the *Annexure C—Crown reserve POMs* (NSW Department of Industry, November 2018):

*"As a general rule, express authorisation of leases, licences or other estates should cover:*

- » *the type of arrangement authorised—i.e. council may authorise leases and/or licences and/or other estates*
- » *the land or facilities to be covered—i.e. council may allow leasing, etc. of all or some of the land and facilities*
- » *the purpose for which leasing, etc. will be granted—council may choose to allow leasing for community purposes, business purposes, or more limited purposes such as sports or childcare facilities.*

*Any authorisation should be consistent with a statement*

<sup>2</sup> *The Crown can also use a Trust arrangement, usually for significant facilities, but there are none operating in ERC.*

required in specific POMs about the permissible future development of the land”.

While Council is planning to move forward and put more MOUs in place, where the land is Crown Land (and this includes all the Recreation Reserves and Memorial Park), a Plan of Management first needs to be developed and approved.

### Section 355 Committees

Council has recently engaged a professional to review the structure, management and operations of its Section 355 Committees.

In light of the fact that this project will review the subject area in depth only a few points in relation to Section 355 Committees are made here.

Section 355 Committees are committees of Council and need to be aware of the relevant provisions of the *Local Government Act 1993*. To quote from the *Coffs Harbour City Council Guidebook for S355 Community Committees*:

*“From a legal perspective, it is important for you to be aware that your Committee is acting on behalf of Council. Your Committee should not act independently of Council, if it does act independently and outside its Terms of Reference and powers, then its members may be liable for its actions”.*

As mentioned earlier the Terms of References for each of Council's Section 355 Committees cannot be located. The Terms of Reference are essential to understanding whether the Section 355 Committee is operating on behalf of Council or whether it is operating independently of Council. Finding the Terms of Reference or setting new ones is a high priority.

Another area that needs to be addressed is the taking of money. The committees are collecting fees on behalf of Council for the use of facilities e.g. hall hire. At present there is no reporting of the fees taken or auditing of financial records.

Any fees collected should be collected by Council as it has appropriate arrangements in place to collect and account for the moneys.

In some local government areas a Councillor sits on every Section 355 Committee and undertakes to report back to Council on the Committee's activities. Minutes from meetings should also be tabled as a public record.

Section 355 Committees can undertake all day-to-day maintenance of a reserve. Some Council's give a Section 355 Committee an annual budget to undertake the required maintenance. This most often occurs where the reserve is remote from Council's depot and where travelling costs are significant.

### Discussion on Management and Tenure

For outdoor sporting reserves in ERC four models are appropriate:

1. Direct management by Council staff
2. Section 355 Committee
3. Memorandum of Understanding
4. Lease.

Contract management for the outdoor sporting reserves at this time does not appear as a viable option and is not discussed further.

When deciding on the most appropriate management model, it must be recognised that no one management model will suit all facilities and situations. Consequently, a unique solution must be designed to meet the specific needs of Council, the facility and its community.

When determining a unique management solution, the relative importance of a suite of factors must be considered. The factors set out in Table 6 are relevant.

For Edward River Council the main methods for managing facilities should remain as Section 355 Committees where they exist, subject to the findings of the separate study into their operations, as well as implementing MOUs in most other cases. The leases should continue as should the two management contracts.

Table 6: Factors to consider when determining the appropriate management arrangement

Factor	Issue to Consider
<p><b>Asset management</b></p> <p>Council must determine the importance of maintaining facilities in a safe, working condition.</p>	<p>Council and the community have invested substantial funds into the development and operation of recreation facilities. Asset management involves day-to-day (i.e. minor) maintenance; and cyclical and major maintenance. Do the proposed operators have the knowledge, skills and finance to maintain the assets?</p>
<p><b>Presentation</b></p> <p>Council must determine the importance of the presentation of the facility.</p>	<p>The quality and standard of maintenance and the cleanliness of a recreation facility will have a significant impact on its presentation. The community have increasing expectations regarding the level of presentation and the quality of maintenance. Is the asset a high visibility asset that will impact on perceptions of the town or locality?</p>
<p><b>Finance</b></p> <p>Local government must determine the budget for a facility.</p>	<p>The cost of operating recreation facilities varies substantially. The certainty of operating within a predetermined budget may be important to Council?</p>
<p><b>Financial contribution</b></p> <p>Council must determine the importance of a known income stream to support the operation and/or development of a facility.</p>	<p>Long term financial sustainability of recreation facilities can be enhanced through financial contributions to use the facility and for capital development and upgrades. To what extent can the operators afford to pay a fee? How much is the fee?</p>
<p><b>Control</b></p> <p>Council must determine the importance of retaining control over operational and/or policy matters impacting upon the facility.</p>	<p>The level of control Council wishes to retain over various facets of a recreation facility's operation, from staff selection to pricing to programming priorities, has a direct influence on the management model selected.</p>
<p><b>Longevity of management</b></p> <p>Council must determine the importance of stability and longevity of management and relationships.</p>	<p>A consistent approach to management is usually in the best interests of all stakeholders. It allows for relationships between owner, operator and consumers to be developed. Conversely frequent changes in management structures can have a negative influence on the operational viability.</p>
<p><b>Performance</b></p> <p>Council must determine the importance of meeting KPIs.</p>	<p>Recreation facilities are developed to meet the needs and wants of the community. To what extent the facility is providing for the community (e.g. number of players) needs to be considered?</p>
<p><b>Management capability</b></p> <p>Council must consider the capabilities of the management entity.</p>	<p>Managing a recreation facility requires specific skills at all levels. Does the entity have the skills to manage the facility to the level that Council requires?</p>
<p><b>Risk management</b></p> <p>Council must determine the importance of managing risk through the management model.</p>	<p>Risk management is the joint responsibility of the owner, operator and user of a recreation facility. From Council's perspective a key issue to be addressed is the level of risk, which is directly related to the management model adopted. Council cannot eliminate risk whilst retaining ownership of the recreation facility.</p>

## Suggested Reserve Management and Tenure Arrangements

### Principles

The following guiding principles are suggested when deciding upon the allocation of community land for sporting purposes:

- » Transparent and consistent tenure arrangements are offered to community organisations to meet the area's diverse community service, recreational and sporting needs.
- » Multi-purpose use and flexibility to share tenured facilities is encouraged to ensure the highest and best use of Council-owned or controlled community purpose land and infrastructure.
- » The community use must not adversely impact the community asset or the environment.

Recommendations on Section 355 Committee tenure arrangements have not been made in this report as the separate project reviewing the Council's management committees will be better placed to make these recommendations. Suggestions for MOUs and leases however are outlined in Table 7.

Table 7: Suggestions for tenure arrangements with individual groups

Reserve	Management Suggestions
Memorial Park	<ul style="list-style-type: none"> <li>» Deniliquin and District Cricket Association have an MOU. This should continue until it expires. At that point arrange a new MOU using the new template (unless the Association wants to renegotiate early)</li> <li>» The Collectors' Club have a MOU. Renew the MOU at its conclusion</li> <li>» Edward River Society of Model Engineering Inc—an MOU should be negotiated</li> <li>» Deniliquin Netball Association—an MOU should be negotiated</li> <li>» Rovers Rugby League and Netball Club—an MOU should be negotiated.</li> <li>» Deniliquin P&amp;A—an MOU should be negotiated</li> <li>» Deniliquin Sheepdog Trials group—an MOU should be negotiated</li> </ul>
Rotary Park	<ul style="list-style-type: none"> <li>» Soccer Groups—an MOU should be negotiated jointly</li> <li>» Drovers Rugby Union—an MOU should be negotiated</li> <li>» Council's review of management arrangement should consider whether a s355 committee is warranted.</li> </ul>
Hardinge Street Oval	<ul style="list-style-type: none"> <li>» Consider a lease directly between the Crown and the Club at the end of the current lease with ERC.</li> </ul>



Deniliquin Racing Club

## Fees and Charges

All user groups are charged a fee as set out in the *Edward River Council Fees and Charges 2019*. The applicable fees are set out on pages 25–29 under the Gardens, Reserves and Sports Grounds. Selected fees to illustrate this discussion can be found in Table 8. Not all fees and charges are set out, just sufficient to illustrate the discussion.

When looking at the fees and charges there are a number of questions that can be asked that do not appear to have an apparent answer, except, perhaps, that the fees and charges have evolved over many years and under two local governments and have diverged during annual updates, sometimes with input from a Section 355 Committee. Some inconsistencies that are noted include:

- » On page 28 of the Fees and Charges (Ref # 4-6 in Table 9) there are three fees for hiring the Pretty Pine Hall. One fee is for a half day and another is for a full day. There is a third higher fee which is twice the hall "full day rate" and it is labelled as "hall only". It is not obvious what is the difference and what rate should apply in any situation. There are several examples of this in the sport and recreation fees section. Members of the public would have a lot of trouble interpreting the document.
- » The Mayrung Hall is not listed for hire. It is understood that it can be hired? Why is there no fee published?
- » The rate for hall hire is highly divergent. The rate for Booroorban Hall (\$23/day) is less than 10% of the rate for Wanganella (\$262/day) or 6% of the rate for Pretty Pine (\$367). It is acknowledged that not all halls are equal but the difference in the fees seems to be quite broad.
- » Some fees appear out of kilter in comparison to others. As an extreme example why does Blighty Netball pay \$2,096/annum compared to Deniliquin Netball Association's \$534/annum? Deniliquin Netball Association has more courts and more players. Blighty Netball is paying almost four times as much.
- » As another example why does Blighty Tennis pay only \$1,049 for the same facilities (same courts and clubhouse) as Blighty Netball?
- » The fee for Blighty Netball (\$2,096) is almost twice the fee for Deniliquin Rovers Football and Netball Club (\$1,061). The Rovers get access to vastly superior facilities.
- » Some hall hire fees have half day rates and others do not. It is actually cheaper (by \$1) to hire the hall for two consecutive half days than for a full day. Given that most costs are fixed, why is there such a generous discount for half days, when typically, a pro rata rate would be more expensive per hour? The cost of cleaning the hall would be the same whether it was a half day or a full day hire.
- » Many of the charges are club-specific i.e. a charge for Blighty Netball or Deniliquin Soccer. Most local governments have a system that charges by facility e.g. so much per field or court.
- » The fee for equestrian sports on Memorial Park is relatively high (\$419/day) along with a \$6,079 bond. It is assumed that the bond is to repair the grounds. If so, why is the fee so high (similar to the P&A's fee for a show day—\$439.00)? If the fee is somehow reflecting the impact of equestrian sports on Memorial Park, then this supports the removal of equestrian sports to a dedicated venue where this would not be an issue.
- » It is possible to hire all of Rotary Park for the day (\$120/day) for less than the sheep dog trials club pays (\$198/day) to use facilities that they built and maintain on Memorial Park. This appears to be out of kilter.

While more examples of inconsistency could be cited it is felt that the above points are sufficient to illustrate that the fees and charges as they have evolved are now due for revision. It is a recommendation of this report that the fees and charges for sporting groups be completely re-written, in tandem with a review of tenancy arrangements and Section 355 Committee arrangements.

The benchmarking undertaken in preparing this report found that some local governments tied their fees and charges to the levels of service that are provided. Where a higher level of service is provided then a higher fee applies versus a facility where the service level is lower.

Fees and charges only recoup a small percentage of the expenses (see Table 4) encountered at each reserve. Some reserves—Conargo and Wanganella as examples—have no tenant organisations so no fees are collected.

### Reviewing the Fees and Charges

There is a case for reviewing the fees and charges as explained above. In reviewing the literature, fees and charges for community groups appear to be an area where all local governments struggle and no Council is held up as best practice in this area.

In discussing fees and charges most of the literature discusses full-cost recovery, partial-cost recovery and zero fees. It should be added that this discussion is just for the facility—land and/or buildings. Usually additional fees, often at full-cost recovery, are charged for electricity, water, line-marking, garbage bins etc.

Market pricing is not relevant in this situation as there are no other providers of public sporting open space.

Full-cost recovery should include direct and indirect costs. Indirect costs being the costs of the organisation (such as IT, HR and buildings) apportioned to all activities of Council.

Table 8: extract of fees and charges for ERC sporting reserves

Ref #*	Facility	Period or Descriptor	Generic Fee Description	Fee
1	Booororban		Hall hire fee	\$23.00
2	Wanganella		Hall hire fee	\$262.00
3	Pretty Pine		Hall including Kitchen, Cool room	\$367.00
4			Hall hire fee - Hall only	\$210.00
5			Hall hire fee - Half day	\$52.00
6			Hall hire fee - Full day	\$105.00
7			Kitchen only hire fee - Cool room, utensils, crockery, cutlery & toilets	\$157.00
8	Conargo Memorial Hall	Functions	All facilities	\$367.00
9			Hall only	\$210.00
10		Meeting Hire	Meeting Hire (half-day)	\$52.00
11			Meeting Hire - full day	\$105.00
12	Blighty Recreation Reserve	Club rents	Club rentals - Blighty Football + power at cost	\$1,572.00
13			Club rentals - Blighty Netball	\$2,096.00
14			Club rentals - Blighty Tennis	\$1,049.00
15		General Hire	Tennis rooms and courts	\$84.00
16			Tennis rooms and courts	\$32.00
17			Main Hall	\$136.00
18			Meeting Room	\$84.00
19			Main Hall and Kiosk	\$262.00
20	Rotary Park—Deniliquin Soccer Club	per annum	Use of Facilities—sport	\$894.00
21	Rotary Park—Other approved activities	per day	Use of Facilities—sport	\$120.00
22	Memorial Park—P&A Society	per annum	Use of Facilities—other	\$1,091.00
23	Memorial Park—P&A Society	per show day	Use of Facilities—other	\$439.00
24	Memorial Park—Sheep Dog Trials	per day	Use of Facilities—other	\$198.00
25	Memorial Park—Deniliquin District Cricket Association	per annum	Use of Facilities—other	\$1,061.00
26	Memorial Park—Deniliquin Rovers Football and Netball Club	per annum - ground hire	Use of Facilities—other	\$1,061.00
27	Memorial Park—Deniliquin Netball Association	per annum	Use of Facilities—other	\$534.00
28	Memorial Park—Equestrian Events	per day	Use of Facilities—other	\$419.00 with a bond of \$6,079.00

\* the Reference Number is a line number to make reference to the table easier in the text. It has no other use and was not sourced from the Fees and Charges document.



Whether full-cost recovery includes or excludes indirect costs is largely irrelevant as the community sporting sector could not afford the fees and there would be no non-commercial sporting activity if they were charged.

Partial cost recovery is the system in use at present. A small portion of the cost is recovered.

In partial cost recovery less than the full cost of providing a service is recovered from the price charged for that service. The subsidy is funded from Council's rate revenue and in some cases from external sources, such as government grant funding.

This method of pricing is relevant where the service benefits the community as whole as well as the individual customer. Participating in sport is good for the community as well as the individual so the model is relevant. Fees that are set too high will discourage participation which is not a desired outcome. Finding the appropriate level is the key to a successful policy.

True partial cost pricing must always be based on the knowledge of the full cost of providing a service. Subsidies will be based on a percentage of the cost of the service, and therefore, prices will move in accordance with the changes in the cost of providing the service each year. Significant variations between years (i.e. more than the CPI) may not be viewed well by the end-user so it is probably better to approach the model over a longer period of time—say a reset very five years with only CPI adjustments in-between.

A zero-fee situation, or a full subsidy situation, are appropriate where the consumption is applicable to the community as a whole, rather than having an exclusive benefit to individual users. A service such as the provision of recreation parks meets these criteria and is why they are generally provided at no cost in Australia.

## Setting Fees

In ERC, in the context of sport on open space, fees and charges are required for Rotary Park, Memorial Park and all the village reserves, including halls.

The few examples of approaches to setting fees and charges that were found in the literature reflected different situations to that which exists in ERC.

Typically, there were many sporting ovals/fields and the application of a grading system that ranked their quality made sense.

Other systems for setting fees and charges used a percentage of the assets in use to arrive at a fee. In ERC many, but not all, of the assets have been built and continue to be maintained by the tenant organisations so a fee that charged them for using what they consider to be their own facilities would not sit well.

With all the village reserves and Memorial Park being managed by Section 355 Committees there needs to be a role for these committees in setting the fees and charges—particularly if Council allows a greater role for the Committees in directing how Council spends its budget at each reserve. The Committee will then be responsible for setting fees and charges that make up any shortfall where Council's budget is insufficient or where the Committee is saving funds for projects in their plan of management.

At Rotary Park, and Memorial Park if the Section 355 Committee is discontinued, the best basis would be a field charge reflecting the space that was used. An allowance for high junior participation is usually allowed. Other systems are considered just too complex for the small number of facilities that Council is considering and the revenue that could potentially be raised.

## Tenure Instrument

A comparison exercise has been undertaken between the MOU<sup>1</sup> that is being used by ERC against similar agreements from the following Councils:

- » Shire of Campaspe
- » Redland City Council
- » Maranoa Regional Council.

The structure of these agreements is set out in Table 9.

### Description

The draft agreement with the Deniliquin Rovers Football Club (sic) was for the club's use of Memorial Park and has been used in this comparison.

The MOU is made up of:

- » An untitled page setting out the purpose of the agreement.
- » Schedule 1 covering:
  - Club
  - Club's Rights
  - Arrangement (which sets out the roles and responsibilities of both parties)
  - Period
  - Address for Service of Notices
  - Special Conditions (for detail see below)
- » Schedule 2 which sets out the details of all buildings that the club must provide insurance over.
- » Schedule 3 being an aerial photo of part of Memorial park that the MOU covers, though in this case there are no indications which parts of the image are subject to the MOU and the image has elements that would be incorporated in an MOU to the Deniliquin & District Cricket Association and the Deniliquin P&A Society.

The Special conditions section is very long: the longest section in the MOU. It broadly covers matters such as:

- » Arrangements for garbage collection
- » Insurances
- » Indemnities (four non-contiguous clauses)
- » Compliance with WH&S
- » A statement about there being no landlord/tenant relationship
- » Entry rights to the premises
- » Responsibility for maintenance (despite this being set

out in Section 3—Arrangements)

- » Conditions for the Club entering into arrangements for other parties to use the facilities
- » Use of the reserve by others
- » Responsibilities for outgoings
- » Responsibility to abide by laws and regulations set by other levels of government
- » Council covenant to allow quiet enjoyment of the premises with Council interference
- » Indemnities from all loss and damage caused to the buildings (this clause is in addition to the four clauses previously mentioned)
- » Matters outside the scope of the MOU and how they are to be handled
- » Process for variations to the MOU
- » Process for exercising options (three clauses) including the continuation of occupation after the expiry of the agreement if no option is exercised
- » Council's rights to enter into arrangements with other parties for events
- » Council's right to vary the agreement if the premises become uninhabitable.

### Comments

The Special Conditions section needs to be broken out for clarity but more importantly many of the special conditions are not "special". They should appear in every MOU the council enters into with a community group. The Special Conditions section should be kept for any conditions that are unique to a particular MOU.

Broadly the MOU is poorly structured. The poor structure makes it difficult to find clauses that may relate to certain matters - e.g. insurances. This makes it difficult to establish if all important subject matter areas are addressed.

Any of the three agreements that have been used for comparison purposes would be a good start for a new agreement template. The Redland City Council agreement though is the most comprehensive; it is written in plain English and is succinct. A copy of the Redland City Council template has been provided to ERC separately from this document and it is recommended that Council model a new User Agreement on this.

The local councils involved are likely to give approval to Council if it wishes to replicate the agreement for its own use.

However, one thing that all agreements do not have is a reference to, or annexure of, an agreed club development

<sup>1</sup> Several examples were provided for this report. The example used has been the draft MOU with Deniliquin Rovers Football and Netball Club

plan<sup>2</sup>. A club development plan is a document that sets out the plans of the club over a period of time—typically five to ten years and can relate to the club's operations, players/ coaching and club facilities among other matters. The plan should have dates setting out when certain targets are to be achieved.

Clubs and organisations that occupy public land for a nominal sum have an obligation to spell out how the land will be used to benefit the community. The club development plan is the tool that sets this out.

The direction of the club or organisation needs to be

agreed with Council before the land is made available for an extended period of time. The club will be held to account against the document and if it repeatedly fails to achieve the targets then this may be a reason to terminate the agreement and hand the facility to another group that can achieve council's outcomes.

Another benefit of a club development plan for Council is that it can avoid disputes down the track when the club wants to do something, typically a building type project, that the council does not support. The best time to sort out these matters is ahead of the user agreement and not

<sup>2</sup> The Redland City Council user agreement makes clubs aware of master plans that it may have for the particular reserve but does not incorporate the licensee's plans

Table 9: Structure of Usage Agreements from selected local governments

Shire of Campaspe (Recreation Reserve User Agreement)	Maranoa Regional Council (Facilities User Agreement)	Redland City Council (Approval to Occupy)
» Background	» Background	» Definitions
» Council	» Operative provisions	» Term
» User group	» Definitions	» Use
» Premises	» Hire of venue and facilities	» Right of use
» Proposed use	» Condition report	» Exclusion
» Commencement date	» Responsible person	» Undertaking works:
» Conditions of use	» Signage and advertising	– Building works
» Other users	» Hirer's works	– Sports field / court lighting
» Fees	» Hirer's warranties	– Disposal of assets
» Review of fees	» Indemnities and release	– External funding
» Utility charges	» Insurance	» Maintenance and repair
» Maintenance responsibilities	» Safety, accidents and/or first aid	» Reporting
» Premises fixtures and fittings	» Miscellaneous:	» Management
» Improvements or alterations to premises	– Amendment	» Parking
» Insurance	– Assignment	» Sublet
» Risk management	– Compliance with laws	» Payment
» Communication	– Costs	» Field closures
» Dispute resolution	– Counterparts and facsimile copies	» Workplace health & safety
» Obligations of the club upon vacation of the premises	– Default	» Licensee safety
» Default and termination events	– Discretion in exercising rights	» Council inspection
» Responsibilities of the club	– Disputes	» Recovery of costs
» Responsibilities of council	– Entire agreement	» Outgoings
» General	– Governing law	» Insurance
» Declaration	– GST	» Indemnity and release
	– Make good	» Access
	– No liability for loss	» Holding over
	– No merger	» Ownership
	– No warranty by giving consent	» Representation
	– Remedies cumulative	» Waiver
	– Rights contractual	» Dispute
	– Severability	» Amendments to asset maintenance Obligations
	– Survival of rights and obligations	» Contact details
	– Waiver	» Risk management
	» Schedule 1: Hire details	» Trustee land and management
	» Schedule 2: Execution	» Environmental management
		» Current & future planning within the licence area
		» Site specific conditions
		» Execution

during the term of the agreement.

Another point that is worth making is that a User Agreement is possible with separate organisations over fields by giving time of use, day of use or season of use rights but it is harder to give over facilities unless council takes on cleaning and maintenance duties. Theoretically, it would, or should, be possible for two clubs to share a space and equally contribute to cleaning and maintenance but the practical reality of this is quite different. Even where an agreement between the two clubs might be struck in the beginning it most likely would not last as key personnel changed and/or differences of opinion emerge.

Redland City Council has a section—current & future planning within the licence area—that identifies master plans or other associated documents that influence acceptable developments or operating conditions over some or all of the MOU area. The Memorial Park Master Plan should be recognised in the MOUs for clubs and organisations on Memorial Park.





## 7.0 Recommendations

The Edward River Council Recreation Strategy is an opportunity for Council to maintain and build a sustainable basis for providing public sporting opportunities across the local government area.

Implementation of the recommendations outlined in this Strategy will require strong leadership, appropriate resources from Council and a commitment to making some difficult decisions.

The recommendations of this study are detailed below. Priorities are assigned for each recommendation. A high recommendation should be undertaken as soon as resources allow while medium priorities (when resources allow) are not as urgent. However, should resources become available, in most cases projects can be brought forward. Prioritisation is often about spreading the available resources rather than the actual timing of the need.

Allocating priorities is difficult as interested parties often see their project as more important than someone else's. As such Council will need to review priorities from time to time to reflect available resources and community demand.

No.	Recommendation	Priority
1	Facilitate a program of education and training for sport and recreation groups focusing on identified training needs. Training and club development should initially focus on: <ul style="list-style-type: none"> <li>» funding and grant applications</li> <li>» strategic and business planning.</li> </ul> Contact should be made with the Office of Sport (NSW Government) to explore the full range of available opportunities to provide the courses, including funding options.	High and Ongoing
2	Formalise an email (and postal) list to rapidly distribute information that may be of interest to sport and recreation organisations (e.g. announced funding programs or training opportunities). Council should encourage clubs to set up club email addresses rather than use the personal email addresses of club members (such as secretaries) who are likely to take the email account if they move on. Further, if Gmail, yahoo or similar accounts are established then the key members of the executive can all access the emails.	High and Ongoing

No.	Recommendation	Priority
3	<p>Priority capital improvements on Council sites are:</p> <ol style="list-style-type: none"> <li>1. Reconfiguring the DNA netball courts on Memorial Park (budget allocated)</li> <li>2. DNA clubhouse extension at Memorial Park for Deniliquin and District Cricket Club (estimated cost to be determined following detailed design)</li> <li>3. Prepare a master plan for Rotary Park. Rotary Park is a key sporting asset but there are issues with the soccer/rugby union clubhouse and the adjacent car park as well as other matters. A master plan can consider the best way to address these matters as well as other user needs. The master plan scope should also include the indoor sports facilities so that an integrated sporting precinct can be created.</li> </ol> <p>The asset condition report needs to be reviewed and budgets allocated to address all backlog maintenance. Forward budgets should allocate sufficient funds to address maintenance when and if it becomes required.</p>	High and ongoing
4	That Council develop a Policy to guide investment in recreation facilities. Council has a number of facilities and needs to prioritise investment to provide the best outcomes for the community.	High
5	Initiate one-on-one discussions with all sporting organisations on a regular basis (e.g. annual) to understand issues that may be affecting the organisation's sustainability. A vibrant sport and recreation sector is vital to a liveable community with all the flow-on benefits that provides to the economic sustainability of the local government area.	High
6	Review the Council's Section 355 Committees. There is currently a separate study specifically looking at all aspects of the Council's Section 355 Committees. Recommendations from this review need to be considered and implemented where relevant.	High
7	As an alternative to Council undertaking maintenance at each reserve managed by a Section 355 Committee consider allocating a budget that the Committee can draw upon for maintenance (i.e. the Committee chooses the quantity of any service that it wants, except for asset maintenance as any short-term saving in this area may be a long-term cost to Council. If the Committee finds savings and does not draw down the full amount then the remaining budget can, in discussions with Council, be put towards other items e.g. new capital items.	High
8	Amend the cost codes in Council's financial system so that direct costs can be captured against the various functions (e.g. mowing and maintenance) at each reserve.	High
9	<p>Two sport venues require master plans to guide their future development:</p> <ul style="list-style-type: none"> <li>» Pretty Pine Recreation Reserve if it is to be developed as a specialised equestrian venue (see Recommendation 19). If the recommendation is adopted a master plan that lays out how the site should be developed needs to be developed early in the process. This will ensure that the main elements (e.g. main arena, yards, equestrian arenas, stables etc.) are developed in the best location to allow for shared infrastructure. The master plan would also ensure that the roads, car and truck parks and spectator facilities are properly located to maximise the enjoyment of the venue.</li> <li>» Rotary Park—mainly concentrating on the access and car parking arrangements. Integrate the field facilities with the indoor sport complex to create a sporting precinct.</li> </ul>	<p>High if the reserve is to be an equestrian venue).</p> <p>Prior to any roadworks/car parking</p>
10	Continue discussions with the relevant licensing authority to have Council's 5,400 megalitre water license recognised across the local government area and not just the former Deniliquin Shire area so that additional water can be allocated to the rural sports reserves such as Pretty Pine and Blighty.	High
11	Asset management plans for community assets should be developed for existing infrastructure and become part of new MOUs agreed with tenants. Tenants, in many cases, are not managing to maintain the existing assets under their care and control. The plans would explicitly indicate what maintenance Council will undertake and what maintenance Council expects the tenants to undertake. This delineation needs to be very clear to avoid obfuscation.	High

No.	Recommendation	Priority
12	Allocate a budget in the coming financial year to address backlog maintenance where Council considers that the asset is still required by the community, it is Council's responsibility to maintain, or that given the resources of the user-organisation, Council should address backlog maintenance before the assets become part of an MOU. The estimated cost of backlog maintenance when the inspection was undertaken in mid-2018 was \$330,728.	High
13	Develop a new MOU based upon the Redland City Council model. Some additions are required including the attachment of an organisation's agreed business plan/club development plan.  A copy of the Redland City Council template has been provided to ERC separately from this document.	High
14	Insist that all groups wanting an MOU have a clear business plan/club development plan that articulates the organisation's direction and the outcomes that will be achieved from an MOU over public land and facilities.  The plan is to form part of the review mechanism for subsequent MOUs. Poor achievement of the plan may lead to changes in terms for any subsequent MOU.	High
15	Review the fees and charges for use of sporting and recreation reserves and facilities. This review of fees and charges should be undertaken in tandem with a review of tenancy arrangements and Section 355 Committee arrangements.	High
16	Place all club contact and meeting details (where permission has been given) on Council's website as part of a Community Directory. Extra information that briefly describes the clubs and its competition can also be added.	Medium
17	Develop a communication package from Council to inform club office bearers of key Council contacts, responsibilities and processes.	Medium
18	Many Council's benefit from the appointment of a grants officer where they, through successful grants applications, bring into the community or Council significantly more funds than their cost of employment.  Council should consider trialling such a position for a 12-month period—even a part-time position. A review at the end of the period would easily establish whether the position should be retained. A positive outcome (i.e. more new money into the region in excess of costs) would indicate a successful outcome.	Medium
19	Develop plans of management for the Crown reserves. The plans of management can be across classes of reserve so, in consultation with the Crown Lands Office, plans of management may only be required for:  » The six Village Recreation Reserves with halls though potentially Blighty and Pretty Pine, if it becomes the centre of equestrian sports (see Recommendation 19), may be sufficiently different to require their own plan of management.  » Memorial Park using the recently developed Memorial Park Master Plan as a base  » Rotary Park  » Hardinge Street Oval.	Medium
20	Refocus Pretty Pine Recreation Reserve into a specialised equestrian sports venue including tentpegging, campdraft, rodeo, polocrosse, cutting, eventing and other relevant disciplines. All equestrian sports would be taken off Memorial Park except for those involved in the Deniliquin Show.  Pretty Pine Recreation Reserve is close to Deniliquin, has no organised sport on the oval and has good facilities including some equestrian facilities. The reserve is underutilised but has the potential to be highly used if its focus becomes a specialised equestrian venue.  If the recommendation is adopted, then involve the Section 355 Committee immediately. Over time, the Section 355 Committee might need more people, or particular people with equestrian knowledge to guide the development.	Medium

No.	Recommendation	Priority
21	<p>Consider packaging various services that Council is carrying out on sports reserves for tender: Packages for tender could include:</p> <ul style="list-style-type: none"> <li>» all horticultural services (mowing and spraying) at Memorial Park, Rotary Park and Hardinge Street Oval. This package may also include some (or all) parks in Deniliquin for added scale.</li> <li>» tender similar packages for bin emptying and cleaning services.</li> </ul> <p>The recommendation would impact on Council's employees delivering these services. To ameliorate this impact consider assisting the employees to establish their own business entity (which may include transfer of equipment on suitable terms) so that they can compete for the works.</p>	Medium
22	Review the achievement of the recommendations of this Plan annually and undertake a major review in five years.	Medium and ongoing





# Appendix 1: Asset Condition Report

## **CONDITION AUDIT REPORT RECREATION AND COMMUNITY FACILITY STRATEGY FOR EDWARD RIVER COUNCIL**

### **1.0 Purpose, Scope and Limitations**

#### **1.1 Project Purpose**

As part of the development of a Recreation and Community Facility Strategy for nominated facilities, and a Masterplan for Memorial Park a facilities audit was undertaken. Specifically, the requirement was to "*review existing recreation and community facilities and undertake building inspections to develop a prioritised list of asset maintenance and renewal requirements.*"

This stage of the study was to undertake a performance audit of council-owned facilities detailed by Edward River Council (ERC). The audit was to report on:

The condition of the facilities including description, age, design, performance;

Current issues including access and equity (Disability Design Compliant);

Identify any risk management issues both from a physical and a usage aspect;

Report on CPTED issues;

Any Health and Safety issues;

Develop 5-10-year work program identifying known or potential asset issues.

#### **1.2 Project Scope**

The scope of the audit covered nine precincts of:

Deniliquin Skate Park,

Indoor Stadium,

Rotary Park,

Swimming Centre,

Hardinge Oval,

Memorial Park,

Conargo Recreation Reserve,

Pretty Pine Recreation Reserve, and

Blighty Recreation Reserve.

The activities catered for in the precincts range from specific regional level activities through local community-based club activities, to individual skill activities (skating). While the age of the buildings in the precincts range from nearly 50 (1970s) through to recently completed facilities, they would generally be considered more than 20 years old on average. The construction types are covered in more detail in later sections. Whilst Council has overall responsibility as the

custodian, several of the facilities have been funded, developed and managed by various bodies. This widely differing portfolio has its own unique challenges in meeting long term planning commitments.

It is also recognised that through the recent merger of previous Deniliquin and Conargo Councils, specific asset management policies, procedures and practices are still being developed and evolving to meet the new challenges.

It is within this environment for the project we:

- Reviewed the physical condition of the assets from strategic perspective against relevant standards, and codes,
- Identified any significant non-compliance or structural issues,
- Identified remedial backlog and rehabilitation actions required to return the asset to minimum Levels of Service and Condition,
- Established any accessibility, health and safety issues that may impact on service delivery,
- Established buildings that could be considered for disposal or significant renovation,
- Identified any matters that might assist in moving asset management forward.

### **1.3 Project Limitations**

This report is based on visual inspections only and has not relied on any diagnostic testing to verify any deficiencies. Where considered significant such as structural issues, specialist consultant's review has been recommended, and costs have been included for such a review. Note that no costs have been estimated for subsequent remedial work.

In the conduct of the inspections and subsequent analysis it should be noted that:

- Costs have been estimated from industry experience, generally accepted unit rates and through reference to Rawlinson's Cost Control Manual 2018 with sufficient accuracy to provide budget figures.
- The costs provided do not incorporate any inflationary allowance and are based on 2018 estimates.
- Statutory and hazardous material (asbestos) inspections have not been undertaken but rather where it is suspected such material exists then further assessment is needed. ERC hazardous material register was viewed in part. No sampling, laboratory testing or written certifications have been undertaken.
- Budget costings have been conservatively estimated across each building as a whole for each element and not for example on a room by room basis.
- These budget figures should be subject to review once detailed scoping of work packages are undertaken (not part of this project).
- As this Plan develops, later-year projects should be reviewed to ensure continuing validity of the work and to reassess timings and needs.

## 2.0 Asset Management Frameworks

### 2.1 Planning for Asset Management

Assets only exist to support business outcomes that are service obligations. Once a decision has been taken to either acquire or create an asset then there is a contingent liability to ensure that funds and other resources are provided to maintain and refurbish that asset to a desired level of service throughout its useful life. Through-life costs could represent some 80% of the total cost of ownership of the assets or facility.

Whilst there are many drivers for the efficient and effective management of the assets there are a number of key best practice principles that should form the basis of management by custodians. These include:

- Required standards of maintenance are set in a way that matches the service delivery obligations of the business and asset users.
- Physical asset condition is appraised periodically.
- Maintenance planning is undertaken on a strategic, long-term basis, with a high proportion of maintenance work pre-planned.
- Long-term maintenance plans and budgets include provision for known major periodic replacements, enhancements and repairs.
- Effective information systems are accessible to asset managers to provide systematic reporting on asset service, condition and maintenance performance.
- Financial reporting on assets reflects physical condition, remaining useful lives as revealed by valuations, maintenance works and inspections.
- Complete and accurate records of asset configuration and maintenance history are readily accessible and updated regularly.

These principles suggest that the key to the management of assets is through a strategic planning process that considers long and short-term requirements within the business context. The whole planning process should follow the typical process of plan, implement, monitor and report, then feedback into the next planning cycle.

Investment in facilities requires a commitment that ensures both the safe and efficient operation of all elements of the facilities, and the optimisation of future budget and expenditure needs. As a consequence, the planning, management and implementation of asset management within a strategic business framework is fundamental to the long-term retention, and the efficient, effective performance of infrastructure, facilities and assets.

It is recognised that ERC is in the process of developing policies and procedures for asset management following the merger of two Councils, and as such there are no formalised guidelines on which to base assessments. Accordingly, we have used several processes to

define ratings all of which can be readily adapted to any future asset system. It is hoped that this report will assist in future asset management framework.

### 3.0 Levels of Service as Performance Assessment Criteria

Each asset or facility is required to deliver an appropriate level of service commensurate with its performance criteria and will attract an individual performance standard or rating. This will depend upon the use of the asset, what functions it accommodates and compliance with wider benchmark levels of service for similar assets. Levels of service are not static attributes but may change to meet such things as market and user needs, technology growth, and the economic viability of the facility.

Levels of Service attribute specific capabilities to the assets and their ability to achieve the required service potential. The following criteria are normally used to define these supporting levels of service:

- **Condition** – the physical condition of the facility.
- **Service potential** – refers to the total available time for service delivery. This embraces the dimensions remaining useful life, utilisation, and level of backlog. The intention is to ensure maximum availability within an appropriate life cycle.
- **Presentation** – the level of presentation of the facilities, and aesthetics to reflect user expectations, and to support usage demands.
- **Compliance** – refers to compliance with relevant standards and code requirements.
- **Safety and Environment** – safety of public for access and health, impact of environment.
- **Suitability** – the facilities are suitable to achieve operational needs, that is fitness for purpose.

While each of these criteria is important in its own right, asset condition is of particular significance. Asset condition is a function of its original design/quality of construction coupled with its intensity of use, and level of effective maintenance. It also provides a measure of the significance of the return on investment. Underlying these are the effectiveness of the management regimes to achieve the above as well as the supporting long term financial framework.

These levels of service were all reviewed as part of the development of this plan and are covered in more detail below.

### 3.1 Asset Condition

An asset or facility condition is a function of its original design and quality of construction (level of service) coupled with its intensity of use. As an asset progressively goes through its lifecycle or is utilised to a higher degree it will basically wear out, thus a direct relationship exists between the assets level of service, level of utilisation, condition and maintenance liability.

The purpose of assessing condition is to provide sufficient information to allow informed strategic asset planning and management decisions. Condition assessment results provide a snapshot of the asset at that point in time and are used to formulate backlog, routine and replacement maintenance plans. It also provides an indication of whether the asset is supporting the required levels of service.

The following Condition Ratings are based on a five-point rating system, similar to that provided in the IPWEA, 2015, IIMM, and that system that is provided in the Conargo Asset Management Planning documents. We have however provided more detail to assist with assessment in the following table. Other systems use a 10-point system that provides more ability to discriminate between conditions, and which may be more appropriate when greater detail is required, although results will still be similar.

**Table 3.1: Asset Condition Ratings**

Rating	Status	Definition of Rating/Condition of Building/Asset
1	Excellent	Building or asset has no defects; condition and appearance are as new.
2	Good	Building or asset exhibits superficial wear and tear, minor defects, minor signs of deterioration to surface finishes; but does not require major maintenance, no major defects exist
3	Fair	Building or asset is in average condition; deteriorated surfaces required attention; services are functional but require attention; deferred maintenance work exists.
4	Poor	Building or asset has deteriorated badly; serious structural problems; general appearance is poor with eroded protective coatings; elements are defective, services are frequently failing; significant number of major defects exist.
5	Very Poor	Building or asset has failed; is not operational and unfit for occupancy or normal use.

### 3.2 Service Potential

This refers to the available time for the asset usage over its effective life. Components include Remaining Useful Life, utilisation, and backlog.

#### 3.2.1 Remaining Useful Life

The remaining useful life of assets and facilities is important in determining replacement and in then setting appropriate budgets. This may require establishing specific strategies to effectively manage replacement programs, for example life may be extended through the application of

specific maintenance or by undertaking refurbishment programs. Similarly, asset life may be reduced through reduction of maintenance subject to minimum standards of safety being applied. Useful life of assets is related to:

- The level of applied maintenance
- The current condition of the asset
- Intensity of use of the assets
- Functionality and suitability of the assets.

Given the variables that can affect future life, our rating system (and indeed any rating system) should not be overly prescriptive. Our system provides a broad assessment against four lifecycle intervals. Such a rating system also conforms to typical planning and budgeting timeframes.

**Table 3.2: Remaining Useful Life Ratings**

Rating	Description	Remaining Useful Life	
		Range	Typical 30 yr. life
<b>L4</b>	Generally, no limitation on future availability.	>80%	> 20 Years
<b>L3</b>	Building/asset is in mid-life period.	35-80%	10 – 20 Years
<b>L2</b>	Building/asset is approaching end of life and forward planning critical.	10-35%	3 – 10 Years
<b>L1</b>	Building/asset is at the end of useful life, replacement planning should be well advanced.	<10%	< 3 Years

Remaining useful life provides useful strategic information for understanding the urgency for any planning and replacement strategies. As well actual condition may have declined over a period of time for various reasons but may not impact on the long-term performance of the asset. Therefore, using both the condition and remaining useful life ratings may provide valuable insight into the impacts of decisions.

### 3.2.2 Utilisation

Utilisation is a measure of how intensively the asset is used and therefore the detriment that may impact on it. For example, if an asset is overutilized it may shorten its effective life with associated budget implications. Similarly, if an asset is underutilised, then there may well be reduced financial impacts. Ratings may on one hand be a descriptive rating, and on the other hand numerical values can be applied. These figures can all be applied within an analytical model in more advanced analysis. This rating is not applied here in this report.

### 3.2.3 Backlog

Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Backlog can be due to several reasons such as inability to gain access to do critical maintenance, deferral of plans beyond reasonable limits, redirection of maintenance funds to other activities, or by specifically letting maintenance slip in advance of major refurbishment.

It may be evidenced by:

- failure in the performance of the element;
- possible safety problems over long periods; or
- deterioration in the element beyond a normal life expectancy.

The purpose of performing backlog maintenance is to maintain or return the facility to the desired operational condition/standard and to control risk exposure. Periodically (every two to three years) a condition audit should be undertaken to identify asset condition and to assemble a revised maintenance program and budget for the next two to three years. This audit should be used to update the original data and develop a historical model to identify trends and problem areas. This will greatly assist future maintenance planning.

Measurement of backlog can be:

- The actual cost of rectification works to reinstate without further analysis;
- The level of backlog as against replacement cost; or
- The level of backlog in relation to recurrent costs.

Whilst recognising that recurrent budgets may vary over a number of years to meet funding issues and peaks in maintenance activities, typically backlog up to twice the annual recurrent budget may well be adequate in the short term, providing steps are actively taken to remedy the situation. However, where backlog reaches multiples of the annual recurrent budgets, this may result in reduced service life and usage/availability.

### 3.3 Presentation

Presentation relates to the level of acceptability of the element to meet user expectations and includes aspects of cleanliness and finish in order to support the stated need of the business to attract visitors, functions and events from local, regional and national. In this project presentation is included in the condition rating and also included as commentary in the summary, with budget provision as a "maintenance" item.



### **3.4 Compliance**

Compliance is required in all buildings and associated elements to meet various elements of building codes under the National Construction Code (NCC), various standards issued by approving authorities such as electrical standards, and other documents addressing accessibility and hazardous materials.

#### **3.4.1 NCC Compliance**

This NCC standard provides framework for the construction and management of facilities in the built environment throughout the life of buildings. Various other codes and standards have been used to provide specific detailed guidance to meet the NCC. In terms of assessing we have made comments as to compliance or otherwise, and any guidelines that demonstrate noncompliance. This assessment is not intended to be definitive.

#### **3.4.2 Disability Assessment**

Disability Access is mandated in the National Construction Code (NCC) and the *Disability (Access to Premises - Buildings) Standards 2010*. This audit considered the three frontiers of parking areas, pathways and facilities within this overall assessment of compliance. Whilst many buildings have historically made some provision for disabilities they fall short of current requirements and may thus be rated as "non-compliant". However, the use of the term "friendly" may well be suitable as an interim measure prior to any upgrades and subject to ERC endorsement.

#### **3.4.3 Hazardous Materials**

Hazardous materials need to be managed in a proactive manner and information stored so that all parties can be confident that potential impacts are minimised. Specifically, the major materials are asbestos and to a lesser degree fibre glass, with assessment normally done by specialist companies. However, evidence must be made in registers, and field identifications adequately maintained. Comments are made in this report on evidence from inspections.

Given the broad coverage of this condition audit within the overall project, it is recommended that a separate DDA audit be undertaken to firstly determine the business needs, and secondly to establish/confirm compliance in detail for these toilets.

### **3.5 CPTED, Safety and Environment**

Crime Prevention Through Environmental Design (CPTED) is about planning and designing places that enhance community safety and reduce opportunities for crime. The CPTED premise is that the proper design and effective use of the built environment can produce behavioural effects that will reduce the incidence and fear of crime, bring about an improved quality of life

and thus benefit all members of the community. CPTED strategies should necessarily involve the community in safety audits to assist in identifying and prioritising local crime concerns.

There are a number of generic design and management elements that apply to CPTED as outlined below:

- ensuring natural and casual surveillance opportunities and sightlines through appropriate design
- design of Public Space to create safe and stimulating places for communities to meet, and where there is less opportunity for crime to take place
- target hardening and/or removal to reduce incentives and make commission of a crime more difficult
- exterior building design
- improved lighting
- appropriate signage and way finding
- predictable routes and entrapment locations
- implementing effective maintenance programs aimed at reducing the motivation for graffiti or vandalism.

These elements are interdependent and not mutually exclusive and are embodied with the condition rating. The key aspects of CPTED that are the focus here are sightlines, lighting, signage and wayfinding, and maintenance programs. Examples in this situation would be overgrown trees and shrubs, and for older buildings the actual design (such as wing walls) that impact on sightlines. Many of these requirements are also fundamental to disability access.

**3.6 Maintenance Types**

Throughout this report and importantly for the costs, various maintenance types (generic) have been used. These are generally consistent with ERC and other governments naming conventions. For clarity the specific maintenance terminology used in this report is covered in the following table:

**Table 3.3: Maintenance Definitions**

Category	Definition
Backlog	Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Could result from deferment or operational issues.
Maintenance	All actions necessary for retaining as near as practicable to an appropriate service condition including regular ongoing day to day work. Includes where portions of assets fail and need immediate repair to make asset operational, or presentation needs. Terms used here include preventative, corrective and routine maintenance. Budgets provided annually and are generally completed within the year.

Renewal	Refurbishment of various elements that require cyclic work which does not increase the design capacity from its original design capacity or its useful life. Includes minor modifications to improve safety etc. Identified and budgeted for periods in excess of one year.
Replacement	Replaces various components or assets, and generally extends the life of the assets but not necessarily the overall life of the building. Generally, is provided as a class of assets from capital funds.
Enhancement, Upgrade	Generally, relates to significant changes to the building such as modifications, enhancements, refurbishment that increases the life, or changes use of the building. It is capital in nature.

Routine maintenance has not been used throughout this report other than by exception where a particular issue has been identified; it is then included as a comment or for visibility.

All the ratings and measures provided in this section have been used in various ways to provide insight into the performance of the buildings and services. We have reviewed material provided from other similar projects to validate the process and costs.

## 4.0 Portfolio Performance

The following provides the assessments of the portfolio viewed from a strategic perspective of firstly based on condition and remaining useful life, and secondly based on compliance and other factors. Details of performance of specific buildings is provided in the Attachments.

### 4.1 Portfolio Condition/Remaining Useful Life Profile

It is recognised that there is some subjectivity (hence sensitivity) in applying these two ratings. The impact of reduced condition through delays in renewal works may have little impact on remaining useful life subject to undertaking some remedial action in ensuing years. The potential impact of this can be managed/minimised through a combined rating system which provides a useful tool in comparing buildings from a strategic perspective. Both Condition and Remaining Useful Life have been used as primary ratings to ensure that the actual assessments of the assets are valid and consistent through using different measures.

As a general comment and given that there is a reasonable spread of age across the facilities, their overall condition is suitable. Having said that there is still a reasonable effort required to bring the portfolio up to a desired standard. Attachment 1 provides a detailed coverage of condition ratings and remaining useful life for the portfolio with some commentary as to the basis of the ratings.

Generally, where the assets and facilities have a condition rating at or above fair (CR3) and/or where the remaining useful life is above L2 then there is generally no issue. However further consideration needs to be given for those facilities that fall outside/below these ratings.

Attachment 1 provides full details of this assessment. Table 4.1 below provides a summary of ratings for which there is some concern on either condition or remaining useful life. It also provides recommended action to resolve the issue based on these two frontiers.

**Table 4.1: Summary Condition and Remaining Useful Life Ratings**

Site/Building	Key Elements	Assessed Rating	Remaining Useful Life	Risk	Drivers	Recommend Actions
<b>Memorial Park</b>						
DNA Courts	Court playing surface	4	L2	M/ H	Issues with surface and dimensions	<b>Upgrade</b>
Old Toilet Block	M/F toilets	5	L1	H	At end of life.	<b>Demolish</b>
Old DNA Courts	Bitumen courts, lighting, dugouts, kids play area	4	L1	H	At end of life	<b>Include in DNA upgrade</b>
Cricket Oval Infrastructure	Practice nets, perimeter seating	4	L2	M/H	Deteriorating condition	<b>Renovate</b>
Oval Infrastructure	Perimeter seating	4	L3	M/H	Poor condition	<b>Renovate</b>
Two level building	Change rooms, offices and function room	4	L2	M/H	General deterioration	<b>Renovate</b>
Food outlet	Food outlet	3	L2	M	Needs updating	<b>Renovate</b>
Toilet Block	M/F toilets	5	L1	H	At end of life	<b>Demolish</b>
Toilet block with Showers	Toilets/showers	4	L2	M/H	General deterioration	<b>Renovate</b>
Open Pavilions	Open steel framed sheds	4	L2	M/H	Rust treatment and roof sheeting	<b>Renovate</b>
Sheep Shelter	Small covered area	4	L2	M/H	Possible structural issue	<b>Review</b>
General site infrastructure	Roads, parking, poles, switchboards, lighting, signage	4	L3	M/H	General deterioration in these services	<b>Renovate</b>
<b>Indoor Stadium</b>						
Hiring and usage areas	Main arena floor, building frame	4	L2	M/H	Structure and floor needs major work	<b>Upgrade</b>
External	Carparking	4	L2	M/H	Carpark uneven	<b>Renovate</b>
<b>Swimming Centre</b>						
Pools	All pools and shade structures	4	L2	M/H	Finishes deteriorating. Movement in pool basin, earthing?	<b>Renovate</b>
Plant Room	Plant, building	4	L2	M/H	In poor condition	<b>Renovate</b>
Building	Change rooms	4	L2	M/H	Building needs updating, cracking	<b>Renovate</b>

Site/Building	Key Elements	Assessed Rating	Remaining Useful Life	Risk	Drivers	Recommend Actions
					in walls	
Infrastructure	Pool lighting, paving, carparking	4	L2	M/H	Limited disabled access, carparking, lighting towers need renovating	Renovate
<b>Hardinge Oval</b>						
Netball Courts	Court surface	4	L3	M/H	Court surfaces deteriorating	Renovate
Infrastructure	Roads and parking, oval fencing	4	L3	M/H	Grade roads, parking. Oval fencing, seating repair	Renovate
<b>Rotary Park</b>						
Amenities Building	Building as a whole	4	L2	M/H	Structural issues, construct incomplete. Certificate of occupancy?	Review, Renovate
<b>Conargo Recreation Reserve</b>						
Toilet block	M/F under current renovation.	4	L2	M/H	Temporarily closed	Review
<b>Blighty Recreation Reserve</b>						
Old court	Bitumen courts with lighting	4	L2	M/H	Poor condition	Review
Netball buildings	Club rooms.	4	L1	H	At end of life	Upgrade

Terms used in Recommend/Actions in Table 4.1 are:

- **Renovate.** Where the asset has not deteriorated to an extent that the life of the facility is compromised, and that the desired conditions can be met over a reasonable timeframe.
- **Review.** Indicates there is a possible structural issue, or that there is a significant level of detriment that may cause decisions to be taken to either demolish or rebuild.
- **Demolish.** As the term implies there appears to be no useful life in the facility, it has reached its design utility, and is no longer serviceable. Again, comments from users have also been taken into account on usage.
- **Upgrade.** Capital plans are in place to replace the facility, or consideration is in hand to remedy through the Stronger Communities Program.

A level of risk associated with each of these ratings is shown in the following Table 4.2. In this regard risk is the potential impact on ERC of the facilities not meeting their service demand, with attendant financial impacts and consequences.

**Table 4.2: Risk Rating Matrix**

<b>Risk Rating</b>	<b>Defined as</b>
Low	Condition Rating/Remaining Useful Life Rating at low requires minimal intervention. Typically, this would be Condition Rating 2 and Life L2 or better.
Medium	Condition Rating 3 and Life L2. Some risks in management for long term. Suggest increased funding and more intensive management. Monitor.
High	Condition Rating 4/5, Life L1. Needs to develop targeted management and disposal/ re-living plans

Table 4.3 below provides the application of the above risk matrix. This table provides some insight into the state of each facility, and has been included in the Table 4.1 and Attachment 1

**Table 4.3: Risk Factors for Portfolio**

<b>Condition</b>	<b>Remaining Life</b>	<b>Risk Rating</b>
1	L4	Low
2	L4	Low
2	L3	Low
2	L2	Medium
3	L4	Medium
3	L3	Medium
3	L2	Medium
4	L3	Medium/high
4	L2	Medium/High
4	L1	High
5	L1	High

Overall this analysis in this section suggests that:

- Over half the portfolio has a Condition Rating that is Fair to Very Good suggesting that the level of maintenance applied is sufficient for long term service delivery. Additionally, nearly 90% of the portfolio is in a condition that, with application of targeted renewal funding, can continue to meet minimum conditions and expected demands.
- In some instances, it should be noted that these ratings may improve once early renewal plans are completed. Below these threshold ratings there are serious concerns that need to be addressed.
- This distribution provides for good long-term planning for progressive demolition, renewal and enhancement/development strategies.

- In comparison with other property portfolios elsewhere the distribution of these ratings against similar types of facilities is consistent with these portfolios.

#### **4.2 Portfolio Presentation, Compliance, CEPTED and Safety**

The Table 4.4 below provides an assessment of these assets and facilities against the nominated criteria. Note that the notes to the table provide guidance of the criteria and ratings. Those items highlighted in red show aspects where there are some concerns. The impact of these issues may be addressed through funding for renewal, or more often in how they are managed through facility management on monthly/annual basis, as a facility management exercise.

These comments are provided to assist where necessary in moving to proactive strategic and operational asset management as is the intention of ERC. Limited review has been undertaken at staff level to validate these issues.

Across the portfolio presentation and compliance is generally satisfactory. However, the following strategic comments are provided, and have been made separately to this report to management (copy of correspondence is Attachment 2):

- In several instances there appears to be structural issues that may need to be confirmed by qualified structural engineers.
- Electrical services appear to need attention specifically relating to Residual Current Device provisioning, compliance testing and recording, circuit diagrams/markings, security of access to boards, and test and tag programs.
- Electrical earthing of structures within 1.5m of pools needs to be confirmed.
- It is questionable if the use of Type 413 power points is an acceptable practice.
- Registering of hazardous material appears not to be well practiced including updating registers and field identification.
- In many instances accessibility to comply with the DDA legislation is minimal. This should be reviewed as a matter of urgency across all facilities with action taken to be identified, costed and programmed. New works should include relevant provisions.
- It is noted that there is a proactive inspection program in place to identify safety and risks through WH&S.
- One specific concern and worth noting here is the Rotary Park amenities building. It would appear that the remedial work to be undertaken, and physical conditions suggest, that the building work is not complete yet occupation has been in place for several years. Further investigation of this may be appropriate.
- Where buildings are no longer serviceable it is recommended they be secured to prevent and risks to the public.

Table 4.4: Assessment of Presentation, Compliance, CEPTED and Safety

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
Skate Park	Ramps	C		F	Minor damage and earth fill behind walls.	NA		N	
	Other infrastructure	C		F	Repainting, seating rectification	C		N	
Memorial Park	DNA Clubhouse	C		G		C	Limited parking and access	N	
	DNA Courts	NC	Court dimensions?	G		C		Y	Surface starting to break up
	Old Toilet Block	GC	Ageing facility	P	Deteriorating, used infrequently	PC	Limited access	Y	Structure is old and generally unfit for use
	Old DNA Courts	NC	Court dimensions?	P	Poor surface and drainage lines, weed infestation	NC	Not accessible to courts and dugouts	Y	Surface starting to break up, drainage lines are safety hazards
	Cricket Shed	GC		F		PC	Limited access	N	
	Cricket Oval Infrastructure	GC		F		NA		N	
	Rovers Netball Courts	C		G		C		N	
	Rovers Netball/AFL Change	C		G		C	Limited access from parking	N	
Rovers Club Rooms	C		G		C	Limited access from	N		



Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
							parking		
	Oval Infrastructure	C		F		NA		N	
	Rovers Change room	GC		P	Deteriorating	NC	No DDA compliant facilities	Y	Damaged brickwork exposed
	AG Office (above Rovers Change room)	GC		F		NC	No DDA compliant access	Y	Trip hazards on access stairs and balcony
	Show Jumping	C		G		NC	No DDA compliant access	N	
	Collectors' pavilion	C		G		C		N	
	Food outlet	GC		F		NC	No DDA compliant access and serving points. No DDA compliant fit out	Y	Floor covering needs proper treatments, switchboard needs upgrade
	Toilet Block	GC		P	End of life	NC	No DDA compliant access and fit out	Y	Poor fit out and access
	Toilet block with Showers	GC		F		NC	No DDA compliant access and fit out	Y	Slip hazards and cleanliness of area
	Open Pavilions	GC		F		C		Y	Timber wall barriers are broken, power points from ceiling need fixing
	Other Sheds	C		G		PC	Limited DDA compliant access	N	
	Sheep Shelter	GC	Structural damage	P	Deteriorated and damaged frame	PC	Limited DDA compliant access	Y	Leaking taps and rainwater collection is issue

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
	Cricket nets (new)	WIP		G		C		N	
	General site infrastructure	GC		F		NA		N	
Indoor Stadium	Hiring and usage areas	GC	Court dimensions?	F		PC	No DDA access to viewing seats	N	
	Support Areas	C		G		PC	Two DDA compliant toilets but one used as store	N	
	External areas	C		F		C		Y	Pavement on carpark is breaking down and is trip hazard
Swimming Centre	Pools	GC	Movement in base, earthing of structures	F		NC	No DDA access to pools	Y	Pint and tiling on pools is failing, concrete concourse has significant cracking issues
	Plant Room	GC		P	Deteriorating and plant is rusting	NC	No DDA access	Y	Needs safety dump showers and chemical storage areas
	Hydro Pool	GC		G		C		N	
	Building	GC	Wall cracking	F		NC	No DA compliant facilities other than hydro pool area	Y	Major cracking in walls, and trip hazards throughout
	Infrastructure	GC		F		NC	Limited DDA access around area	Y	Front parking creates hazard

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
Hardinge Park	RAMS Clubhouse	GC	Access to top level restricted to able px	G		PC	No DDA compliant toilets and access to upper viewing area	N	
	Other buildings	C		G		C		N	
	Netball Courts	C		G		C		N	
	Infrastructure	C		F		NA		N	
Rotary Park	Amenities Building	NC	Incomplete, CofO required, structural issue	P	Incomplete and needing renovation	PC	Limited DDA facilities provided	Y	Showers need flooring sealed, storage areas cluttered
	BBQ Structure	C		G		C		N	
	Infrastructure	C		F		NA		N	
Pretty Pine Recreation Reserve	Community Hall	C		G		C		N	
	Kitchen	C		G		PC	DDA sinks, tapware and cooking equipment	N	
	Residence	C		G		NA		N	
	Pistol Range	C		G		C		N	
	Service sheds	GC		F		PC	Limited DDA access	N	
	Horse compound	C		G		PC	Limited DDA access	N	
	General infrastructure	GC		F		NA		N	
Conargo Recreation Reserve	Museum	C		G		C		N	
	Community Hall	GC		G		C		N	
	Kitchen, BBQ Structure	C		G		C		N	

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
	Play Grounds	GC		G		PC	Limited DDA access	Y	Splintering timbers on surrounding walls
	Storage shed	C		G		C		N	
	Toilet block	GC		P	Poor condition, temporarily closed	NC	No DDA facilities	Y	Temporarily closed
	Infrastructure	C		F		NA		N	
Blighty Recreation Reserve	Entry structure	C		G		C		N	
	Clubhouse	C		G		C		N	
	Netball courts	C		G		C		N	
	Old court	GC		P	Light towers need refurb. Court top is dilapidated	C		Y	Uneven surface, trip hazards
	Netball buildings	NC	To be replaced	F		NC	No DDA facilities. To be replaced	Y	To be replaced
	Play structure	GC		F		PC	Limited DDA access	Y	Splintering timbers on surrounding walls
	Infrastructure	C		F		NA		N	

**Notes to Table 4.4:**

- 1 Assessment of code compliance against NCC, sport codes or other relevant standards are (note maintenance is covered under condition):
  - a. **C.** Compliant where there are no issues evident.
  - b. **GC.** Generally compliant where there are some minor departures evident.
  - c. **NC.** Non-compliant where major issues are evident.
  
- 2 Assessment of presentation as follows (reflected also in condition rating):
  - a. **Good.** All aspects are good quality and appearance.
  - b. **Fair.** Deteriorating condition that requires a level of funding to improve.
  - c. **Poor.** Does not present to a suitable standard.
  
3. Accessibility relates to compliance with Disability Discrimination Act (DDA) and other accessibility requirements. Covers facility, parking and pathways:
  - a. **C.** Compliant
  - b. **PC.** Partially compliant
  - c. **NC.** Non-compliant with major deficiencies evident
  - d. **NA.** Not applicable
  
4. Safety relates to general safety for both public, hirers and contractors. More detail is provided in the report. Rating is Yes (Y) or No (N). Generally, no CPTED issues identified.

#### 4.3 Maintenance Budget and Financial Matters

A budget plan has been developed over a 10-year time frame consistent with the findings of the physical audit. The framework for these estimates is:

- Unless otherwise indicated routine maintenance costs (servicing, preventive, corrective, code compliance, cleaning) have not been developed for each year except where a specific need is evident.
- Costs have been estimated based on Rawlinson's Cost Control Manual, or other local costs where these are more accurate/relevant.
- No provision has been made for inflation/building price index, with estimates based on 2018 costs. A 15% location factor has been applied to the rates to reflect regional costs in Deniliquin.
- These costs reflect an assessment of the work required for each element. Costs will need to be refined as detailed scoping of the work progresses. No attempt has been made to combine several elements into work packages; this potentially could reduce costs.
- Frequencies for undertaking work or expected life of equipment is based on experience of the inspector. These may be adjusted as more accurate information is available.
- No attempt has been made to fine tune the budget spread to make more efficient use of resources (moving works around to meet budget constraints and manpower).
- As the program evolves through later years the actual program might change. Individual activities may move out further or indeed be undertaken earlier. It is important that this testing is undertaken to ensure efficiency in planning to meet service demands

The maintenance and renewal planning budgets recognise the new Stronger Communities Program (SCP) funded as a special grant to meet the introduction of the ERC. The program does address several renewal/capital aspects of this project and has been included in the figures. A separate budget has been included excluding these SCP funds as they tend to distort the early years of the plan.

Note that it only covers 10 years. As many asset lives are beyond the 10-year period, the average annual costs are likely to be higher than indicated. It is also recognised that this plan is strategic in nature and detailed inventory needs to be prepared with full costs identified. It is believed that this may be included as part of the development and introduction of an asset management system.

Table 4.5 below provides a breakdown of these costs by CAPEX type. Note that the second table excludes the impact of the Stronger Communities Program. Attachments 3 – 8 provide further details of these plans with appropriate graphical presentation.

Table 4.5: Proposed 10-Year Budget

Expenditure Summary by CAPEX Type												
CAPEX Type	Total	Year Backlog	1 2019	2 2020	3 2021	4 2022	5 2023	6 2024	7 2025	8 2026	9 2027	10 2028
Backlog	\$330,274	\$330,274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,548,140	\$0	\$56,295	\$354,995	\$368,950	\$97,170	\$82,685	\$101,425	\$210,410	\$45,950	\$74,510	\$155,750
Replacement	\$538,225	\$0	\$0	\$20,500	\$25,000	\$20,625	\$69,400	\$5,500	\$52,500	\$133,100	\$178,600	\$33,000
Enhancement	\$2,300,000	\$0	\$2,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Grand Total</b>	<b>\$4,716,639</b>	<b>\$330,274</b>	<b>\$2,356,295</b>	<b>\$375,495</b>	<b>\$393,950</b>	<b>\$117,795</b>	<b>\$152,085</b>	<b>\$106,925</b>	<b>\$262,910</b>	<b>\$179,050</b>	<b>\$253,110</b>	<b>\$188,750</b>

Expenditure Summary by CAPEX Type (Less Stronger Communities Program)												
CAPEX Type	Total	Year Backlog	1 2019	2 2020	3 2021	4 2022	5 2023	6 2024	7 2025	8 2026	9 2027	10 2028
Backlog	\$330,274	\$330,274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,548,140	\$0	\$56,295	\$354,995	\$368,950	\$97,170	\$82,685	\$101,425	\$210,410	\$45,950	\$74,510	\$155,750
Replacement	\$538,225	\$0	\$0	\$20,500	\$25,000	\$20,625	\$69,400	\$5,500	\$52,500	\$133,100	\$178,600	\$33,000
Enhancement	\$10,000	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Grand Total</b>	<b>\$2,426,639</b>	<b>\$330,274</b>	<b>\$66,295</b>	<b>\$375,495</b>	<b>\$393,950</b>	<b>\$117,795</b>	<b>\$152,085</b>	<b>\$106,925</b>	<b>\$262,910</b>	<b>\$179,050</b>	<b>\$253,110</b>	<b>\$188,750</b>

It can be seen that over the 10 years there is a high level of fluctuation that could be reduced by further analysis. Such variations are due to the expected life cycles of various elements. These life cycles can be managed as each element approaches its useful life. Further analysis is provided in Table 4.7 taking into account benchmark estimates across various sectors.

As a major component of this project relates to master planning for Memorial Park, budget estimates have been provided by sub precinct in Table 4.6.

#### **4.4 Comparative Benchmarking of Budget Estimates**

Table 4.7 provides an analysis of broad costs for managing assets using industry figures. Notes to the table outline how these figures are derived. The purpose of this analysis is to test the adequacy of proposed budgets. The basis for these include:

- Backlog maintenance less than 200% on annual maintenance is manageable. Anything beyond that figure suggests a major issue for short and long-term management of service delivery.
- Annual routine maintenance is likely to be in the order of 0.5 to 1% of replacement value depending upon the level of technology embedded in the facilities.
- Renewal/replacement budgets should 1-1.5% of replacement values of facilities. This again will depend on the level of technology within the facilities. For example, hospitals will require a much higher figure (maybe even 4%) whereas basic facilities may be at the lower end.

From the analysis critical issues are:

- Percentages comparison between actual and benchmark costs to replacement costs are reasonable, although there is some distortion in the early years as some catch-up work is undertaken.
- Backlog to maintenance costs shows major issues with several sites. Skate Park can be disregarded at this time as it is working on a low cost base. On the other hand, Memorial Park and Rotary Park show high levels of backlog suggesting that specific management decisions need to be taken. With regards the swimming centre it is showing a lower level of backlog that does not reflect its true needs. Some costs such as renovation of the pools basins has not been shown as backlog as it has been delayed till 2020 to ensure the renovations proposed are well planned within a window of opportunity of pool closure to undertake the works.



Table 4.6: Memorial Park by Sub Precinct (Less Stronger Communities Program)

Venue	Type	Backlog	1	2	3	4	5	6	7	8	9	10	Total	Annualised
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		
Cricket Oval	Backlog	\$17,700											\$17,700	\$1,770
Cricket Oval	Renewal			\$5,400	\$2,000	\$0	\$0	\$1,000	\$3,900	\$0	\$0	\$2,000	\$14,300	\$1,430
Cricket Oval	Replacement												\$0	\$0
Cricket Oval	Enhancement												\$0	\$0
<b>Cricket Oval</b>	<b>Sub</b>	<b>\$17,700</b>	<b>\$0</b>	<b>\$5,400</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$3,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$32,000</b>	<b>\$3,200</b>
DNA	Backlog	\$23,650											\$23,650	\$2,365
DNA	Renewal		\$4,425	\$41,760	\$0	\$5,600	\$1,500	\$9,350	\$800	\$1,950	\$9,720	\$1,500	\$76,605	\$7,661
DNA	Replacement		\$0	\$10,000	\$0	\$0	\$10,400	\$0	\$0	\$1,500	\$0	\$0	\$21,900	\$2,190
DNA	Enhancement		\$10,000										\$10,000	\$1,000
<b>DNA</b>	<b>Sub</b>	<b>\$23,650</b>	<b>\$14,425</b>	<b>\$51,760</b>	<b>\$0</b>	<b>\$5,600</b>	<b>\$11,900</b>	<b>\$9,350</b>	<b>\$800</b>	<b>\$3,450</b>	<b>\$9,720</b>	<b>\$1,500</b>	<b>\$132,155</b>	<b>\$13,216</b>
Rovers	Backlog	\$13,930											\$13,930	\$1,393
Rovers	Renewal			\$9,060	\$0	\$10,400	\$4,250	\$13,700	\$140,090	\$5,000	\$10,400	\$0	\$192,900	\$19,290
Rovers	Replacement									\$40,500	\$54,300		\$94,800	\$9,480
Rovers	Enhancement												\$0	\$0
<b>Rovers</b>	<b>Sub</b>	<b>\$13,930</b>	<b>\$0</b>	<b>\$9,060</b>	<b>\$0</b>	<b>\$10,400</b>	<b>\$4,250</b>	<b>\$13,700</b>	<b>\$140,090</b>	<b>\$45,500</b>	<b>\$64,700</b>	<b>\$0</b>	<b>\$301,630</b>	<b>\$30,163</b>
Showgrounds	Backlog	\$55,990											\$55,990	\$5,599
Showgrounds	Renewal		\$4,850	\$10,350	\$7,950	\$5,175	\$6,000	\$5,975	\$0	\$750	\$2,040	\$0	\$43,090	\$4,309
Showgrounds	Replacement							\$2,500	\$14,000	\$11,500	\$3,500	\$0	\$31,500	\$3,150
Showgrounds	Enhancement												\$0	\$0
<b>Showgrounds</b>	<b>Sub</b>	<b>\$55,990</b>	<b>\$4,850</b>	<b>\$10,350</b>	<b>\$7,950</b>	<b>\$5,175</b>	<b>\$6,000</b>	<b>\$8,475</b>	<b>\$14,000</b>	<b>\$12,250</b>	<b>\$5,540</b>	<b>\$0</b>	<b>\$130,580</b>	<b>\$13,058</b>
Grounds General	Backlog	\$27,501											\$27,501	\$2,750
Grounds General	Renewal			\$23,000	\$1,000	\$1,280	\$0	\$15,000	\$0	\$1,000	\$0	\$0	\$41,280	\$4,128
Grounds General	Replacement												\$0	\$0
Grounds General	Enhancement												\$0	\$0
<b>Grounds General</b>	<b>Sub</b>	<b>\$27,501</b>	<b>\$0</b>	<b>\$23,000</b>	<b>\$1,000</b>	<b>\$1,280</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,781</b>	<b>\$6,878</b>
<b>Total</b>		<b>\$138,771</b>	<b>\$19,275</b>	<b>\$99,570</b>	<b>\$10,950</b>	<b>\$22,455</b>	<b>\$22,150</b>	<b>\$47,525</b>	<b>\$158,790</b>	<b>\$62,200</b>	<b>\$79,960</b>	<b>\$3,500</b>	<b>\$665,146</b>	<b>\$66,515</b>

Table 4.7: Maintenance Efficiency Analysis

#	Precinct	Annualised (1)	Replacement Value (2)	Annualised to Replacement (3)	Ratio Backlog to Replacement (4)	Desired Annual to Replacement (5)	Maintenance Costs (6)	Backlog (7)	Backlog to Maintenance (8)
	a	b	c	d	e	f	g	h	i
1	Skate Park	\$1,340	\$157,647	0.9%	2.8%	0.4%	\$631	\$4,450	705.7%
2	Indoor Stadium	\$43,600	\$4,291,487	1.0%	0.8%	1%	\$42,915	\$35,765	83.37%
3	Memorial Park	\$66,515	\$7,142,399	0.9%	1.9%	0.5%	\$35,712	\$138,771	388.6%
4	Swimming Centre	\$41,130	\$4,288,110	1.0%	1.3%	1%	\$42,881	\$53,903	125.7%
5	Rotary Park	\$8,697	\$1,662,635	0.5%	2.3%	0.5%	\$8,313	\$37,450	450.5%
6	Hardinge Oval	\$27,297	\$3,321,894	0.8%	0.3%	0.8%	\$26,575	\$9,300	35.0%
7	Conargo RR	\$8,803	\$1,980,755	0.4%	1.0%	0.6%	\$11,885	\$18,995	159.8%
8	Blighty RR	\$33,614	\$3,318,926	1.0%	0.6%	0.8%	\$26,551	\$20,240	76.2%
9	Pretty Pine RR	\$11,369	\$1,756,718	0.6%	0.6%	0.8%	\$14,054	\$11,400	81.1%
10	<b>Total/Average</b>	<b>\$242,664</b>	<b>\$27,920,571</b>	<b>0.8%</b>	<b>1.3%</b>		<b>\$209,517</b>	<b>\$330,274</b>	<b>234.0%</b>

**Notes:**

1. Annualised costs for renewal/replacement from the data sheets attached.
2. Replacement value derived from 2015 and 2018 valuation reports for ERC.
3. This is the ratio of costs derived in columns (b) and (c) as a percentage.
4. This is the ratio of costs from columns (h) and (c) as a percentage.
5. This percentage is based on a normal annual maintenance costs of say 1% of replacement costs as a benchmark. This percentage has been adjusted to suit differing levels of technical requirement for each building.
6. Maintenance costs are based on the replacement costs (2) adjusted by the percentage (5).
7. Backlog is provided from the data sheets.
8. This figure is the ratio of backlog (7) to maintenance costs (6) as a percentage.

## 5.0 Summary and Conclusions

The portfolio is characterised by the following issues and needs:

- Generally, the portfolio is reasonably maintained although some of the older buildings are showing signs of end of life. This range of condition of the portfolio is consistent with other similar large building groups elsewhere. The level of backlog generally is also indicative of the maintenance services and the level of usage.
- The audit also showed that there is a good spread of ratings across the portfolio which supports future through life management, subsequent disposal and the capacity to bring on new contemporary buildings over time.
- The rating of the buildings requiring specific attention/review is shown in Tables 4.1 and 4.4. Specific recommendations have been provided for future management
- Accessibility has been rated across most venues is inconsistent with code requirements, with deficiencies noted in various areas of this report. In most cases there is upgrades required for each building, and budgets for this have not been indicated at this stage. It is recommended that a detailed DDA audit is conducted to identify, prioritise and cost compliance issues.
- There are no major CPTED issues identified.
- ERC has prepared several plans for development and upgrade of facilities, namely as part of the Stronger Communities Program. These costs have, where appropriate, been recognised in the cost plan.
- A number of buildings have been recommended for demolition/disposal with another couple needing review to determine the best action to take in future management.
- It is noted that there is a lack of visibility of asbestos management across the whole portfolio and consequent lack in field identification of material.
- There is a need to upgrade signage both as part of building signs and as part of way finding within precincts. Provision has been made in part with the cost structure, although a detailed signage strategy/plan is recommended.
- With the expertise of the writer in swimming pool operation and management the following specific suggestions are made for the swimming centre
  - Separate plant for toddler's pool to minimise risks relating to cryptosporidium and similar health issues.
  - Provide stainless steel nozzles on the return lines into the pools to assist circulation and minimise "dead water".

- Undertake planning for renovation of pool basins (including investigation of pool movement) to ensure at least another 20 years can be gained on useful life.
- Install a second circulating pump to provide reserve capacity and ensure adequate turnover.
- Renovate and upgrade the pool plant rooms to address operation and management of pool water.
- Provide disabled access such as ramps or lifts into each pool, above other specific requirements for DDA compliance needs.

Finally, a major concern exists with the adequacy of the Rotary Park Amenities building which has been mentioned various times through this report.

**Attachments**

1. Detailed Condition Audit/Remaining Useful Life
2. Summary of comments (previously advised)
3. Cost by Asset Group
4. Cost by Precinct
5. Cost by Classification
6. Cost by Asset Group (less Stronger Communities Program)
7. Cost by Precinct (less Stronger Communities Program)
8. Cost by Classification (less Stronger Communities Program)

Attachment 1

Detailed Condition Assessment/Remaining Useful Life

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Skate Park	Ramps	Ramp structures and immediate surrounds	4	L3	Backfill behind jumps to contain undermining, remove raised black pipe, cut back sharp edges on steelwork
	Other infrastructure	Shade structure (3), paving (3), seating (3)	3	L3	Replace seat backs
Memorial Park	DNA Clubhouse	Brick building with brick storage shed adjacent	2	L3	Good condition for age, well maintained
	DNA Courts	5 courts, fencing, lighting*, dugouts, covered spectator seating	4	L2	Surface and subsurface water damage to courts. Court dimensions not compliant.
	Old Toilet Block	M/F toilets, storage area and canteen. Painted block	5	L1	Major renovation required on all elements. Usage is minimal.
	Old DNA Courts	2 bitumen courts (4), lighting* (4), dugouts (5), fencing (3), adjacent kids play area (4)	4	L1	Perimeter drainage inadequate, court surface poor, lighting minimal. Kids play area very old but still used. Courts are not compliant
	Cricket Shed	Enclosed metal shed, aluminium seating	3	L3	Fix roof plumbing, some general rust evident
	Cricket Oval Infrastructure	Oval fence (3), practice nets (4), perimeter seating (4), sight screens (3)	4	L2	Timber slats on seats deteriorating, bad shade structure on E side, practice nets and cages in poor condition
	Rovers Netball Courts	2 bitumen courts (2), fencing (3), spectator seating in sheds (2), lighting* (3)	2	L3	Generally good condition
	Rovers Netball/AFL	M/F/D toilets and changerooms (3), new club	3	L3	Generally, in suitable condition. Play area needs some renovation. Roof drainage needs to be replumbed

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
	Change	room with changeroom (2), kids play equipment (3)			
Memorial Park	Rovers Club Rooms	Timber with metal roof includes function area, kitchen, toilets, offices, disabled access ramp	3	L3	Generally, in good condition with recent additions/renovations suitable. Good disabled access to building although adjacent parking is not provided.
	Oval Infrastructure	Oval fence (3), goal posts (3), scoreboard (2), perimeter seating (5), lighting* (3)	4	L3	Perimeter seating in poor condition.
	Rovers Change room	Ground floor with change rooms, training, and team prep areas	4	L2	Building exterior is deteriorating. Change rooms and toilets need renovation.
	AG Office (above Rovers Change room)	Top floor of previous with toilets, function room kitchen, offices and broadcast room, deck access.	3	L2	Building exterior is deteriorating. Timber decks and stairs need renovation. Internally it is in reasonable condition for age.
	Show Jumping	Transportable building for admin of show jumping	1	L4	Two years old, limited use.
	Collectors' pavilion	Closed metal shed, access paths and transportable disabled toilet at rear	2	L3	Well maintained.
	Food outlet	Metal shed for food preparation, serving, and adjacent structure	3	L2	Due for renovation.
	Toilet Block	M/F toilets	5	L1	Building is severely deteriorated and would need major renovation. Scope is limited due to ageing.
	Toilet block with Showers	Brick with metal roof. M/F toilets, adjacent shower	4	L2	Plumbing service is recurrent issue. Work needed on renovation to address presentation.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
		structure/shelter			
	Open Pavilions	Three open steel framed sheds with a fourth shed at rear boundary of area	4	L2	Basic steel framework needs rust treatment. Several roofing sheets need replacement. Internal fit out needs similar renovation with replacement of timber panels.
	Other Sheds	Metal sheds for displays	3	L3	Enclosed metal in reasonable condition. Underside of wall sheets is buried and rusting evident.
	Sheep Shelter	Small covered area with extension	4	L2	As per the open pavilion needs renovation on rust areas, replacement of fascia, downpipes. Problem with structural adequacy of small attached section.
	Cricket nets (new)	3 new wicket practice nets	1	L4	Work in progress.
Memorial Park	General site infrastructure	Roads and parking (4), external perimeter fencing (3), entry gate (3), poles (4), switchboards (4), loading ramp (2), metal yards (3), lighting* (4), signage (4)	4	L3	General gravel roads need regular levelling. Limited designated carparking. Many internal timber poles need replacing. Most switchboards need upgrading. Area lighting appears inadequate and direction signage is limited.
Indoor Stadium	Hiring and usage areas	Main arena floor, seating, gymnastics area, building exterior, lighting *, ballet room	4	L2	External/internal steel structure needs treating. Floor and lines need refurbishing. Sub floor needs major work evidenced by floor levels and movement. It is understood that the floor will be replaced as part of the pending capital project.
	Support Areas	Offices, foyer, amenities, kitchen, toilets	3	L3	All areas are in suitable condition, with some minor damage. One disabled toilet used as store.
	External areas	Carparking (4), fencing (3)	4	L2	Carpark is deteriorating, uneven and is unlit. External fence is reasonable although some minor repairs required. External area drainage is minimal.
Swimming Centre	Pools	50m, 20m and toddlers' pool, shade structures over pools	4	L2	All pools are empty and need substantial work on finishes (painting, tiling, etc). Concern at movement in main pool basin.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
					Adjacent paving requires work to reduce trip hazards. Earthing of shade structures and pool handrails is unknown. No disabled entry provided.
	Plant Room	Plant (4), building (4), local secure fencing (3)	4	L2	Building is in poor condition. Plant needs substantial work to upgrade. Review bunding capacity for chemicals.
	Hydro Pool	Newer indoor pool with change rooms, plant room and office	3	L3	Hydro pool in reasonable condition. Some minor cracking of finishes.
	Building	Change rooms, club rooms, entry foyer, office and store, entry and canteen	4	L2	Change rooms need upgrade. Building as a whole is dated and in need of upgrade with some cracking in walls.
	Infrastructure	Pool lighting* (4), paving (4), shelters (3), fencing (3), carparking (4)	4	L2	No disabled pool access or change rooms. Street carparking is deteriorating, lighting towers and steel pool shelters need painting.
Hardinge Park	RAMS Clubhouse	Metal roof and walls. Includes everything within building envelope	3	L3	Internally the building is in reasonable condition with newer areas recently renovated. Change rooms have been upgraded. Gymnasium area is basic. Externally substantial work required to treat rust in framing and fixing roof drainage.
	Other buildings	Toilets (3), storage shed (3), spectator shed (4), entry booth (3), gate storage (3), umpires box (4)	3	L3	These facilities are in reasonable condition although timber fascia on spectator shed needs replacing.
	Netball Courts	2 Courts (4), lighting* (3), dugouts (3), immediate fencing (3)	4	L3	Netball court surfaces are deteriorating (understood funding is available to upgrade).
	Infrastructure	Entry Structure (3), roads and parking (4), field lighting* (3), oval fencing (4), external	4	L3	Roads, parking need grading. Oval fencing and seating due for refurbishing.



Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
		fencing (3), scoreboard (2), spectator seating (3)			
Rotary Park	Amenities Building	Masonry with metal roof. Amenities include change rooms, function, kitchen, toilets, storage	4	L2	This building has several structural issues and appears to be incomplete e.g. unpainted walls/ceiling, not vermin proof.
	BBQ Structure	Metal roof (3), timber frame (2), BBQ plates (2) and seating (3)	3	L3	Generally, in sound condition.
	Infrastructure	Perimeter fencing (3), roads (3), log barriers (3), entry gateway (3), field lighting* (3), goals (2)	3	L3	Generally, in sound condition although roads need more compacted fill to reduce waterlogging. Fields become water logged so consider releveling.
Pretty Pine Recreation Reserve	Community Hall	Metal walls and roof. Function area, kitchen, toilets, change rooms, Council meeting suite	2	L3	Building is in good condition throughout given its age.
	Kitchen	Metal camp kitchen	2	L3	Good condition.
	Residence	Timber with metal roof prefab structure	3	L3	Access could not be gained for internal inspection. Caretaker was happy with general condition.
	Pistol Range	Pistol firing building (new), mounds, fences	2	L3	New work, good condition.
	Service sheds	Metal, open and lock up	3	L3	Serviceable
Pretty Pine Recreation Reserve	Horse compound	Exercise yards, control shed (metal), fencing	3	L3	Serviceable
	General infrastructure	Entry (3), external fencing (3), roads (3), tennis courts with fence and lights (4)	3	L3	Generally, in reasonable condition. Tennis courts need substantial work and appear not to be used.
Conargo	Museum	Timber with metal roof.	2	L3	Good condition and suitable standards maintained.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Recreation Reserve		Central display glazed atrium, toilets for M/F/Dis at either end			
	Community Hall	Metal walls and roof. Main function area, kitchen, toilets and external storage area with central plant system	3	L3	Rusting of support columns with two bases hidden in garden edging. Other areas in condition consistent with age and require some periodic/cyclic work.
	Kitchen, BBQ Structure	Timber post with metal roof. BBQ benches, tables, chairs	3	L3	Satisfactory condition
	Play Grounds	Two play grounds with good contemporary play equipment, shade cloth structure fencing	3	L3	Play equipment in good condition. Bases of support structure are covered in several instances. Platforms on edging need refurbishing.
	Storage shed	New metal structure	2	L4	New condition
	Toilet block	Masonry with metal roof. M/F under current renovation.	4	L2	Temporarily closed down
	Infrastructure	Paving blocks, bollards, roads, fencing (timber and mesh)	3	L3	Generally, in suitable condition
Blighty Recreation Reserve	Entry structure	Metal building providing covered gate keeping	2	L3	Basic structure is suitable condition.
	Clubhouse	Brick with metal roof. Includes toilets, team facilities, function room, kitchen and meeting room.	3	L3	In reasonable condition with usage. Change facilities require substantial work, and main floor appears to require refurbishing.
	Netball courts	2 new courts with lighting*, fencing, spectator seating (covered)	1	L4	New courts, good condition

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Blighty Recreation Reserve	Old court	Bitumen courts with lighting* and fencing	4	L2	Poor condition. Programmed for replacement.
	Netball buildings	Brick with metal roof. Includes central area, toilets, canteen.	4	L1	At end of life, with significant level of work required. Programmed for replacement.
	Play structure	Covered structure with contemporary play structures. Bark fill and timber edging	3	L3	Play equipment is in good condition. Timber edging needs fixing where splintering in several areas. Fencing is sound.
	Infrastructure	Oval fencing, scoreboard, field lighting*, external perimeter fencing, dugouts	3	L3	Generally, in good condition.

**Notes:**

1. **Lighting\*** indicates presence of lighting system and any visible signs of maintenance issues. Light testing was not undertaken to determine levels/coverage to the relevant sporting standards. However visual inspection of sports field lighting suggest that level and distribution of lighting is uneven. Netball lighting for all courts appears to be adequate. Sports field, carpark and general external building lighting should be tested for compliance.
2. More detail on Remaining Useful Life is provided in the body of the report, in particular where L2 and L1 ratings have been applied.

## Attachment 2

EDWARD RIVER COUNCIL (ERC) RECREATION STRATEGY  
SUMMARY OF KEY ISSUES FROM CONDITION AUDIT

Below is a summary of significant/immediate issues identified in the inspection program as part of the development of the recreation strategy. These issues relate to such elements as structural and risk management that need to be brought to the attention of ERC management in advance of the completion of the study.

Whilst some of these comments are not directly related to the scope of the audit, they none the less have been identified as matters of some concern based on the overall experience and expertise of the inspector. Whilst mitigating risk options have been proposed this is properly a matter for ERC to determine based on corporate imperatives and current works. Addressing these points may well be part of the asset management policies and practices.

Location	Building	Description of Issue/Risk	Mitigating Risk Options
General	General	Many switchboards do not have Residual Current Devices for power/lighting to protect for earth leakage as required by codes. This should include testing/logging by competent authorities	Initiate program to install/test/log Residual Current Device as necessary, and provide switched points (not 413s)
	General	List of electrical circuits and diagrams should be displayed at each switchboard	Update Boards, and circuits at each field location
	Leads	Power leads and appliance leads need to be test and tagged to codes	Update as necessary
	Access Risks	Few sites have diagrams showing emergency evacuation, and fire equipment locations	Provide relevant signage
	Several sites (Conargo and Blighty)	Support columns for roof/play covers are rusting and/or cannot be inspected (base plates/rag bolts are covered or embedded into gardens). In many cases are properly installed and open for inspection	Relocate garden edges to inside support structures. Treat rusted components
	Play areas	Splintering of platform seating edge timbers	Repair/replace
Memorial Park	Netball old toilet	Cracking over door headers, and at NW corner	Monitor
	The Chalmers Family Sheep Shelter	Structural stability of framework of newer extension	Report

Location	Building	Description of Issue/Risk	Mitigating Risk Options
	Open sheds	Fix electrical conduit in roof space, and adequately support pendant lights/power points	Review and modify as necessary
	Toilet block Rovers FC change block	Cracking throughout walls in several places	Monitor
Rotary Park	Amenities Block	Block joints opening up (severely in some instances) likely through settlement, with some vertical cracking through blocks. NW corner shows major break in support. Internal ceilings appear to have moved.	Structural inspection and rectification. Confirm Certificate of Occupancy as building seems to be unfinished
Swimming Centre	Main Pool	Movement along construction joint at deep end	Full survey to monitor
	Structures adjacent to pools	Earthing of shade cloth structures of children's and second pool not evident. Handrails into all pools need to be earthed	Need to confirm
Deni Skate Park	Ramps	Erosion of fill material exposing slab fill/support	Backfill and compact
	Pipe	Exposed black pipe safety hazard	Cover and protect as necessary





## Appendix 2: Detailed Organisation Findings

Tables with details provided by the interviewed sport and recreation clubs can be found in this section.

### Deniliquin RSL Club

The Deniliquin RSL Club was not available for discussions when this study was being prepared. However, detail from an earlier discussion when the open space strategy was being prepared is reproduced here.

The Deniliquin RSL Club provide various sporting facilities and a park with playgrounds near the licensed club. The Club has recently installed a Liberty Swing in the park. The park is mowed by Council.

The RSL Bowls Club is looking for financial assistance (grants) to put in artificial greens and provide shade cover to make the facility more viable.

The Club is considering long term options for the tennis courts as the tennis club closed some ten years ago. There are no firm proposals at this stage.

The Club does not have plans for how these facilities will be developed but rather reacts to requests and ideas when it has some spare money.

## Organisation Details

Organisation Name	Park or Reserve	Membership Senior 2018	Membership Junior 2018	Expected Membership Trends
Blighty AFL Club	Blighty Recreation Reserve			Not known
Blighty Netball Club	Blighty Recreation Reserve	40	41	Stable
Blighty Tennis Club	Blighty Recreation Reserve	32	40	Juniors increasing, seniors decreasing
Deniliquin & District Cricket Association	Memorial Park	52	74	Increase
Deniliquin Athletics Club	Hardinge Street Oval		106 (Little Athletics only)	Increase
Deniliquin Boat Club	Private Land	TBA	TBA	Increase
Deniliquin Bowling Club	Private Land	145 (bowlers) 750 (social)	1	Bowler numbers are decreasing but social membership is increasing
Deniliquin Clay Target Club	Racecourse Reserve	16	3	Decline
Deniliquin Collectors Club	Memorial Park			Not stated
Deniliquin Cycling Club	Nil (road cycling)	50 (approximately)	Nil	Unknown
Deniliquin District Soccer Club	Rotary Park	30	250	Stable
Deniliquin Drivers Rugby Union Football Club	Rotary Park	50	Nil	Increase
Deniliquin Field and Game	Racecourse Reserve	100	20	Decline
Deniliquin Golf Club	Deniliquin Golf Course	580 (golf) 200 (social)	Not stated	Decline
Deniliquin Lawn Tennis Club	Deniliquin Lawn Tennis Club	100	100	Increasing including croquet (due to lights)
Deniliquin Motorcycle Association	Association Track	60	50	Increase
Deniliquin Netball Association	Memorial Park	16	161	Steady
Deniliquin Pastoral and Agricultural Society	Memorial Park			Not stated
Deniliquin Pony Club	Crown Land	12 adults 18 social	45	Increase
Deniliquin Racecourse Trust	Racecourse Reserve	9 Trustees	Nil	n.a.
Deniliquin Racing Club	Racecourse Reserve	187	Nil	Increase
Deniliquin RAMS Football and Netball Club	Hardinge St Oval	TBA	TBA	Increase
Deniliquin RSL Bowls Club	RSL			Unknown
Deniliquin Sporting Car Club	Association Track	35 to 45	5 to 10	Stable
Deniliquin Tentpegging Association	Memorial Park	8 - 12 attend events		Stable
Deniliquin Wanderers Soccer Club (Seniors)	Rotary Park	8	Nil	Increase
Gum Creek Polocrosse Club	Pretty Pine Recreation Reserve	4	Nil	Increase
Pretty Pine Pistol Club	Pretty Pine Recreation Reserve	35	Nil	Stable
Rovers Football and Netball Club	Memorial Park	455	110	Increase



## Facility Issues and Needs

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Blighty Netball Club	Nil	Need new club house (soon to be constructed by Council)	Nil
Blighty Tennis Club	Nil		Nil
Deniliquin & District Cricket Association	Amenities building issues—location, disabled access and size. Ovals—wickets need to be replaced, outfielders quite slow.	Club Rooms (high priority); Change rooms (high priority); Cricket Wickets need to be upgraded to keep up with recommended standard (medium priority)	Increase Junior Competitions to increase participation across more age groups.
Deniliquin Athletics Club	The long jump, discuss and shot-put area are too close together. Athletes are capable of throwing outside of the space. There is limited storage.	New storage (high priority); New discuss area (medium priority) and a synthetic track (low priority).	Cross Country Course
Deniliquin Boat Club	River heights in flood.	Disability access is a high need. The clubhouse is small and getting old and will be a long-term need.	Would like to do more events e.g. wake-boarding, barefoot, slalom skiing, concerts and social events (e.g. festivals)
Deniliquin Bowling Club	Nil	Painting the outside of the clubhouse, Lighting one of the greens, potholes in car park, car parking line-marking	Nil
Deniliquin Clay Target Club	Nil	Toilets to be made accessible (high priority) and maintenance of internal road (high priority)	Nil
Deniliquin Collectors Club	Nil	Nil (at present)	Nil
Deniliquin Cycling Club	Access to shower facilities in a Council Park for use after rides	Nil	Nil
Deniliquin District Soccer Club	Drainage, car parking and access road (wet and boggy); clubrooms are falling apart; turf maintenance. The road and car park are significant safety issues.	High priorities are the road and car park The club house needs significant repair or replacement.	Off-season social soccer for high school students to maintain their interest in the sport.
Deniliquin Drivers Rugby Union Football Club			Summer 7's competition; playground for under 6 visitors to the park. Junior Rugby competition.
Deniliquin Field and Game	Nil	Toilets to be made accessible (high priority); field plan and layout (high priority) and tree planting (high priority).	Nil
Deniliquin Golf Club	Nil	Need to upgrade the kitchen, Need to have a disabled toilet and upgrade club house access. Need to remove old boiler room.	Junior program and Adult program to attract new members.
Deniliquin Lawn Tennis Club	Underutilised tennis courts	All-weather synthetic turf courts (medium priority); fencing and irrigation replacement are a low priority.	Night tennis, winter competition, modified tennis and cardio-tennis.

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Deniliquin Motorcycle Association Inc	Toilets, canteen and dust suppression are not at expected levels	Dust suppression for safety and member experience (high priority); Need toilets and a canteen (medium priority)	Still in start-up/re-establishment phase.
Deniliquin Netball Association	Courts need repair and resurfacing to be made compliant. Public toilets need replacing. The playground does not meet Australian Standards	Public toilet replacement (high priority) and complete court resurfacing (high priority)	Nil
Deniliquin Pastoral and Agricultural Society	Toilets, Barbecue (food building), lighting, Disability access to P&A rooms.	Priorities are: 1. New toilets (replacing P&A toilets) 2. Upgrade the Barbecue Area (the canteen building) 3. Disability access to P&A offices 4. Lighting	
Deniliquin Pony Club	Power, accessibility and rabbit control	» Electricity connection (currently have a generator but it is getting old)—High priority » Disabled toilets (medium priority—club hosts Riding for the Disabled) » Rabbit control under the building (low priority)	Clinics on show-jumping and dressage. Need to find new instructors as local instructors have moved away.
Deniliquin Racecourse Trust	N.A.	N.A.	N.A.
Deniliquin Racing Club	Always trying to upgrade amenities	A racecourse on which to race thoroughbred horses (low priority)	Nil
Deniliquin RAMS Football and Netball Club	Nil	» A new viewing area to watch football from inside the clubhouse (high priority) » Upgrade lights on oval (high priority) » Children's playground (medium priority) » Kitchen upgrade (medium priority)	AFL Youth Girls Team for the girls now playing in the Women's AFL or Netball
Deniliquin Sporting Car Club	Drainage (road reserve and car club site)	Drainage across the site. The site needs a drainage plan and then its development (high priority).  Signage for course is a medium priority.	Run motorkhana, drive education (would require a facility upgrade)
Deniliquin Tentpegging Association	Day stalls are satisfactory for club days but too small for events.	New stables would be needed for national and international events.	Could get a major 2-day event every four years or so with about 100 competitors.

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Deniliquin Wanderers Soccer Club (Seniors)	Drainage for car parks and access road. Clubrooms are in a poor state (demolish the building or undertake substantial renovation), security, safety and signage	Upgrading roads, car parking and clubrooms are a high priority. Install a playground is medium priority.	Adventure play needed for the large amount of kids running around before, during and after games. Play ground could go next to the club house.
Gum Creek Polocrosse Club	Pretty Pine Recreation Reserve is "satisfactory" for polocrosse functions.	Biosecurity upgrades are needed to meet legislative standards.	Nil
Pretty Pine Pistol Club	No electricity or water to venue; need to finish ranges and increase the number of disciplines that can be shot. There is no clubhouse.	Range and target development; electricity and water and a clubhouse are all high priorities.	Cannot hold events at the venue until it is properly developed.
Rovers Football and Netball Club	A new deck area at the rear of the clubrooms facing the Edward River. There is no dedicated medical room in the change-rooms.	High priorities are the deck and medical rooms along with a revamped children's playground. A medium priority is the grading and turfing of the area between change rooms and the oval.	Additional football grade—under 11s

## Land and Tenure Details

Organisation or Venue Name	Land Ownership	Occupancy Arrangement
Basketball Stadium	Council	Contract
Blighty AFL Club	Council	Blighty Hall & Advancement Committee
Blighty Netball Club	Council	Blighty Hall & Advancement Committee
Blighty Tennis Club	Council	Blighty Hall & Advancement Committee
Deniliquin & District Cricket Association	Council	Section 355 Committee– Memorial Park Users Advancement Committee (MOU in place)
Deniliquin Athletics Club	Council	Year-to-year arrangement with RAMS
Deniliquin Boat Club	Private	Not applicable
Deniliquin Bowling Club	Private	Not applicable
Deniliquin Clay Target Club	Crown (Direct)	Arrangement with Crown
Deniliquin Collectors' Club	Council	MOU
Deniliquin Cycling Club	n/a	Not applicable
Deniliquin District Soccer Club	Council	Nil - book fields
Deniliquin Drivers Rugby Union Football Club	Council	Nil - book fields
Deniliquin Field and Game	Crown (Direct)	Arrangement with Crown
Deniliquin Golf Club	Private land (except for a small practice fairway which is Crown Land)	Arrangement with Crown for practice fairway
Deniliquin Lawn Tennis Club	Private land	Owned freehold
Deniliquin Motorcycle Association Inc	Crown (Direct)	Arrangement with Crown
Deniliquin Netball Association	Council	Section 355 Committee– Memorial Park Users Advancement Committee
Deniliquin Pastoral and Agricultural Society	Council	Section 355 Committee– Memorial Park Users Advancement Committee
Deniliquin Pony Club	Crown (Direct)	Arrangement with Crown
Deniliquin Racecourse Trust	Crown (Direct)	Arrangement with Crown
Deniliquin Racing Club	Crown (Direct)	Arrangement with Crown
Deniliquin RAMS Football and Netball Club	Council	20-year lease to 2028
Deniliquin RSL - Tennis courts and Bowls	Private	Freehold
Deniliquin Sporting Car Club	Crown (Direct)	Arrangement with Crown
Deniliquin Swimming Pool including hydrotherapy	Council	Contract
Deniliquin Tentpegging Association	Council	Hire park from ERC and private arrangement with Deniliquin Golf Club
Deniliquin Wanderers Soccer Club (Seniors)	Council	Nil - book fields
Gum Creek Polocrosse Club	Council (activity takes place on Crown Land)	Permit obtained from LLC
Pretty Pine Ground Committee	Council	Pretty Pine Hall & Advancement Committee
Pretty Pine Pistol Club	Council	Pretty Pine Hall & Advancement Committee
Rovers Football and Netball Club	Council	Section 355 Committee– Memorial Park Users Advancement Committee

## Council Assistance

A number of organisations in the next table were not interviewed as they are not a sporting club but their assistance from Council is recorded for information purposes.

Organisation or Venue Name	Council Assistance as Advised by the Organisation	Council Assistance as advised by Council Officer
Basketball Stadium	Any assistance to the contract manager is set out in the contract	No other assistance is provided by Council.
Blighty Advancement Committee	\$60,000 maintenance budget to Advancement Committee / Hall plus grants	Committee looks after inside the fence (mowing / veg) Council looks after the outside of the fence. Council maintains the Hall and inspects the playground. The \$57,000 annual payment to the Committee has stopped. Council maintains the lights on the oval and courts, the irrigation system. The Blighty Advancement Committee has a water licence.
Blighty AFL Club		
Blighty Netball Club		
Blighty Tennis Club		
Booorooban Social and Sporting Club	Not interviewed	Council looks after the hall, playground and toilet. There is a bore for water.
Conargo Memorial Hall	Not interviewed	Conargo Village - one maintenance person who does 12 hours in summer and 4 hours per week in winter. They do the mowing and irrigation. The hall is cleaned by a contractor.
Deniliquin & District Cricket Association	Council prepares outfields (mowing, etc)	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Deniliquin Athletics Club (at RAMS)	Mowing and rubbish collection.	Club pays a peppercorn rent, Council clears the rubbish, cleans the toilets, mows the oval (26-32 times per year) RAMS paid for the buildings and irrigation.
Deniliquin Boat Club	No direct assistance but have received grant funding.	Nil
Deniliquin Bowling Club	Council tops up the lagoon that the Club irrigates from when the level falls. Have received a grant from Council for disabled toilets.	Club gets water allocation from Council if they run out.
Deniliquin Clay Target Club	Nil	Nil
Deniliquin Collectors' Club	Nil	Nil
Deniliquin Cycling Club	Nil (possible assistance for events on request)	Nil
Deniliquin District Soccer Club	Mowing, rubbish removal, clean outside toilet and inside on request, road maintenance on request, grading of road on request, irrigation maintenance on request.	Council mows fields (24-26 times per year), clears rubbish, maintains irrigation, clean public toilets. Club looks after canteen and change rooms.
Deniliquin Drovers Rugby Union Football Club		
Deniliquin Field and Game	Nil	Nil
Deniliquin Golf Club	Nil	Nil
Deniliquin Lawn Tennis Club	Nil	Nil
Deniliquin Motorcycle Association Inc	Nil	Nil

Organisation or Venue Name	Council Assistance as Advised by the Organisation	Council Assistance as advised by Council Officer
Deniliquin Netball Association	Rubbish collection	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Deniliquin Pastoral and Agricultural Society		
Deniliquin Pony Club	Council help with small requests (e.g. providing a bit of soil or sand) and are very good to the club. Council close the road for the cross-country (about three times/year) and they grade the road on request.	Council provides the occasional truck load of dirt, does some tree management and assists with road closures for events.
Deniliquin Racecourse Trust <sup>1</sup>	Annual allocation of irrigation water no charge.	No maintenance
Deniliquin Racing Club		
Deniliquin RAMS Football and Netball Club	Mowing, road grading, rubbish collection, perimeter fence repairs, cleaning outside toilets, top dressing and scarifying oval. Provide grants.	Club pays a peppercorn rent, Council clears the rubbish, cleans the toilets, mows the oval (26-32 times per year) RAMS paid for the buildings and irrigation,
Deniliquin RSL – Tennis courts and bowls club	Nil	Nil
Deniliquin Sporting Car Club	Occasional rubbish bin collections	No maintenance
Deniliquin Swimming Pool including hydrotherapy	Any assistance to the contract manager is set out in the contract	No other assistance is provided by Council.
Deniliquin Tentpegging Association	Use Memorial Park for Club days but have no base anywhere.	Nil
Deniliquin Wanderers Soccer Club (Seniors)	Mowing and rubbish removal	Council mows fields (24-26 times per year), clears rubbish, maintains irrigation, clean public toilets. Club looks after canteen and change rooms.
Gum Creek Polocrosse Club	Nil	Nil
Mayrung Advancement Committee	Not interviewed	Council does everything though no mowing is required. Council inspects the playground.
Pretty Pine Ground Committee	Not interviewed	The committee does the mowing, The caretaker's house is maintained by Council. Council does provide a budget.
Pretty Pine Pistol Club	Nil	
Rovers Football and Netball Club	Mowing, watering, rubbish collection, odd maintenance jobs.	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Wanganella & District Advancement Committee		Council looks after the Hall and some mowing and irrigation. A local person currently looks after the gardens and the memorial.

<sup>1</sup> Would like to see DA fees for clubs abolished

## Issues Affecting the Organisations

Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Blighty Netball Club	Cost of participating / difficulty in accessing grants	Need training quite broadly. Not aware of local training opportunities.	
Blighty Tennis Club	Lack of training for coaches / officials/ lack of qualified coaches / insurance costs / cost of participating	Training in funding/strategic planning/ governance/ courses and clinics/ player development.	
Deniliquin & District Cricket Association	Cost of playing / governing body changes / declining number of volunteers / difficulty in accessing grants / technology	Not aware but would like to know more about business planning, risk management, marketing and player development.	
Deniliquin Athletics Club	Falling membership / lack of access to training for volunteers / declining no of volunteers / poor parent support / technological advancements / changes to committee; other = shared facility	Aware of training opportunities but have not accessed.	Volunteers are usually busy parents juggling work and kids. All training requires additional time and effort.
Deniliquin Boat Club	Lack of qualified coaches and officials; insurance costs; governing body rule changes; disability access; changes to committee.	Need training quite broadly. Not aware of local training opportunities.	
Deniliquin Bowling Club	Less youth participating; lack of access to training for volunteers; declining number of volunteers.	Nil	
Deniliquin Clay Target Club	Less youth participation and disability access.	Not interested	
Deniliquin Cycling Club	Nil	Nil	Young people are more engaged in mountain biking. The club has "room" to expand.
Deniliquin District Soccer Club	Lack of qualified coaches; governing body changes; declining number of volunteers; poor parent support; disability access and changes in committee.	Strategic planning; club governance; coach & official accreditation; player development as a minimum. Club is not aware of opportunities.	Not affiliated with NSW or Vic Football therefore resources and assistance is limited. Club does not believe that affiliation would result in much support would be forthcoming.

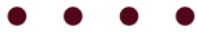
Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Deniliquin Drivers Rugby Union Football Club	Most issues listed are affecting the Drivers RUFC except falling membership, access to school facilities and the cost of insurance.	Would like to attend training in ways to attract more funding including grant writing; strategic and business planning; club governance and volunteer management.	DRUFC have proposed a Rotary Park User Group to ERC and are yet to receive a formal response. At the moment there is a vacuum of coordination and control and the club is not sure who to speak to.
Deniliquin Field and Game	Cost of participating.	Not interested in training courses except (maybe) grant writing training.	
Deniliquin Golf Club	Cost of maintenance; cost of playing; disability access; being able to access grants where the club is located on private land.	Nil	Eighty volunteers run the club, only the field staff are paid.
Deniliquin Lawn Tennis Club	Concerned about the possibility of falling membership along with less youth participation. Otherwise impacts include a lack of training for coaches; the costs of insurance and participation; declining numbers of volunteers.	Nil	
Deniliquin Motorcycle Association Inc	Lack of qualified coaches; lack of training for coaches etc; cost of participating; governing body changes; declining number of volunteers; technology advances and risk management.	Would like the opportunity to attend varied types of training to support the club's operations.	
Deniliquin Netball Association	Lack of access to training for volunteers; the cost of maintaining the venue; a lack of qualified coaches; lack of training for coaches; insurance costs; cost of participating; changes in technology; risk management and constant committee changes.	Would like more training opportunities in aspects of club management and the training of coaches and support staff.	It is essential for our association that we keep 5 courts for operation of our competition and tournaments. Timely response from ERC to manage project repair and resurface 5 courts and prevent further deterioration would be appreciated.
Deniliquin Pony Club	Lack of access to training for volunteers; lack of qualified coaches; cost of participating; declining number of volunteers; poor parent support; technology changes; risk management and changes on the committee.	Nil	The site is also used by Riding for the Disabled
Deniliquin Racecourse Trust	N.a.	Club governance.	



Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Deniliquin Racing Club	Risk management.	Aware of and have attended a broad range of training programs.	WHS reports are provided before and after each race meeting to Racing NSW.
Deniliquin RAMS Football and Netball Club	Cost of maintenance; lack of qualified coaches; insurance costs; governing body changes; poor parent support; disability access; risk management .	Aware of some but not attended, have attended some including funding and grant writing, marketing, coaching accreditation and player clinics	
Deniliquin Sporting Car Club	Falling membership (not all members turn up to drive all the time); Less participation; a lack of qualified coaches and a lack of training for coaches; the cost of participating; governing body changes; declining number of volunteers; accessing grants and technological advancements.	Broadly interested in all training to assist the club and participants.	CAMS training is in Sydney or Melbourne which makes it difficult to access.
Deniliquin Wanderers Soccer Club (Seniors)	Falling membership; lack of qualified coaches; lack of training for coaches; cost of playing; poor parent support.	Would like more training opportunities in aspects of club management and the training of coaches and support staff.	Adventure play space could become a destination playground. A gold coin donation would allow it to pay for its own upkeep and upgrades. There are already public toilets and a barbecue area on the park.
Gum Creek Polocrosse Club	Cost of maintaining the venue; governing body changes in facility requirements; difficulty in access grant funding; risk management; constant changes in the committee.	Would like to know more about training in club governance and committee management; risk management; volunteer management; advertising and marketing	
Pretty Pine Pistol Club		Coach and official accreditation required. Club is aware of opportunities but has not accessed yet.	
Rovers Football and Netball Club	Lack of access to training for volunteers; cost of maintaining venue; governing body changes; declining number of volunteers; disability access and access to grants.	Broadly interested in all training to assist the club and participants.	



Deniliquin Motorcycle Association Inc



## **Appendix 3: Sportsground Detailed Levels of Service**

### Memorial Park

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass Cutting large oval	36	2.5	\$ 40.00	\$ 60.00		\$ 9,000.00
Grass cutting small oval	22	1.5	\$ 40.00	\$ 60.00		\$ 3,300.00
Grass cutting area outside ovals	20	2.5	\$ 40.00	\$ 60.00		\$ 5,000.00
Bin collection - 25 bins weekly	52	25			\$ 2.20	\$ 2,860.00
Arborist report and tree maintenance	1					\$ 2,000.00
Grading once per year	1	7				\$ 3,500.00
Toilet cleaning	52	2	\$ 40.00	\$ 60.00		\$ 10,400.00
General maintenance seats etc	7	7	\$ 40.00	\$ 60.00		\$ 4,900.00
General weed spraying	1	7	\$ 40.00	\$ 60.00		\$ 700.00
Oval weed spraying	2	7	\$ 40.00	\$ 60.00		\$ 1,400.00
Fertilise	1	3.5	\$ 50.00	\$ 60.00		\$ 385.00
Other costs (Lime)						\$ 2,500.00
General maintenance						\$ 5,000.00
Playground inspections	12	1	\$ 40.00	\$ 60.00		\$ 1,200.00
<b>Total approximate cost</b>						<b>\$ 52,145.00</b>

### Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
  - Deniliquin Rovers Football and Netball
  - Deniliquin P&A Society
  - Deniliquin and District Cricket Association
  - Deniliquin Netball Association
  - Edward River Society of Model Engineering Inc
  - Deniliquin Collectors' Club

### Rotary Park

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass cutting	32	2	\$ 40.00	\$ 60.00		\$ 6,400.00
Slashing and general tidy up	32	1	\$ 40.00	\$ 60.00		\$ 3,200.00
Bin collection - 8 bins weekly	52	8			\$2.20	\$ 915.20
Grading once per year	1	7				\$ 3,500.00
Toilet cleaning	52	1	\$ 40.00	\$ 60.00		\$ 5,200.00
General maintenance building	7	7	\$ 40.00	\$ 60.00		\$ 4,900.00
<b>Total approximate cost</b>						<b>\$ 24,115.20</b>

### Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
  - Deniliquin District Soccer Club
  - Wanderers Football Club
  - Drovers Rugby Club

### Hardinge Street Oval

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass cutting oval	32	1.5	\$ 40.00	\$ 60.00		\$ 4,800.00
Grass cutting outside ovals	26	1	\$ 40.00	\$ 60.00		\$ 2,600.00
Bin collection - 26 bins weekly	52	26			\$ 2.20	\$ 2,974.40
Arborist report and tree maintenance	1					\$ 1,000.00
Grading twice per year	2	7				\$ 7,000.00
Toilet cleaning	52	1	\$ 40.00	\$ 60.00		\$ 5,200.00
General maintenance seats etc	2	7	\$ 40.00	\$ 60.00		\$ 1,400.00
Playground inspections	12	1	\$ 40.00	\$ 60.00		\$ 1,400.00
<b>Total approximate cost</b>						<b>\$ 26,174.40</b>

### Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
  - Rams Football and Netball Club
  - Deniliquin Little Athletics Club
  - Auskick

### Blighty Recreation Reserve

Annual Works Activities Performed By Council	Description	Estimated Cost
External ground maintenance and spraying	Council spray the perimeter of the oval and carry out maintenance to open area	\$2,000.00
Irrigation maintenance	Council maintain the irrigation system and the water storage dam	\$1,000.00
Bin collection and hire	Council provide for bins and bin collection	\$2,000.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
Grade	1 grade per year	\$3,500.00
Building cleaner	Council employ	\$3,000.00
<b>Total approximate cost</b>		<b>\$24,000.00</b>

### Other Activities and Costs

- » Oval cutting is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
  - Blighty Football and Netball Club
  - Blighty Tennis Club
- » Income from hire fees is collected by the Section 355 Committee and used to pay electricity charges.

### Conargo Recreation Reserve

Annual Works Activities Performed By Council	Description	Estimated Cost
Council employee a casual part-time employee to complete the following tasks within the community.	<ul style="list-style-type: none"> <li>» Oval mowing and maintenance</li> <li>» Bin collection and emptying</li> <li>» Mowing of other reserves</li> <li>» Maintenance of irrigation systems</li> </ul> 50% of the costs associated with the provision of this employee has been costed to the recreation reserve for this exercise—16 hours per week. This rate includes for provision of plant and on-cost.	\$17,472.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Building and toilet cleaner	Council employ a cleaner for the building and toilets	\$7,500.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
<b>Total approximate cost</b>		<b>\$37,472.00</b>

### Other Activities and Costs

- » Oval cutting is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee.

Note: the \$10,000 expended on building maintenance did include replacing gutters which is not a regular maintenance item.

**Wanganella Recreation Reserv**

Annual Works Activities Performed By Council	Description	Estimated Cost
Council employee a casual part-time employee to complete the following tasks within the community.	<ul style="list-style-type: none"> <li>» Oval mowing and maintenance</li> <li>» Bin collection and emptying</li> <li>» Mowing of other reserves</li> <li>» Maintenance of irrigation systems</li> <li>» Toilet cleaning</li> </ul> <p>100% of the costs associated with the provision of this employee has been costed to the recreation reserve for this exercise—4 hours per week. This rate includes for provision of plant and on-cost.</p>	\$8,736.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
<b>Total approximate cost</b>		<b>\$21,236.00</b>

**Other Activities and Costs**

- » Building cleaning is provided by the Section 355 Committee
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee.

**Pretty Pine Recreation Reserve**

Annual Works Activities Performed By Council	Description	Estimated Cost
Building maintenance including house	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
<b>Total approximate cost</b>		<b>\$12,500.00</b>

**Other Activities and Costs**

- » Building cleaning is provided by the Section 355 Committee
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee. The Pretty Pine Community Committee use the income generated from the rent of the house and other sources to maintain the oval and facility.



Ms Julie Rogers  
Manager Environmental Services  
Edward River Council.

Dear Julie

Thank you for the opportunity to comment on the Draft Recreation Strategy currently open for public comment.

As a long term resident of the Conargo area I feel current maintenance of the Conargo Village precinct is of a very high standard and the village looks great (except for the obvious lack of our legendary Conargo Pub).

Visitors to our community frequently comment on the appearance of our village and enjoy taking time out in one of our three available camping and caravanning sites. During their stays visitors can patronise our local store, fish in the famous Billabong Creek or just appreciate the natural environment. These travellers are vitally important to our small community and the surrounding Deniliquin community especially when they stay for a number of nights and are able to access visitor information from interpretive signs and the Conargo Store staff. The Conargo Hall and Recreation Ground facilities provide a welcoming sight to all travellers who arrive via the vast Old Man Plain (especially late on a hot summer day) and give a great promotion of facilities within the Edward River Council area.

The oval facilities are utilised on numerous occasions each year. Inter-village and local cricket teams enjoy annual matches, Conargo Public School use facilities as required and local residents use BBQ, oval, playground and tennis courts for personal training and family celebrations.

The current Edward River Council team member is doing a great job maintaining the village and hall surrounds at a high standard. He takes great pride in his work and appears to manage and maintain equipment provided in good condition.

As President of the Conargo Bushfire Brigade, I would like to inform you that the Conargo Recreation Reserve is the gazetted emergency assembly point for the residents of the village, Billabong Estate and surrounding properties should a bushfire or other emergency occur. While the fire threat is not of great significance this season, I feel it is most important for the oval to be well maintained during the summer months to provide a green and safe space for this possible purpose. The hall and it's kitchen are well equipped to provide services to residents in these situations. The oval has also been used as an emergency landing place for helicopter evacuation.

There has also been collaboration between the Conargo Hall and Recreation Ground Committee and the NSW Rural Fire Service to ensure additional emergency water



supply. The large Rhino tank beside the children's playground has been provided by the NSW Rural Fire Service to guarantee supplementary water which can be easily accessed in an emergency. This tank, with over 100,000L storage, is maintained at full capacity at all times.

My other concern when reading the Recreation Strategy is the amount allocated as cleaning costs to the Conargo Hall Committee budget. It is my understanding that this cleaning is for 3 sets of public toilets (one now temporarily closed) which are well used by the travellers passing through the area. I am sure this concern will be noted by the Hall Committee in their comments on the Recreational Strategy. The temporarily closed toilet block which is located near the children's playground and the largest camping area is scheduled for replacement – this would be beneficial to all users.

I feel disappointed that this strategy has been completed by the consultant without any consultation with members of the local community or Hall Committee. A short onsite meeting would have provided some local orientation and information.

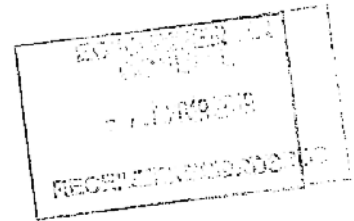


28<sup>th</sup> October 2019

30 October 2019



To: Edward River Council  
180 Cressy Street,  
DENILIQUN, NSW 2710



**Re: MK Planning & Design – Recreation Strategy**


Dear Sir/Madam,

At the end of last week I received a copy of the Draft Recreation Strategy & reading through it I would like to make comment regarding the Conargo Village area.

We have lived in the village for nearly 20years & owned property here for nearly 35years. During that time it has seen countless holiday makers camping or with caravans coming to the area & now with 3 camping sites available which are used daily. We see tourists taking time out to see the artwork at the Conargo Primary School, the Interpretive Centre, BBQ facilities where the oval, playground & tennis courts are situated or checking out the Church on the Carrathool Road.

The Edward River Council local employee who cuts the grass & keeps the equipment in good working order keeps the town fire safe & looking excellent. As we are both in the local Fire Brigade we know that the Conargo Hall & its surrounds are the designated area in case of any emergencies.

I note that the figures in this report are taken from previous year so as for the cleaning of the hall I would like for you to clarify if the costs include the toilets for the town! The toilet block near the children's playground is not in use but needs to be maintained for future use as it is close to the playground & camping area.

In regards to the cleaning of the hall in previous years the hall has been used for the Deniliquin Children's Centre which did not require the Conargo Hall this year due to insufficient numbers but the Hall Committee of which I am secretary  are prepared to cover this cost.

I am disappointed that I was not sent a copy of this Recreation Strategy as I see it was September 2019 & I only received a copy late October 2019.



**9.9 LOCAL STRATEGIC PLANNING STATEMENT****Author:** Eliza Eastman, Casual Town Planner**Authoriser:** ,**DIVISION**

In accordance with section 375A of the Local Government Act 1993, it is necessary for Council to call a division when voting of any resolution relating to a relevant planning application.

**RECOMMENDATION**

That Council:

1. Prepare a local strategic planning statement (attachment 1) in accordance with section 3.9 of the Environmental Planning and Assessment Act;
2. Exhibit the local strategic planning statement (attachment 1) for a minimum period of 28 days in accordance with Schedule 1 of the Environmental Planning and Assessment Act; and
3. Receive a further report on the local strategic planning statement upon completion of the exhibition period.

**BACKGROUND**

In March 2018, amendments to the Environmental Planning and Assessment Act 1979 (the Act) introduced new requirements for councils to prepare and make local strategic planning statements (LSPS).

The LSPS will set out:

- The 20-year vision for land use in the local area;
- The special characteristics which contribute to local identity;
- Shared community values to be maintained and enhanced; and
- How growth and change will be managed into the future.

Its purpose is to shift the NSW planning system into a strategic led planning framework and will be the primary resource to express the desired future for the Council as a whole and for specific areas guiding changes to local environmental plans and development control plans. It will identify the need for further local strategic planning and will allow Council to translate their strategic planning work into local priorities and actions and in turn will inform the review and development of future strategic plans at the regional level.

Council must have this document completed by 30 June 2020.

Attachment 1 is the draft LSPS (note that this document is in draft form and Council is currently awaiting the final design).

**ISSUE/DISCUSSION**

The Edward River LSPS sets out the 20-year vision for land use planning for Edward River Council, outlining how change will be managed to maintain the high levels of liveability and landscape quality that characterises the Edward River region. It identifies the special characteristics that contribute to the regions local identity and recognises the shared community values to be maintained and enhanced.

The LSPS identifies eight planning priorities to achieve the Council's vision for the Edward River region, along with actions based on identified strategic council work requiring completion or commencement in the next 20 years. The LSPS is aligned with the *Edward River Council*

*Community Strategic Plan 2018-2030 (CSP)* and gives effect to the *Riverina Murray Regional Plan 2036* by implementing the directions and actions at a local level. Council prepared the LSPS by building upon the results of previous community and stakeholder engagement undertaken in developing the CSP, throughout October and November 2017.

The planning priorities and actions are as follows.

Action	Priority
<b>Planning Priority 1 Agriculture</b>	
Complete and implement the Edward River Council Agribusiness Masterplan 2019-2024 (due for completion 2020).	Short
<b>Planning Priority 2 Industry</b>	
Complete and implement the Deniliquin Industrial Land Strategy (due for completion 2020).	Short
<b>Planning Priority 3 Heritage</b>	
Support the protection of Aboriginal heritage sites through the completion of an Aboriginal Cultural Heritage Study.	Short
Complete the Edward River Heritage Study and include listings in the LEP as required to facilitate the conservation of heritage.	Medium
<b>Planning Priority 4 Liveability</b>	
Complete a walking and cycling strategy for north, west and south Deniliquin.	Medium
Prepare a masterplan for the railway corridor land at the current GrainCorp site (Napier Street) which may be vacated in the future.	Long
Update the Village Masterplans to acknowledge works which have already been completed and to integrate with the outcomes of Deniliquin Public Space Strategy.	Medium
<b>Planning Priority 5 Housing</b>	
Review of rural residential land supply in the villages.	Medium
Review and complete the consolidation of the Edward River Local Environmental Plan to ensure they reflect the existing and desired built form and the planning instruments are consistent across the council.	Short
Review the Deniliquin Development Control Plan to reflect the consolidated Edward River Local Environmental Plan.	Short
Implement the Deniliquin Large Lot Residential Strategy.	Medium
<b>Planning Priority 6 Infrastructure</b>	
Complete identified upgrades and construction projects within Council's Combined Delivery Program (2018 - 2021) and Operational Plan (2019-2020).	Short

<b>Planning Priority 7 Climate Change and Natural Hazards</b>	
Undertake LEP and DCP amendments to implement recommendations from the Floodplain Risk Management Studies and Plans identified above.	Short
<b>Planning Priority 8 The Environment</b>	
On review of the Edward River Local Environmental Plan investigate the suitability of existing biodiversity layers and associated controls.	Long
To better identify land with high conservation attributes, Council undertake a review of road and public space biodiversity mapping.	Long

This statement is intended to be a living document and should be revised on an ongoing, as-needs-basis so that the plan remains responsive, relevant and local. To this end, it is intended that the statement will be updated upon completion of the various actions identified throughout the document. Revisions to the LSPS may also be required in response to significant changes within the LGA.

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved, using the existing Integrated Planning and Reporting framework in accordance with the Local Government Act 1993.

### **STRATEGIC IMPLICATIONS**

The purpose of the LSPS is to shift the NSW planning system into a strategic led planning framework. It will identify the need for further local strategic planning and will allow Council to translate their strategic planning work into local priorities and actions and in turn will inform the review and development of future strategic plans at the regional level.

### **COMMUNITY STRATEGIC PLAN**

The LSPS is aligned with the CSP.

### **FINANCIAL IMPLICATIONS**

A budget of \$30 000 has been allocated for this project.

### **LEGISLATIVE IMPLICATIONS**

Section 3.9 of the Act states that Council must prepare and review the LSPS every 7 years. It must identify the following:

- The basis for strategic planning in the area, having regard to the economic, social and environmental matters;
- The planning priorities for the area that are consistent with any strategic plan applying to the area and any community strategic plan under section 402 of the Local Government Act 1993;
- The actions required for achieving those planning priorities; and
- The basis on which the Council is to monitor and report on the implementation of those actions.

Given the context of the LSPS and its basis for future planning, section 3.33 of the Act states that a planning proposal must state whether it is consistent with the LSPS.

Schedule 1 of the Act requires the LSPS to be exhibited for 28 days.

**ATTACHMENTS**

1. Draft Edward River Local Strategic Planning Statement

**EDWARD RIVER COUNCIL**

**LOCAL STRATEGIC PLANNING STATEMENT**

**Nov 2019**

DRAFT

## INTRODUCTION

### What is LSPS?

In March 2018, amendments to the Environmental Planning and Assessment Act 1979 (the Act) introduced new requirements for councils to prepare and make local strategic planning statements (LSPS).

The LSPS will set out:

- The 20-year vision for land use in the local area
- The special characteristics which contribute to local identity
- Shared community values to be maintained and enhanced
- How growth and change will be managed into the future.

Councils will show how their vision gives effect to the regional or district plan, based on local characteristics and opportunities, and the council's own priorities in the community strategic plan (CSP) it prepares under the Local Government Act.

Informed by the strategic and community planning work undertaken across regions, districts and local government areas, the LSPS will be the key resource to understand how strategic and statutory plans will be implemented at the local level.

Visit [www.planning.nsw.gov.au/Policyand-Legislation/Environmental-PlanningandAssessment-Act-updated](http://www.planning.nsw.gov.au/Policyand-Legislation/Environmental-PlanningandAssessment-Act-updated) for more information on LSPSs and other planning legislation updates.

### About this Statement

The Edward River LSPS (the Statement) sets out the 20-year vision for land use planning in the Edward River Local Government Area (LGA), outlining how change will be managed to maintain the high levels of liveability and landscape quality that characterise the Edward River region. It identifies the special characteristics that contribute to the regions local identity and recognises the shared community values to be maintained and enhanced.

This Statement identifies eight Planning Priorities to achieve the Council's vision for the Edward River region, along with actions and the means for monitoring and reporting on the delivery of the actions.

This statement is aligned with the *Edward River Council Community Strategic Plan 2018-2030* (CSP) and gives effect to the *Riverina Murray Regional Plan 2036* implementing the directions and actions at a local level.

### Purpose of this Statement

To manage change and build capacity in Deniliquin and our rural villages and communities the Edward River LSPS sets a 20-year plan integrating land use, transport and infrastructure planning, that aligns closely with the Directions set out in the *Riverina Murray Regional Plan 2036*.



All councils within NSW are required to prepare a LSPS to act as a link between the strategic priorities identified at a regional or district level, and the finer-grained planning at a local level expressed in Council's local environmental plan and development control plans, to ensure consistency in strategic planning approaches. The link or line-of-sight between Council's Planning Priorities and the *Riverina Murray Regional Plan 2036* and other regional and state strategic planning instruments is illustrated in Figure 1.

### NSW Strategic planning



Figure 1: Role of the LSPS: Strategic-led planning framework

Source: Department of Planning and Environment, 2018, LSPS Guideline for Councils

#### Policy context

This Statement has been prepared in accordance with section 3.9 of the Act which requires that it include or identify the following:

- (a) The basis for strategic planning in the area, having regard to economic, social and environmental matters;
- (b) The planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable CSP under section 402 of the Local Government Act 1993;
- (c) The actions required for achieving those planning priorities; and
- (d) The basis on which the council is to monitor and report on the implementation of those actions.

#### Consultation

Council prepared this Statement by building upon the results of a program of community and stakeholder engagement undertaken in developing the Edward River Council CSP, throughout October and November 2017. This included community feedback regarding where the Edward River region is now, where does the community want the region to be in the future and how will we get there. The

values and planning direction for the Edward River region to be articulated in this document were discussed with the Council at a workshop in September 2019.

#### **Monitoring and Reporting**

This LSPS describes the long-term land use strategy for the Edward River LGA to 2040. This statement is intended to be a living document and should be revised on an ongoing, as-needs-basis so that the plan remains responsive, relevant and local. To this end, it is intended that the statement will be updated upon completion of the various actions identified throughout the document. Revisions to the LSPS may also be required in response to significant changes within the LGA, such as new infrastructure investment and employment opportunities or significant changes in projected population.

Council will monitor and report on progress of the LSPS priorities, actions and outcomes in an annual report. This will inform adjustments to the LSPS to ensure local planning policy is effective, responsive and delivering on local community aspirations. A comprehensive review will be undertaken in 2026, if not earlier.

Community feedback will be regularly sought. It is anticipated that this consultation will identify continuous improvement opportunities and will ensure that the Statement continues to reflect the community's social and economic needs as well as their vision of the future desired state of the local area.

#### **Funding and Investment**

Strategies and studies required by this statement will primarily be funded in delivery programs and annual operational plans of Council, although availability of funding via the Regional Growth fund and other state agency opportunities will also be explored.

#### **Monitoring and Reporting**

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved, using the existing integrated planning and reporting framework (IP&R) in accordance with the Local Government Act 1993.

## CONTEXT

### Location

The Edward River LGA is a region covering 8,881 square kilometres in the southern Riverina area of NSW. The LGA includes the town of Deniliquin which is built on the banks of the Edward River and the six rural villages of Blighty, Boooroban, Conargo, Mayrung, Pretty Pine and Wanganella. Edward River Council shares its boundaries with Murray Shire LGA to the south, Hay LGA to the North and Murrumbidgee and Berrigan LGAs to the east. The LGA is strategically located in the Murray Riverina region linked by highways to Adelaide, Sydney and Melbourne. Figure 2 shows our relationship to the region.

### Our place in the Riverina Murray Region



Figure 2: Edward River’s relationship to the region

Source: Riverina Murray Regional Plan 2036

### History

The history of the area began with the Wamba Wamba and Perrepa Perrepa people, followed by early colonial settlers claiming significant areas of land in the Edward River region. Deniliquin became the heart of the Australian Merino industry, which produced half of the worlds Merino wool. The introduction of irrigation into the region fundamentally altered agriculture and allowed diversification of farming enterprises.

*Today*

Today, the Edward River region supports both dryland and irrigated agriculture. Whilst changes to water allocation and availability in recent years have detrimentally impacted primary production in the region, agriculture and related industries and services remain integral to sustaining the local economy.

Tourism is a growing industry in Edward River region today. The Edward River, Murray Valley Regional Park and iconic Hay Plains are key attractions for many tourists and offer the local and visiting community with a rich natural environment for recreation. The region hosts a range of events throughout the year, with the Deniliquin Ute Muster being the most significant attracting 20,000 people annually.

**Our Community**

Edward River is home to 8,851 people. Compared with New South Wales, the region has an older population with a median age of 45 years, 22.3% of the population is aged 65 years and over, and 32.2% of households are occupied by a lone person. By comparison, NSW’s median age is 38 years, 16.2% of the population is aged 65 years and over, and 23.8% of households are occupied by a lone person.

A high percentage of people in Edward River were born in Australia (82.4%) compared to the NSW average percentage (65.5%). A comparatively high number of people identified themselves as Aboriginal and / or Torres Strait Islanders (4%) compared to the average for NSW (2.9%).

The median weekly household income (\$1,080) was 28% lower than the NSW median (\$1,486). This is partly balanced by lower monthly mortgage repayments (\$1,083) compared to the NSW median (\$1,986). The median weekly rent (\$185) is just over half of the NSW rate (\$380 per week).

The Edward River region has maintained a stable population in recent years and has not experienced population growth. This trend is expected to continue. The most significant demographic shifts are likely to be in the population’s age structure as the proportion of residents aged 60 years and over (and particularly those aged 75 years and over) continues to grow.



Figure 3: Edward River Population Snapshot

### Our Towns and Villages

The municipality comprises the major township of Deniliquin, and six rural villages of Blighty, Mayrung, Conargo, Wanganella, Pretty Pine and Booorooban.

Deniliquin is the major and only local centre of the LGA where the majority of the population reside. Deniliquin provides employment, services and facilities that are accessed by a broad population base both within Edward River and beyond including the Berrigan Shire, Murray River Council towns such as Barham, Wakool and Mathoura. Deniliquin is well known as a river town and Edward River is valued for its social, economic and environmental contribution to Deniliquin and the broader LGA. It is a public asset, shared and enjoyed by all.

As a service centre to the surrounding agricultural centre, Deniliquin is economically and socially important to a community well beyond the town boundaries. Deniliquin provides a range of education and health services, including early childhood to high school services, a TAFE campus and a hospital.

The presence of rural villages supports the social and economic prosperity of the LGA providing rural residents across the region with a social hub and essential services. We have six rural villages - Blighty, Mayrung, Conargo, Wanganella, Pretty Pine and Booorooban. Services and facilities vary amongst the villages from hotels, general stores, recreation reserves, community halls and primary schools.

Deniliquin Population	Blighty district Population	Booorooban district Population	Conargo district Population	Mayrung district Population	Pretty Pine district Population	Wanganella district Population
<b>7,862</b>	<b>138</b>	<b>33</b>	<b>123</b>	<b>148</b>	<b>63</b>	<b>86</b>
Deniliquin Med Age	Blighty district Med Age	Booorooban district Med Age	Conargo district Med Age	Mayrung district Med Age	Pretty Pine district Med Age	Wanganella district Med Age
<b>45</b>	<b>34</b>	<b>47</b>	<b>46</b>	<b>40</b>	<b>33</b>	<b>44</b>
Deniliquin Avg Household Size	Blighty district Avg Household Size	Booorooban district Avg Household Size	Conargo district Avg Household Size	Mayrung district Avg Household Size	Pretty Pine district Avg Household Size	Wanganella district Avg Household Size
<b>2.2</b>	<b>2.8</b>	<b>2.3</b>	<b>2</b>	<b>2.3</b>	<b>2.7</b>	<b>2.4</b>

Figure 4: Edward River Towns & Villages Population Snapshot Source: ABS Census 2016

### Our Environment

The environment which makes up Edward River is diverse and plays an integral role in the economic, social and natural environment makeup of the council area. These assets have been utilised by the traditional land owners, the Wamba Wamba and Perrepa Perrepa people, who recognised the favourable climate and water resources and continue to have long standing cultural and community connection with the land.

Situated on the Edward River and the Billabong Creek, Deniliquin and the surrounding villages are blessed with lifestyle, employment and investment opportunities. Deniliquin is an oasis of green on the edge of the Riverine plain, which stretches northwards in what is claimed to be the flattest land

on earth – the beginning of the outback. The Edward River – or Kolety River – is an anabranch of the Murray River and flows through Deniliquin’s town centre. The river is the lifeblood of Deniliquin and contributes to the social, economic and environmental fabric of the town.

The Billabong Creek – the longest creek in the world – is a partly perennial stream of the Murray River catchment which flows through the villages of Conargo and Wanganella. Other villages and districts include Pretty Pine, Boooroban, Blighty and Mayrung. These districts are home to tightly knit farming communities and some of the largest farming properties in NSW.

Tourism has become an increasingly significant component of the Edward River region’s current and future economic profile. Tourism assets have been shaped by its location on the Edward River, water and nature-based activities.

However, it is the agricultural sector that underpins the region’s economy. The Edward River Region supports a wide range of agricultural industries through a combination of dry land and irrigated farming practices, with one of the most extensive high water irrigation areas in NSW. The main enterprises which contribute to the total value of agricultural commodities in the area include rice, other cropping, including cereals, hay and horticulture, dairy and extensive grazing of sheep for meat and wool and cattle. The diversity of agricultural production is supported by a favourable climate, good soil types, plentiful supply of large tracts of land and access to irrigation water. Access to irrigated land in the south of the council is a key strength of the region, enabling more diversified and resilient agricultural production than would otherwise be possible. The rice industry is of significance to Deniliquin as it is home to Sun Rice - the largest rice mill in the southern hemisphere.

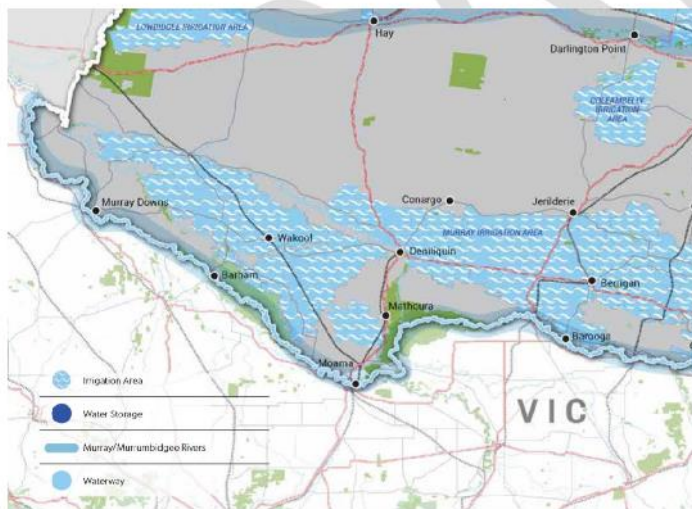


Figure 4: Edward River Irrigation Area

Source: Riverina Murray Regional Plan 2036

In recent years changes drought conditions and reduced water allocation and availability has detrimentally impacted agricultural production, in the region which has triggered substantial flow on effects to processing and service industries. Water allocation is complex due to seasonal fluctuations

and is an ongoing concern for agricultural producers in this region. More efficient irrigation technologies and non-traditional agricultural pursuits are a response to both water scarcity and climate change.

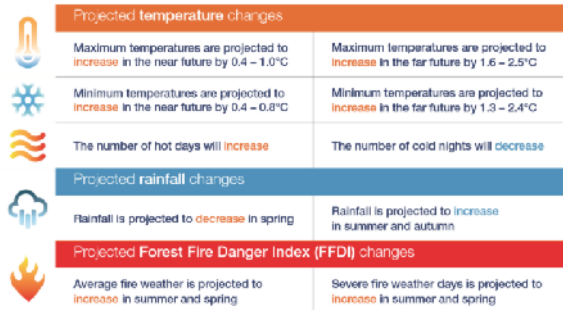


Figure 5: Murray Murrumbidgee Climate change snapshot

Source: NSW Office of Environment and Heritage

## OUR VISION

This strategy delivers on part of the Edward River Council CSP 2018-2030 that has as its vision:

*We are the centre of the Southern Riverina. Home to a connected and engaged community, driven by a diverse economy. We work together to lead our community, achieve our potential and embrace our future.*

Edward River Council is committed to enhance the liveability and attractiveness of the region ensuring it is a vibrant place. The region will promote a high quality of life that is valued by visitors and locals and ultimately attracts new residents to our community. Edward River will be vibrant active place to visit and live providing a variety of economic and community services, within a rural riverine setting, resilient to effects of climate change.

We will offer variety of housing choice to retain the ageing population but will also provide an alternate rural lifestyle that will attract people to the area. As we continue to support our changing population, our economic base will diversify.

We recognise that tourism is an important pillar of our economy, we also recognise that by further developing our key assets, including our river and town centre as well as our public spaces, we can facilitate more tourism, support existing business, and attract more residents and tourists.

Agriculture will continue to drive prosperity in Edward River as the area capitalises on its favourable climate conditions, irrigation and fertile soils to attract a diversity of high end, top quality agricultural practices and enterprises. There are opportunities for diversification and to attract value adding agricultural industries to the region. Edward River Council is committed to assisting such industries to establish in the municipality and we understand the positive economic and social flow on affects.

Deniliquin is home to a thriving manufacturing and light industrial sector centred primarily around engineering products for the rural and agricultural sector. Council will ensure the provision of appropriately zoned, investment-ready industrial land to facilitate investment and expansion of these enterprise and other potential opportunities. Infrastructure is critical to such investment and more broadly to the proper functioning and wellbeing of the community both now and in the future. To continue to attract growth and investment, Edward River Council is committed to ensuring infrastructure in the right place at the right time.

Edward River will be open for business and Council will actively support the development of the agribusiness and industrial sectors. A combination of agricultural strengths and affordable industrial land will provide the opportunity for these sectors to expand. Council will have a proactive approach to enabling both agribusiness and industries in suitable locations, it will help communities understand the likely benefits, which are providing employment opportunities for residents with positive economic and social flow on affects.

Our rich history underpins our valuable heritage assets which include cultural heritage and physical heritage items, both natural and historic European buildings across the LGA. As a community, we will celebrate our heritage and acknowledge Indigenous connection to Country.



## ACHIEVING OUR VISION

### Planning priorities

To achieve the 20-year vision for Edward River, Council has identified the following eight planning priorities to indicate the focus of future strategic planning work in Edward River, which are consistent with the strategic direction for Edward River expressed in the CSP. Refer to Table 1 below for the planning priorities and their relationship to the various documents

### Actions

The planning priorities will be delivered through actions to be undertaken by Council over the coming years. These may include the research of identified planning issues, completion of studies, sourcing of funding, preparation of strategies or policies, implementation of specific projects, or amendment to existing Council plans such as the Local Environmental Plans or Development Control Plan.

### Implementation, monitoring and reporting

Council will monitor and report on the implementation of the actions to ensure that the planning priorities are being achieved. This will, as much as possible, be aligned to other Council review and reporting processes such as:

- Local Environmental Plan (every five years)
- Development Control Plans (every five years)

This approach is consistent with the IP&R framework under the Local Government Act 1993, which recognises that council plans and policies are inter-connected.

This Statement will be reviewed at least every seven years pursuant to section 3.9(1) of the Act.

**Table 1 – Edward River Planning Priorities**

<i>Riverina Murray Regional Plan 2036</i>	Goal 1: A growing and diverse economy	Goal 2: A healthy environment with pristine waterways	Goal 3: Efficient transport and infrastructure networks	Goal 4: Strong, connected and healthy communities	
	Priorities for Edward River LGA area: <ul style="list-style-type: none"> <li>• Develop Deniliquin into a thriving local centre through industry development and job creation to promote population growth.</li> <li>• Ensure that irrigated land is appropriately zoned and protected from inappropriate development.</li> <li>• Double the size of the visitor economy through new product development and promotion.</li> <li>• Improve the council area’s liveability and lifestyle opportunities.</li> </ul>				
<i>Edward River Council CSP 2018-2030</i>	A prosperous and vibrant community	A valued and enhanced natural environment	A region with quality and sustainable infrastructure	A great place to live	A community working together to achieve its potential
<i>Edward River Council LSPS Planning Priorities</i>	<b>Planning Priority 1:</b> Agriculture	<b>Planning Priority 3:</b> Heritage	<b>Planning Priority 6:</b> Infrastructure	<b>Planning Priority 4:</b> Liveability	<b>Planning Priority 7:</b> Climate Change & Natural Hazards
	<b>Planning Priority 2:</b> Industry	<b>Planning Priority 8:</b> The Environment		<b>Planning Priority 5:</b> Housing	



**Planning Priority 1: Agriculture****Rationale**

Agriculture is the major industry in the Edward River LGA with productivity benefiting from a favourable climate, good soil types, plentiful supply of large tracts of land and access to irrigation water. In order to leverage these strengths and take advantage of growing demand for fresh, high quality produce, Council will protect important agricultural land in the LGA.

Changes to water allocation and availability in recent years have had significant impacts on primary production in the region. Regional water security is a key concern to the region. Climate variability and new farming methods and developments make forecasting demand difficult, however there is an identified level of threat to continued irrigation water supply. This is a major challenge for the Edward River community as agriculture and related industries and services remain integral to sustaining the local economy. In response to these challenges, the Edward River Council Agribusiness Masterplan 2019-2024 is currently being developed to provide a vision to position our agribusiness economy for sustainable prosperity.

The Edward River Council Economic Development Strategy outlines Council's commitment to the growth of agricultural production, encouraging diversification and being open to facilitating more intensive value adding uses. It is anticipated that a strong agricultural economy and technological advances will continue to provide an opportunity to attract innovative and more intensive value adding operations to Edward River Council. These types of operations provide positive social and economic outcomes for the Edward River community, through employment opportunities and have potential to provide an invaluable contribution to the Council's gross domestic product. Edward River is already taking proactive steps in managing land use conflicts and impacts on primary producers, such as committing to the NSW Right to Farm Policy, which aims to reinforce rights and responsibilities, strengthen land use planning, improve education and awareness that supports farmers exercising their right to farm.

This planning priority reflects our aspirations to support its agricultural identity and to ensure a strong local economy that leverages the favourable climate, good soil types, plentiful supply of large tracts of land and access to irrigation water.

**To deliver this Planning Priority, Council will:**

- Manage land use conflict by supporting pre-existing, lawfully operating agricultural land uses in the case of nuisance complaints and in a manner consistent with the NSW Right to Farm Policy.
- Control the form and scale of permissible development in rural areas.
- Maintain and increase the range and diversity of agricultural commodities and production systems by encouraging investment, marketing and capacity building.
- Encourage complementary value-add agricultural opportunities through flexible planning provisions in local strategies and local planning controls.

**Actions:****Priority:**

- Complete and implement the Edward River Council Agribusiness Masterplan 2019-2024 (due for completion 2020). Short Term

**Planning Priority 2: Industry****Rationale**

A diverse industrial sector is vital for the sustainability of Edward River Council. Deniliquin is home to a thriving manufacturing and light industrial sector centred primarily around engineering products for the rural and agricultural sector. Location on the national freight network with major highways to Adelaide, Sydney and Melbourne, productive agricultural lands, and flexible industrial land provide a support network for a productive industrial sector in Deniliquin. Council leverages this opportunity by offering industrial land that is more affordable when compared to other larger centres.

Warehousing for rural products is also an emerging opportunity to take advantage of the crowding out affect that is apparent in Melbourne and Geelong, where residential growth is impinging on industrial and warehousing precincts. A significant number of these businesses are experiencing sustained growth and prospective investors have identified opportunities for these businesses in Deniliquin.

Significant opportunity is also identified for the agribusiness sector within the LGA. Associated with the co-location of related industries, Council will work alongside the agribusiness sector to maximise infrastructure, decrease supply chain costs, and manage conflict between existing land uses and community expectations.

These enterprises and other potential opportunities will require appropriately zoned, investment-ready industrial land to facilitate investment and expansion. Council will work with industry to locate larger industry in areas where they can leverage off Edward River Council's assets whilst minimising impacts on the community and agricultural lands.

**To deliver this Planning Priority, Council will:**

- Support existing industrial land uses and precincts for freight and logistics, industry, warehousing and similar activities in locations that minimise amenity impacts.
- Investigate opportunities for the expansion of existing and new industrial precincts in our townships that do not impact on residents.
- Encourage the co-location of complementary industry alongside agricultural enterprises that enhance the efficiency of the agricultural land use.

**Actions:****Priority:**

- Complete and implement the Deniliquin Industrial Land Strategy (due for completion 2020). Short Term

**Planning Priority 3: Heritage****Rationale**

As a community, we celebrate our heritage and acknowledge Indigenous connection to Country. Our rich history underpins our valuable heritage assets which include cultural heritage and physical heritage items, both natural and historic European buildings across the LGA. The stories, history, building and artefacts of both the region and the town of Deniliquin are important to the local community and they offer opportunities to enrich the experience of visitors.

Culturally our community represents a rich Aboriginal cultural history. Documentation of this local history through the completion of an Aboriginal Cultural Heritage Study is required to protect, manage and respect Aboriginal significance in the LGA and recognise it as an asset to the Shire.

A heritage study was commenced some years ago which requires completion and formalisation of the listings through the Edward River Local Environmental Plan (LEP). The completion of this study, correct protections through the LEP and ongoing recording and maintenance of databases to inform significance of items will protect identified heritage value in perpetuity.

**To deliver this Planning Priority, Council will:**

- Continue to acknowledge and celebrate our history, heritage and culture by protecting, managing and respecting Aboriginal objects and places.
- Recognise and conserve heritage assets and items and include appropriate local planning controls.

**Actions:****Priority:**

- |  |             |
|--|-------------|
| • Support the protection of Aboriginal heritage sites through the completion of an Aboriginal Cultural Heritage Study.             | Short Term  |
| • Complete the Edward River Heritage Study and include listings in the LEP as required to facilitate the conservation of heritage. | Medium Term |

**Planning Priority 4: Liveability****Rationale**

The Council is committed to enhancing the liveability and attractiveness of the region. The region will promote a high quality of life that is recognised by visitors and locals and ultimately attracts new residents to the LGA. While our population is stable, we are experiencing growth in visitation numbers with tourism becoming an increasingly significant component of the Edward River region economic profile. The regions liveability enhancing the attraction of visitors to the region.

Deniliquin's unique location on the Edward River provides a range of lifestyle and recreation opportunities. In recent years the Living Lagoons Walk has been completed which links the towns lagoons, CBD and river with a series of walking trails. The Living Lagoons Walk contributes to good health and wellbeing outcomes which supports tourism and social connections for residents. Furthermore, the Edward River Open Space Strategy and Deniliquin Public Space Strategy identify opportunities for further connectivity through walking trails and expansion of the lagoons walk. This will not only enhance recreation in the LGA but improve access throughout the town and to the river and contribute to Deniliquin being an attractive place to live by providing a green spine through the town for both residents and visitors. The Deniliquin Masterplan have recently resulted in some wonderful enhancements in the town centre contributing to the attractiveness and liveability of Deniliquin.

Our 6 rural villages provide opportunity for variety and the possibility of varied experiences, for both the permanent and visitor populations. Services and facilities vary amongst the villages from hotels, general stores, recreation reserves, community halls and primary schools. Council has previously developed Village masterplans to enhance the uniqueness of each setting and understand infrastructure required to respond to the local setting.

**To deliver this Planning Priority, Council will:**

- Actively seek opportunities/funding to upgrade/ provide community facilities throughout the shire.
- Provide and review the adequate supply of community infrastructure to cater for the changing population and attract visitors.

**Actions:****Priority:**

- |   |             |
|---|-------------|
| • Complete a walking and cycling strategy for north, west and south Deniliquin.   | Medium Term |
| • Prepare a masterplan for railway corridor land at the current GrainCorp site (Napier Street) which may be vacated in the future.                              | Long Term   |
| • Update the Village Masterplans to acknowledge works which have already been completed and to integrate with the outcomes of Deniliquin Public Space Strategy. | Medium Term |

**Planning Priority 5: Housing**

Edward River's population structure is like other regional centres - an ageing population is combined with a hollowing out of much of the 'working age' cohort. As the population demographics of the region change it is necessary for Council to accommodate the change by ensuring that suitable services, open space, community facilities and housing options are provided maintaining the high level of liveability valued by the community.

The population of Edward River Council predominantly resides in the major centre of Deniliquin however is also dispersed around the rural villages and on farming properties in the rural setting. Housing in the Edward River LGA is dominated by single dwellings (89% of all housing), with 76% of housing containing 3 or more bedrooms. This trend conflicts the requirements of an ageing population.

It is increasingly important for Council to provide a larger variety of housing choices to cater for the changing demographic including the ageing population and changing household incomes. The development of a retirement living facility to support our aging population is already being facilitated by Council.

Whilst demand for smaller housing is obvious, a unique lifestyle opportunity which remains attractive to new residents of Edward River is the ability to live on a large rural residential allotment. The Deniliquin Large Lot Residential Strategy has been developed to clearly articulate the strategic supply of rural residential land in Deniliquin to minimise the impact on our agricultural lands and to efficiently utilise existing infrastructure capacities. Planning control for such development will be outlined in the Edward River Local Environmental Plan and Edward River Development Control Plan.

**To deliver this Planning Priority, Council will:**

- Investigate a mixture of smaller and larger residential lots in Deniliquin and the rural villages to create opportunity, respond to future demand, and to provide a range of housing options.

**Actions:****Priority:**

- |   |             |
|---|-------------|
| • Review of rural residential land supply in the villages.  | Medium Term |
| • Review and complete the consolidation of the Edward River Local Environmental Plan to ensure they reflect the existing and desired built form and the planning instruments are consistent across the council. | Short Term  |
| • Review the Deniliquin Development Control Plan to reflect the consolidated Edward River Local Environmental Plan  | Short       |
| • Implement the Deniliquin Large Lot Residential Strategy   | Medium term |

**Planning Priority 6: Infrastructure****Rationale**

Infrastructure is critical to the proper functioning and wellbeing of the community both now and in the future. To continue to attract growth and investment, it is important to provide infrastructure in the right place at the right time.

Understanding the current capacity and planned investments in utility infrastructure in Deniliquin will enable Council to capitalise on opportunities for economic growth. Critical infrastructure investments will be identified as Council conducts more detailed analysis on the identified investigation areas so that growth is aligned with upgrades to town water, wastewater, electricity and telecommunication facilities. Aligning these utility infrastructure projects with future growth opportunities and Council's Delivery Program (2017-2021) and Operational Plan (2019-2020) is a key initiative of this planning priority.

It will be important for Council to continue to maintain our water and sewer networks to meet the future needs of the community. Council will continue to plan for the upgrade of the Deniliquin Sewerage Treatment Plant.

Essential Energy are the local electricity network provider and provide adequate electricity to the Edward River area. The existing electricity network capabilities provide no constraints to providing electricity to future development.

**To deliver this Planning Priority, Council will:**

- Align future growth and investment with water and waste water capabilities.
- Investigate funding opportunities to upgrade existing utility infrastructure facilities to cater for our growing population.

**Actions:****Priority:**

- Complete identified upgrades and construction projects within Council's Combined Delivery Program (2018 - 2021) and Operational Plan (2019-2020). Short Term



**Planning Priority 7: Climate change and natural hazards****Rationale**

It is anticipated that in the future, the Edward River region will experience an increased occurrence of heatwaves and hot days and an increase in average and severe fire weather days in summer and spring. Weather events will be seasonal extremes, particularly rainfall events and droughts, there will be a decrease in spring rainfall and an increase short and intense rainfall events. Understanding these changing weather patterns will be important for Council to build sustainable and resilient communities. Council have already undertaken extensive flood planning work through the preparation of the Edward River at Deniliquin and Conargo flood studies, to understand the extent of these major rain and flooding events. These studies identify the high and low flooding hazard areas, these areas indicate whether land is or is not suitable for more intensive development. Ensuring the findings of these studies are replicated in local planning controls will be necessary to manage community expectations and development on land subject to inundation.

Council have recently reviewed and had certified our bushfire hazard mapping with the NSW Rural Fire Service. Locating new development in locations that have a low bushfire risk will be a key commitment for Council.

**To deliver this Planning Priority, Council will:**

- Review Council's bushfire hazard mapping with NSW Rural Fire Service and update as required.
- Require water sensitive urban design, passive cooling/heating and energy efficiency measures to be considered in all new developments.

**Actions:**

- Undertake LEP and DCP amendments to implement recommendations from the Floodplain Risk Management Studies and Plans identified above.

**Priority:**

Short Term

**Planning Priority 8: The Environment**

**Rationale**

Edward River has a diverse natural environment that is valued by residents and visitors alike. Environmental assets such as the Edward River, the Billabong Creek, Murray Valley Regional Park and Werai Forests provide significant wildlife habitat whose ecosystems support a wide range of native flora and fauna. These areas also provide opportunity for the Council area to attract visitors, with many of these areas providing great places to camp, hike and undertake water activities. The Department of Planning, Industry and Environment are currently preparing a Riverfront Development Strategy to assist in the protection of the Edward River, our key environmental asset. Understanding environmental areas outside national, state and nature reserves at a local level is a key challenge for Edward River. The opportunity to enhance the protection of habitat and threatened species, particularly by providing connections through private land holdings is an important issue which Council will consider when making planning decisions. To enable these areas to be fully appreciated, additional work is required to better understand the environmental values on the land. Currently, there are significant gaps in baseline data to accurately understand the location of key biodiversity corridors and environmental values throughout Edward River. As new development occurs through Deniliquin and in rural areas, it will be important for Council to understand the location of key environmental values and the extent to which new development may impact them.

**To deliver this Planning Priority, Council will:**

- Promote and preserve our natural environment and wildlife habitat.
- Liaise with NSW Government agencies to further develop and provide opportunity for our natural areas.
- Seek (funding) opportunities to undertake environmental management studies in consultation with government and community to update and inform new biodiversity mapping layer in the Edward River LEP.

**Actions:**

**Priority:**

- |   |                                   |
|---|-----------------------------------|
| <ul style="list-style-type: none"> <li>• On review of the Edward River Local Environmental Plan investigate the suitability of existing biodiversity layers and associated controls.</li> <li>• To better identify land with high conservation attributes, Council undertake a review of road and public space biodiversity mapping.</li> </ul> | <p>Long Term</p> <p>Long Term</p> |
|---|-----------------------------------|

## Mapping

The planning maps depict the various planning priorities of the LSPS. These maps are not a land use zoning map and only provide context for the preparation of this Statement.

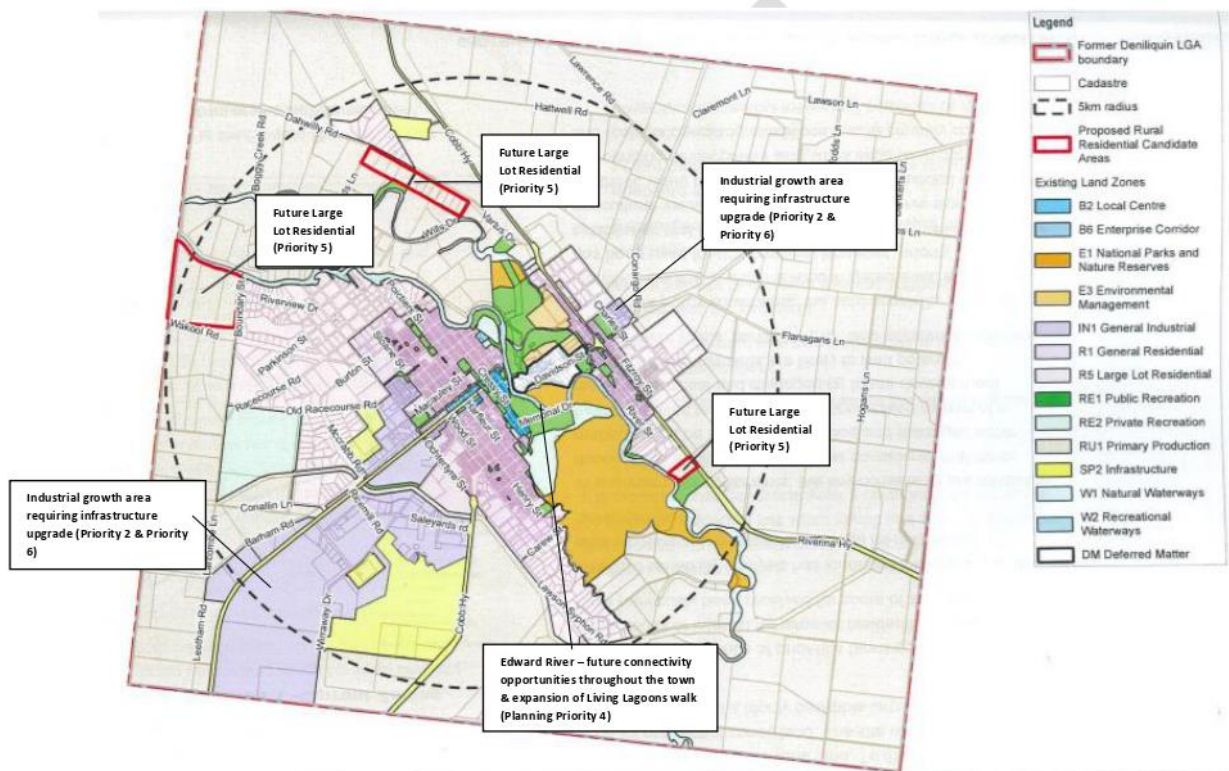


Figure 5: Deniliquin LSPS Planning Priorities Map

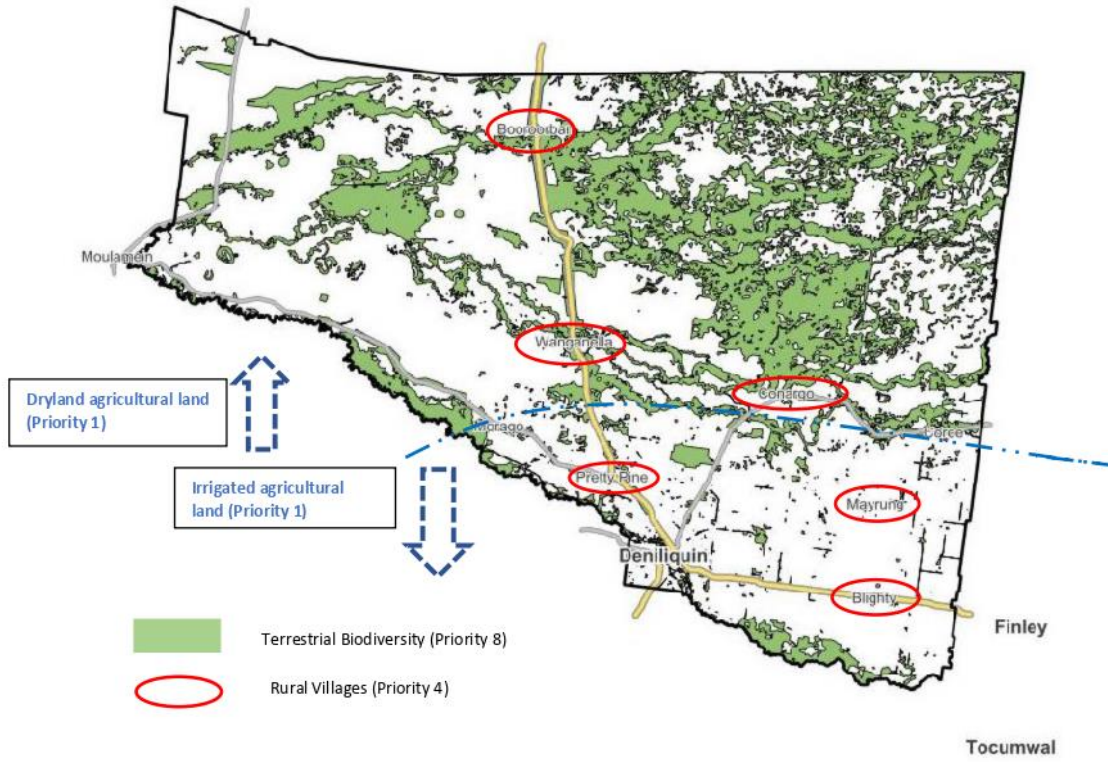


Figure 6: Edward River Rural Lands LSPS Planning Priorities Map

**9.10 COMMUNITY PARTICIPATION PLAN****Author:** Julie Rogers, Manager Environmental Services**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

Division

In accordance with the requirements of the Local Government Act, it is necessary for Council to call a division when voting on any resolution that involves making a planning decision.

That Council:

1. Adopt the Community Participation Plan (attachment 1) in accordance with section 2.23(1) of the Environmental Planning and Assessment Act 1979; and
2. In relation to Chapter 1 Introduction of the Deniliquin Development Control Plan 2016 (attachment 2):
  - (a) Adopt the amendment in accordance with section 3.43 of the Environmental Planning and Assessment Act 1979 and clause 21 of the Environmental Planning and Assessment Regulation; and
  - (b) Place a notice in the relevant newspapers within 28 days of this decision notifying of Council's decision and stating that the development control plan comes into effect on the date that the public notice is given or on a later date as specified in the notice in accordance with clause 21 of the Environmental Planning and Assessment Regulation.

**BACKGROUND**

At its meeting on 19 September 2019 Council resolved to:

1. Prepare a community participation plan (attachment 1) and exhibit it for a minimum period of 28 days in accordance with section 2.23(1) and Schedule 1 of the Environmental Planning and Assessment Act 1979.
2. In relation to Chapter 1 Introduction of the Deniliquin Development Control Plan 2016:
  - (a) Prepare an amendment to this chapter (attachment 3) in accordance with section 3.43 of the Environmental Planning and Assessment Act 1979; and
  - (b) Publicly exhibit the amendment in accordance with Schedule 1 of the Environmental Planning and Assessment Act and Part 3 Division 2 of the Environmental Planning and Assessment Regulation.
3. Receive a further report upon completion of the public exhibition of the community participation plan and the amendments to the Deniliquin Development Control Plan 2016 [2019/09/213].

The exhibition has been completed and it is recommended to Council that the draft Community Participation Plan (CPP) and draft Chapter 1 of the Deniliquin Development Control Plan 2016 (DCP 2016) be adopted.

Attachment 1 is the draft CPP and Attachment 2 is the draft Chapter 1 of DCP 2016.

**ISSUE/DISCUSSION**

The CPP provides a single document that the community can access that sets out Council's participation requirements under planning legislation. It is a mandatory requirement that Council prepare a CPP and it must be in place by 1 December 2019. The preparation of the CPP will supersede the current notification requirements contained in Chapter 1 of the DCP 2016 and as such, the DCP 2016 needs to be amended to reflect this change.

Both the CPP and Chapter 1 of DCP 2016 were exhibited for a period of 28 days. No submissions were received.

### **STRATEGIC IMPLICATIONS**

The document ensures that all community participation requirements for planning matters is contained within one document.

### **COMMUNITY STRATEGIC PLAN**

Preparation of the CPP is consistent with target 4.1 'our built environment is managed, maintained and improved' and target 3.2 'our natural environment is protected and enhanced'.

### **FINANCIAL IMPLICATIONS**

Nil.

### **LEGISLATIVE IMPLICATIONS**

Section 2.23(1) of the Environmental Planning and Assessment Act (the Act) requires Council to prepare a CPP, the principles that Council must have regard to in its preparation are detailed in section 2.23(2) and exhibition must be undertaken in accordance with Schedule 1. Section 2.24 requires a CPP to be published on the NSW Planning Portal and it must be periodically reviewed.

A DCP must be made or amended in accordance with Part 3 Division 3.6 of the Act. The DCP amendment must be publicly exhibited for a minimum period of 28 days in accordance with Schedule 1 of the Act and clause 18 of the Environmental Planning and Assessment Regulation (the Regulation). During this time any person may make a written submission on the draft DCP.

Upon completion of the public exhibition, Council is required to consider approving the draft DCP with or without amendment or Council may decide not to proceed. Council must give public notice of its decision in a local newspaper within 28 days. If Council approves a DCP then it comes into effect on the date that public notice of its decision is given in a local newspaper or on a later date specified in the notice.

### **ATTACHMENTS**

- 1. Draft Community Participation Plan**
- 2. Draft Chapter 1 Introduction - Deniliquin Development Control Plan 2016**



# Community Participation Plan

## November 2019





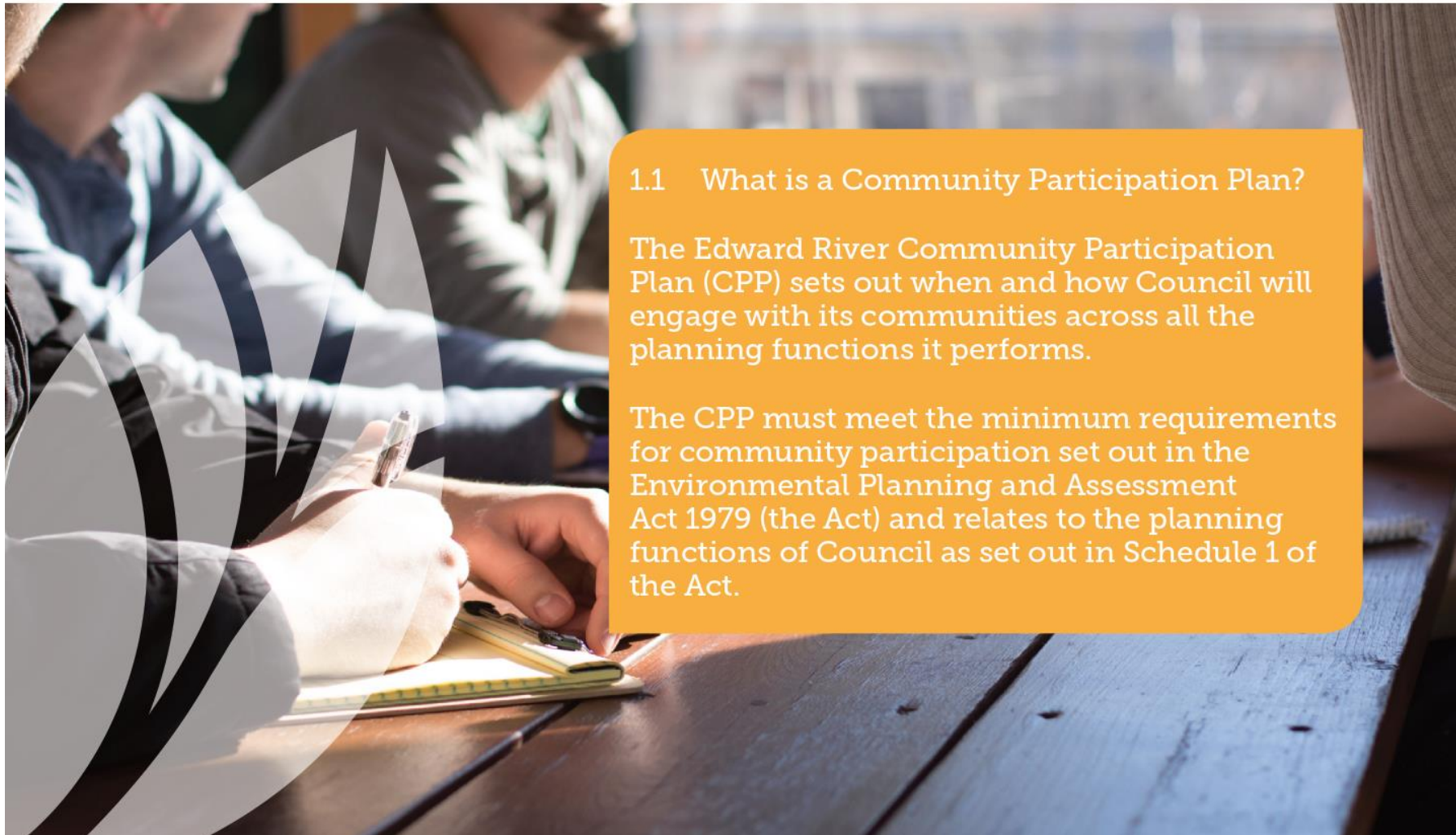
2 Edward River Council



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# 1. INTRODUCTION



## 1.1 What is a Community Participation Plan?

The Edward River Community Participation Plan (CPP) sets out when and how Council will engage with its communities across all the planning functions it performs.

The CPP must meet the minimum requirements for community participation set out in the Environmental Planning and Assessment Act 1979 (the Act) and relates to the planning functions of Council as set out in Schedule 1 of the Act.

### 1.2 Limitations of the Community Participation Plan

This CPP is relevant to planning functions only and does not outline Council's engagement strategies for the delivery of other Council services, functions or infrastructure.

### 1.3 Objectives of the Community Participation Plan

Council's community engagement objectives are to:

- a. Enhance opportunities for all members of the community to participate in planning decisions to achieve better planning outcomes, in an open and transparent process;
- b. Ensure the community understands how they can participate in planning decisions;
- c. Ensure that the needs and concerns of the community are identified and addressed wherever possible;
- d. Ensure our strategic planning reflects the aspirations of our community and partners; and
- e. Ensure Council meets its legislative requirements for community engagement.

### 1.4 Principles of the Community Participation Plan

The Act guides Council to ensure that it will be clearer and easier for the community to understand how it can participate in planning decisions and outlines the principles that underpin the CPP as being:

- a. The community has a right to be informed about planning matters that affect it;

- b. Planning authorities should encourage effective and on-going partnerships with the community to provide meaningful opportunities for community participation in planning;
- c. Planning information should be in plain language, easily accessible and in a form that facilitates community participation in planning;
- d. The community should be given opportunities to participate in strategic planning as early as possible to enable community views to be genuinely considered;
- e. Community participation should be inclusive and planning authorities should actively seek views that are representative of the community;
- f. Members of the community who are affected by proposed major development should be consulted by the proponent before an application for planning approval is made;
- g. Planning decisions should be made in an open and transparent way and the community should be provided with reasons for those decisions (including how community views have been taken into account); and
- h. Community participation methods (and the reasons given for planning decisions) should be appropriate having regard to the significance and likely impact of the proposed development.

**1.5 Land to which this Community Participation Plan applies**

The Edward River CPP applies to all land within the Edward River Local Government Area (LGA).

**1.6 What are Council’s Planning Functions?**

Council’s planning functions are divided into two streams: development assessment and strategic planning under the Act.

**1.7 Relationship to other Plans or Strategies**

**Environmental Planning and Assessment Act**

The Act is the overarching document which establishes Council’s legislative requirements. Part 2 Division 2.6 of the Act outlines the requirements in relation to community participation and the CPP is developed in response to Section 2.23 of the Act.

**Edward River Community Strategic Plan 2018-2030**

The Edward River Community Strategic Plan 2018-2030 (CSP) aims to inform the community about the major directions and programs Council is undertaking in shaping the future of the LGA.

More specifically, this CPP addresses the following key targets of the CSP:

<p style="font-size: 2em; font-weight: bold; margin: 0;">2</p> <p style="margin: 0;">A prosperous and vibrant economy</p>	<p style="margin: 0;"><b>2.2</b> We develop our key assets to enhance agriculture, boost tourism and support existing business</p> <p style="margin: 0;"><i>Streamline processes and identify efficiencies to assist investors, developers, builders and event organisers</i></p> <p style="margin: 0;"><i>Promote community and regional growth through effective strategic planning</i></p>
<p style="font-size: 2em; font-weight: bold; margin: 0;">4</p> <p style="margin: 0;">A region with quality and sustainable infrastructure</p>	<p style="margin: 0;"><b>4.1</b> Our built environment is managed, maintained and improved</p> <p style="margin: 0;"><i>Partner with the community to understand service needs and ensure infrastructure is fit for purpose</i></p>
<p style="font-size: 2em; font-weight: bold; margin: 0;">5</p> <p style="margin: 0;">A community working together to achieve its potential</p>	<p style="margin: 0;"><b>5.1</b> Our community is informed and engaged</p> <p style="margin: 0;"><i>Engage in open communication with our community</i></p> <p style="margin: 0;"><i>Encourage community participation in decision making and planning</i></p>

## 2. DEVELOPMENT APPLICATIONS

**A development application (DA) is a formal application for development that requires consent under the Act, is usually made to Council and consists of standard application forms, supporting technical reports and plans.**

**An effective consultation program does not necessarily mean that all interested parties will be satisfied with the outcome. Rather, it is about ensuring that a proposal has been fully explored, concerns identified and, where possible, alternatives considered.**

**Council's engagement goal is to:**

**CONSULT with the community to obtain public feedback on the development proposal.**

### 2.1 How will Council consult?

Council will invite the community to participate through public exhibition and will generally advise the community of a public exhibition by one or more of the following methods:

- Sending a notification letter to property owners;
- Providing a public notice in the relevant local newspaper; and/or
- Displaying the public notice as a sign on the property.

The notification letter and the public notice will:

- Describe the planning matter;
- Provide information on how people can inspect the documents or find out more information;
- Advise how people can make comments, if comments are invited; and
- Specify the period in which the matter is available for inspection and comments.

Section 2.8 below summarises the minimum level for neighbour and stakeholder notification for different DA types where Council is the consent authority. There may be occasions when these minimum provisions are increased at the discretion of the Council, considering the possible impacts of a DA.

### 2.2 How does Council determine who will be notified?

Section 2.8 below summarises the minimum level for neighbour and

stakeholder notification for the different application types. The extent of notification depends on the nature and scale of the planning matter and property owners, who in Council's view may have an interest due to proximity or are likely to be affected by the relevant planning matter, will receive a notification letter from Council.

### **2.3 Consultation feedback**

In all instances, Council will encourage the community to lodge written submissions.

### **2.4 Consultation period**

In relation to the public exhibition or notification of a DA, Council will exhibit it for no less than the time indicated in Section 2.8.

### **2.5 How is the commencement and conclusion of the public exhibition or notification period calculated?**

The commencement of the exhibition or notification period is taken to be the first business day following the publication of the notice in the relevant newspaper or the day following the posting of the letter of notification.

The conclusion of the exhibition or notification period is based on the required number of consecutive days (as outlined in this CPP), inclusive of weekends, following the commencement of the notification period.

For the purposes of this CPP, public holidays that apply to the State of NSW are excluded from the notification period.

### **2.6 Exhibition or notification during the Christmas period**

Public exhibition and/or notification periods over the Christmas period will be extended so as not to include the period between 20 December and 10

January (inclusive).

### **2.7 Notification to properties in adjoining local government areas**

Where adjoining properties fall within the neighbouring LGA area and are considered by Council to be affected by development, Council will notify the property owners in the LGA area and if appropriate, the adjoining Council will be notified of the development.

2.8 Minimum Consultation and Notification Requirements					
Development Application Type	What	Site Sign	Notice in Local Paper	Neighbour Notification Letters	Exhibition / notification period
LEP 1997 "Deferred Area"	Development listed in Schedule 2 of the Deniliquin LEP 1997 (Deferred Area) - boarding houses, hotels, motels, residential flat buildings, industries (other than home industries and rural industries) in 1(a) General Rural zone, intensive livestock keeping establishments, junkyards, liquid fuel depots, sawmills, stock and sale yards.	Yes	Yes	Yes	14 days*
DA – Where Council is the Applicant	Any development where Council are the applicant, has a financial interest, owner or have the care and/or control of the land on which the application is proposed	Yes	Yes	Yes	14 days*
Designated development	Designated development listed in Schedule 3 of the Environmental Planning and Assessment Regulation.	Yes	Yes (a minimum of 2 separate occasions)	Yes (a minimum of 2 separate occasions)	28 days*
Murray REP No. 2	Clauses 12 and 13 of the Murray REP No. 2 specifies types of development and circumstances when DAs within the Murray REP area are required to be advertised (in which case, the provisions of sections 84, 85, 86, 87 (1) and 90 of the Act apply in the same way as they do to designated development).	Yes	Yes (a minimum of 2 separate occasions)	Yes	28 days

2.8 Minimum Consultation and Notification Requirements					
Nominated integrated development or threatened species development	<p>Nominated integrated development means integrated development (not being threatened species development or Class 1 aquaculture development) that requires an approval (within the meaning of section 4.45 of the Act) under:</p> <p>a) the Heritage Act 1977 specified in section 4.46(1) of the Act, or</p> <p>b) a provision of the Water Management Act 2000 specified in section 4.46 (1) of the Act, or</p> <p>c) a provision of the Protection of the Environment Operations Act 1997 specified in section 4.46 (1) of the Act.</p> <p>Threatened species development means development to which section 7.7 (2) of the Biodiversity Conservation Act 2016 or section 221ZW of the Fisheries Management Act 1994 applies.</p>	Yes	Yes	Yes	28 days
Other	To be determined by Council, taking into consideration the nature of the development, attributes of the site and expected level of impact.	To be determined by Council, taking into consideration the nature of the development, attributes of the site and expected level of impact.			14 days*
Modification of development consents	Modification of a development consent under section 4.55 of the Act.	<p>As per original DA or in accordance with the provisions of Part 6 Division 12 of the Environmental Planning and Assessment Regulation.</p> <p>NOTE 1: If, in the opinion of Council, the proposed modifications will involve minimal environmental impact and will not increase the impact on adjoining or nearby land or development the application will not be notified.</p> <p>NOTE 2: If a modification is notified, all persons who made a submission to the previous DA will be notified.</p>			14 days*



2.8 Minimum Consultation and Notification Requirements					
Environmental Impact Statement obtained under Division 5.1	An Environmental Impact Statement obtained under Division 5.1 of the Act.	Yes	Yes	Yes	28 days*
Re-exhibition of any amended application	An amended application is an application where the applicant provides amended plans to Council prior to the determination of the DA.	As per original DA  NOTE: Only those applications where it is considered that there will be additional or significantly altered likely impact will be re-exhibited or re-notified. In some instances, only authors of submissions will be notified.			14 days
Review of Determination	Review of Determination in accordance with section 8.2 of the Act.	As per original DA  NOTE 1: Only those applications where the DA is amended in a material way and Council considers that the development is likely to have the potential to increase the adverse impact than the development as it was previously considered.  NOTE 2: All persons who made a submission to the previous DA will be notified.			14 days

\* Mandatory minimum requirement of Schedule 1 to the EP&A Act

### 3. STRATEGIC PLANNING

**Council prepares a range of strategic planning documents including:**

- **Land use strategies and studies relating to specific development issues, for example open space strategies, rural residential strategies;**
- **Local Environmental Plans;**
- **Development Control Plans; and**
- **Developer Contribution Plans.**

**Council also reviews and amends these plans on an ongoing basis, either as a result of internal review of the document, responding to changes in legislation or by a request from property owners.**

Depending on the project being completed, Council's engagement goal will be to either:

INVOLVE: Engage with the community and stakeholders to understand their priorities and integrate their aspirations into projects early. This would typically involve a two-stage consultation process:

- a. Visioning or Priority setting: What do you like / not like? What would you change? How should change occur?
- b. Public exhibition of a draft plan or strategy, seeking feedback on draft strategies and alternatives.

CONSULT with the community to obtain public feedback on alternatives or the preferred strategy or action. This would generally involve the public exhibition of a draft plan or strategy.

#### 3.1 How will Council consult?

Council will provide a public notice in the Pastoral Times newspaper and where necessary, other newspapers circulating within our Council area and/or send a letter to key stakeholders. The letter and the public notice will:

- Describe the strategic project;
- Provide information on how people can inspect the documents or find out more information;
- Advise how people can make comments, if comments are invited; and
- Specify the period in which the matter is available for inspection and comments.

The Council may also invite the community to participate and provide opportunity to have input into strategic projects and policies through any of the following methods:

- Social media posts
- Ratepayers newsletter articles
- Public displays in the Project HQ or another community venue or event
- Council's website
- Workshops and focus groups
- Public meetings and information sessions
- Discussion papers
- Council meetings
- Request for written submissions through a public exhibition process
- Drop in sessions

Section 3.7 below summarises the minimum timeframe for public exhibition for the different strategic document types. There may be occasions when these minimum provisions are increased at the discretion of the Council, considering the possible impacts of the strategic project.

### **3.2 How does Council determine who will be engaged?**

Council will choose the most appropriate audience and stakeholders for the strategic planning projects.

### **3.3 Consultation feedback**

In all instances, Council will encourage the community to lodge written submissions in addition to feedback received through one of the other methods above.

### **3.4 How is the commencement and conclusion of the public exhibition or notification period calculated?**

The commencement of the exhibition or notification period is taken to be the first business day following the publication of the notice in the newspaper or the day following the posting of the letter of notification.

The conclusion of the exhibition or notification period is based on the required number of consecutive days (as outlined in this CPP), inclusive of weekends, following the commencement of the exhibition period.

For the purposes of this CPP, public holidays that apply to the State of NSW are excluded from the exhibition period.

### **3.5 Exhibition or notification during the Christmas period**

Public exhibition and/or notification periods over the Christmas period will be extended so as not to include the period between 20 December and 10 January (inclusive).

### **3.6 Consultation period**

In relation to the public exhibition of a draft plan or strategy, Council will exhibit it for no less than the time indicated for the type of plan or strategy listed in Section 3.7 below.

3.7 Strategic Plans and Strategies Consultation		
CPP	The CPP sets out when and how Council will engage with their communities across all the planning functions they perform and establish the minimum requirements for community participation for each type of document.	28 days*
Local Strategic Planning Statement	The Local Strategic Planning Statement sets 20-year vision for land use in the LGA, the special character and values that are to be preserved and how change will be managed into the future. It supports Council's local land use strategies, will implement actions from the Riverina Murray Regional Plan and priorities identified in the CSP and informs the development controls in the local environmental plan.	28 days*
Local Environmental Plan	<p>The local environmental plan guides planning decisions for the LGA. It does this through zoning and development controls, which provide a framework for the way land can be used. It is the main planning tool to shape the future of communities and ensure local development is achieved appropriately.</p> <p>A planning proposal is required to amend the local environmental plan and must demonstrate the strategic merit of the proposed amendment. It is submitted to the NSW Department of Planning and Environment for a gateway determination which will identify whether there is merit in the proposed amendment proceeding further in the plan making process.</p>	28 days or the time period specified in the gateway determination*
Development Control Plan	A development control plan is prepared by Council and applies to specific types of development or areas of land and provides detailed development guidelines and controls. Council will periodically amend it to introduce new controls relating to specific development types, to reflect legislative changes, or to clarify the intent of an existing control.	28 days*
Developer and Infrastructure Contributions Plan	Contributions plans allow for contributions to be levied on development consents issued within the LGA to assist with the provision of community facilities or infrastructure to meet demand created by development. Council will periodically amend these plans, reflecting revised population growth, rezoning of additional land, completion of works or to amend the schedule of works to reflect Council's priorities.	28 days*

\* Mandatory minimum requirement of Schedule 1 to the EP&A Act

## 4. OTHER PLANNING DOCUMENTS

**Council is also responsible for a number of other planning documents and projects that are distinct from the above strategic planning and DA processes.**

Council will assess the level and type of community participation required for other planning projects on a case by case basis and will choose the most appropriate audience and stakeholders. Should it be determined that consultation is required, Council will exhibit the project for no less than 28 days. Public exhibition and/or notification periods over the Christmas period will be extended so as not to include the period between 20 December and 10 January (inclusive).

In all instances, Council will encourage the community to lodge written submissions in addition to feedback received through one of the other methods above.

## 5. SUBMISSIONS

### 5.1 Submission Period

The submission period is the stated exhibition or notification period, calculated in accordance with Section 2.8 and Section 3.7 of this CPP.

### 5.2 Making a submission

Any person is entitled to make a submission which may object to or support a planning matter within the public exhibition or notification period, whether or not a notification letter has been forwarded to the person. Submissions must be made in writing and delivered to the Council either in person, email or by post.

All submissions received within the public exhibition or notification period will be considered in the assessment of the matter. The terms of any submissions will be summarised in the assessment report and will involve consideration of the merits of all relevant matters.

Submissions should include the following characteristics:

- The reasons for objection or support;
- Submissions must be in writing, be addressed to the General Manager, clearly indicating the names, addresses of the person(s) making the submission, quote the DA number (if relevant), the subject matter, and clearly state the address of the property;
- Submissions must include the postal address or email of person(s) making submissions so they can be notified in advance if the matter is to be considered by Council at a Council meeting. This information will remain public and may be included in reports to Council; and

- If persons who lodge submissions do not wish their personal information to be made public, the submission is to clearly make a statement to that effect, however their name and suburb (if available) will remain public.

### 5.3 Petitions

Where a petition is received in respect of a DA or strategic planning project, the head petitioner or, where not nominated, the first petitioner will be acknowledged for the purpose of future contact as to the progress of the application. Only the head petitioner, or first petitioner, will be advised of any related meeting times or receive written confirmation of the determination of an application or outcome of the matter.

### 5.4 Disclosure of submissions

Submissions may be accessed by the public by way of a request to Council under the Government Information (Public Access) Act. Also, if the proposal is reported to a Council meeting the issues raised in that submission will be summarised in the Council report and the submission will be attached to the report.

### 5.5 How Council deals with submissions

#### Acknowledgement of submissions

All submissions received during the public exhibition or notification period will be acknowledged as soon as practicable by Council following the conclusion of the exhibition or notification period. Following determination of a DA, or the adoption of a strategic plan or strategy, all persons who made a submission shall be notified in writing of the decision regarding the application, strategy or plan.

#### Anonymous submissions

Anonymous submissions will not be considered by Council.

#### Consideration of submissions

##### *Development Applications*

Details of submissions may be forwarded to the applicant who will be encouraged to address the issues raised in the submissions, by way of comments or amended plans and/or discussions involving the relevant parties and Council will be held to discuss the submissions aiming to achieve better explanation or negation of an intended outcome

Where an objection to an application is not resolved, the DA will be referred to the next available Council meeting for determination. The applicant and all persons who made a submission will be notified of the details of the Council meeting and Council will consider the submissions as part of their assessment of the DA. Opportunities to address the Council are detailed in Council's Code of Meeting Practice.

##### *Strategic Planning*

Council will consider the issues raised in the submissions as part of the development of the plan or strategy. Those who made a submission will be notified of subsequent consultation relevant to the project.

Council will determine how each issue is to be addressed and identify whether the draft plan or strategy should be amended. The issues raised in the submissions will be detailed in a report to Council which will identify how that issue is being addressed, and how the draft plan was amended (if this has occurred). A report will be prepared for the next appropriate Council meeting. Those who made a submission and the applicant (if relevant) will be notified of the proposed Council meeting date. Opportunities to address the Council are detailed in Council's Code of Meeting Practice.



EDWARD RIVER COUNCIL

**COMMUNITY PARTICIPATION PLAN**

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# Deniliquin Development Control Plan



**2016**

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# **1 INTRODUCTION**

## **1.1 NAME OF THIS PLAN**

The name of this Plan is the Deniliquin Development Control Plan 2016 (DCP).

## **1.2 LAND TO WHICH THIS PLAN APPLIES**

The DCP applies to all land within the Deniliquin Local Environmental Plan 2013 and Deniliquin Local Environmental Plan 1997.

## **1.3 DATE OF COMMENCEMENT**

The DCP has been prepared under Section 74C of the Environmental Planning and Assessment Act 1979 and was approved by Deniliquin Council on 27 April 2016. The Plan came into effect on 6 May 2016, being the date that public notification of the adoption of the DCP was published in the Deniliquin Pastoral Times newspaper.

## **1.4 RELATIONSHIP WITH OTHER PLANS AND POLICIES**

The DCP **repeals** all other DCPs for Deniliquin Council, including:

- Development Control Plan No 1 Urban.
- Development Control Plan No 2 Davidson Street.
- Development Control Plan No 3 Flood Prone Lands Davidson Street Area.
- Development Control Plan No 5 Deniliquin Aerodrome Land.
- Development Control Plan No 6 Exhibition and Notification.

The DCP should be read in conjunction with:

- *Deniliquin Local Environmental Plan 2013* (LEP 2013).
- *Deniliquin Local Environmental Plan 1997* (LEP 1997), where land is within area labelled "Deferred Matter" in Figure 1-1.
- *Murray Regional Environmental Plan No.2 –Riverine Land*.
- Relevant State Environmental Planning Policies (SEPPs).
- Relevant Council policies.
- Council's Development Control Manual.

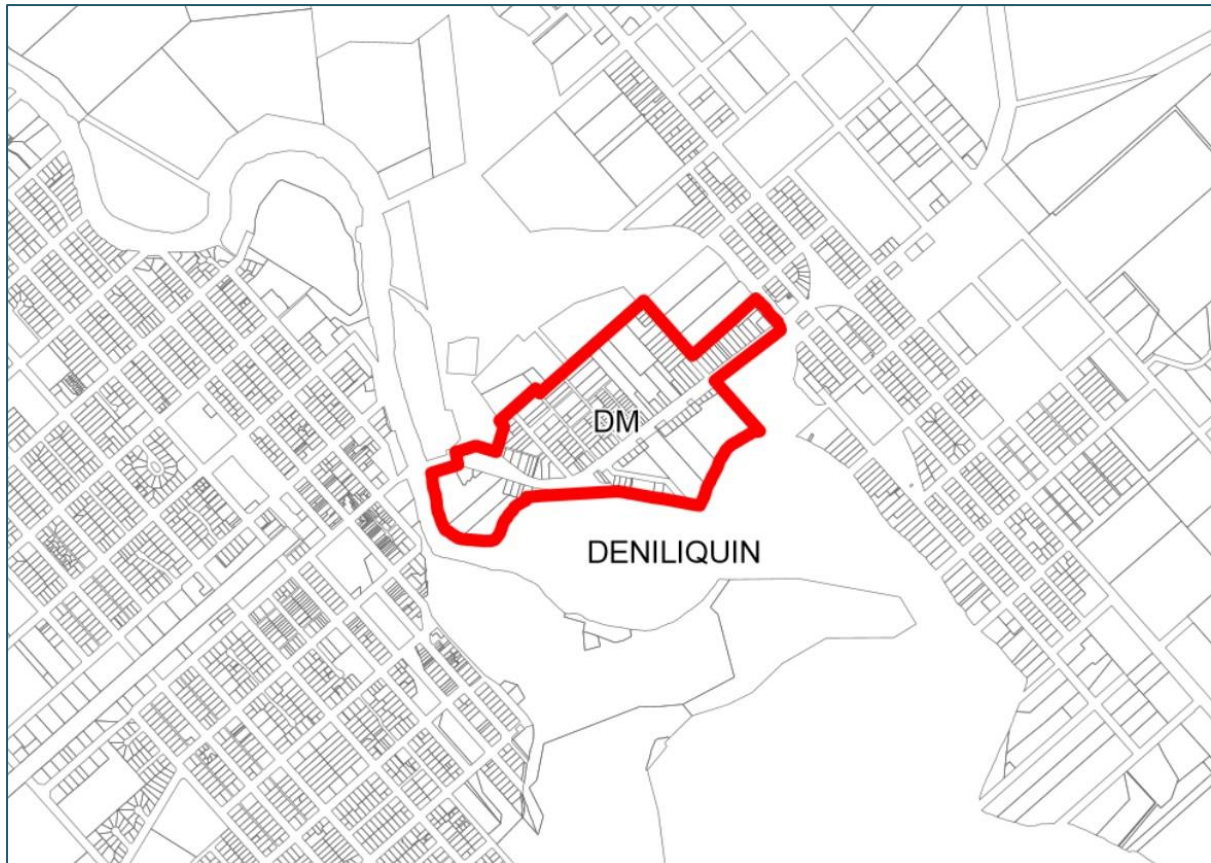


Figure 1-1 Land to Which LEP 1997 Applies

Where there is an inconsistency between the DCP and any environmental planning instrument applying to the same land, then the provisions of the environmental planning instrument shall prevail.

## **1.5 AIMS OF THIS PLAN**

The general aims of this DCP are to:

- a. Promote growth and development to support and enhance the vitality of the Central Business District.
- b. Encourage development that responds to the needs of the community.
- c. Encourage residential development of a high standard to improve the quality of the urban environment.
- d. Encourage development that respects and minimises the impacts on surrounding land and the wider environment.
- e. Encourage new development that will enhance streetscapes and vistas.
- f. Ensure that development incorporates safe, effective and convenient pedestrian, bicycle and vehicle access, movement and parking areas.

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- g. Encourage energy efficiency in building design.
- h. Provide for effective and well-utilised open space with security and access for the community.
- i. Control and minimise the impact of stormwater run-off.
- j. Ensure that new development is fully integrated into Council's sewerage system wherever possible.
- k. Promote the orderly and efficient development of land to ensure that provision of services to that land is adequate.

Council shall not grant consent to the carrying out of development on land to which the DCP applies unless it is satisfied that the development is consistent with the aims of the Plan.

### **1.6 SAVINGS AND TRANSITIONAL PROVISIONS**

A development application shall be determined in accordance with the provisions of the DCP that applied at the date of lodgement.

### **1.7 TYPES OF DEVELOPMENT**

#### **1.7.1 *Exempt Development***

Exempt development is development considered to be of minimal environmental impact and does **not** need the consent of Council. Exempt development must be carried out in accordance with the instrument that defines it as being exempt. It is the applicant's responsibility to ensure that compliance with relevant standards is achieved. Council's Environmental Services section can help you determine if your development is exempt development.

A development may be defined as "exempt" by:

- *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008*, and
- Any other relevant environmental planning instrument.

It is noted that exempt development is not excluded from any approval, licence, permit or authority that is required under any other Act. Adjoining owner's property rights and the common law still apply.

#### **1.7.2 *Development Permitted Without Consent***

Where an environmental planning instrument states that a type of development on particular land is "permitted without consent", the development may be carried out in accordance with the instrument without obtaining development consent. Even though development consent may not be needed, in some cases the environmental impact of the development may still need to be considered in accordance with Part 5 of the *Environmental Planning and Assessment Act 1979*.

### 1.7.3 Development Permitted With Consent

Where an environmental planning instrument states that a type of development on particular land is “permitted with consent”, development consent must first be obtained by way of a development application or application for a complying development certificate. In assessing an application Council must ensure the development would not generate significant impacts and that it is compatible with relevant plans, policies and the objectives and controls of this DCP.

### 1.7.4 Prohibited Development

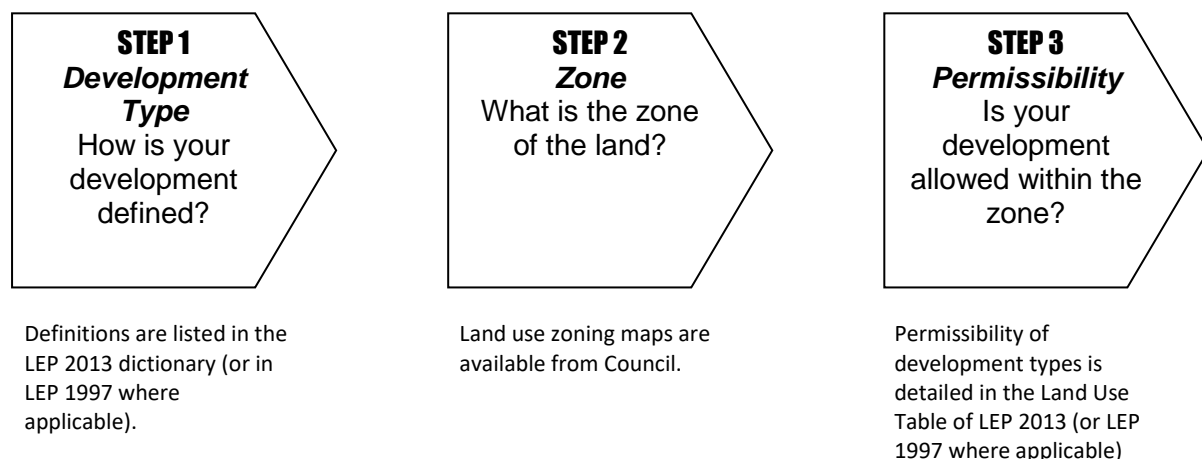
Prohibited development is development that is listed as ‘Prohibited’ in:

- The Land Use Table of LEP 2013,
- The land Use Table of LEP 1997 (where applicable),
- The Planning Control and Consultation Table under clause 13 of the MREP No. 2, and
- Any other relevant environmental planning instrument.

Council is not able to accept an application for development that is prohibited. If a development application for prohibited development is submitted to Council, the application will be returned to the applicant.

## 1.8 USING THIS PLAN

This Plan applies where a development application is required. Generally a Local Environmental Plan (LEP) details whether a development requires consent. However in some cases another environmental planning instrument may override an LEP, for example the *State Environmental Planning Policy (Infrastructure) 2007*. Figure 1-2 provides a guide to working out if you require consent for your development using one of Deniliquin’s LEPs.



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Figure 1-2 Is a Development Application Required?

If your development is listed as “permitted with consent” in the Land Use Table of the LEP that applies to your land, you will be required to submit either a development application or an application for a complying development certificate. Complying development is defined by the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* or by the LEP that applies to the site.

This DCP applies to development that is “permitted with consent” but does not include complying development. Figure 1-3 provides a guide to working out what matters need to be addressed in a development application to Council. It is important that applicants check all sections of the DCP for relevance. In applying for development consent, applicants must respond to each section that applies to the proposal or the subject land.

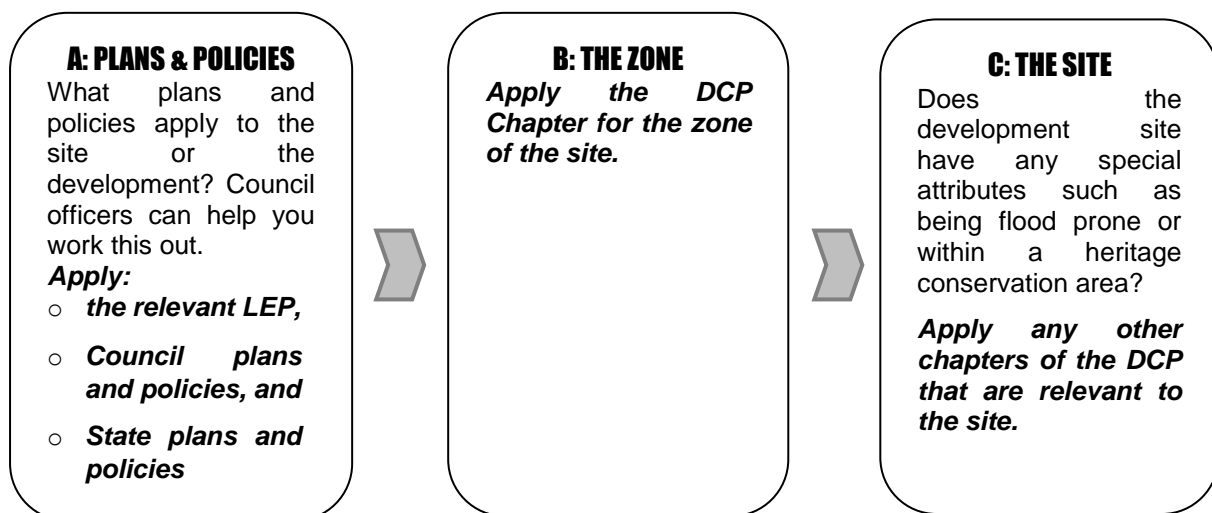


Figure 1-3 What Does My Development Application Need to Meet or Address?

### Council Policies

The most commonly used Council policies include:

- Technical Services Policy 4.9 Water and Sewer Limits
- Technical Services Policy 4.20 Road Upgrading Construction Policy
- Technical Services Policy 4.21 Liquid Trade Waste
- Town Planning Policy 5.7 Obstruction to and on Flood Protection Levees
- Town Planning Policy 5.9 Flood Planning Levels
- Town Planning Policy 5.10 Bonds and Development Contributions
- Building Policy 6.3 Location of Buildings over Sewer Mains

## 1.9 DEVELOPER CONTRIBUTIONS

### Headworks Contributions

Under the provisions of Section 64 of the *Local Government Act 1993* Council is able to collect water and sewerage headworks fees to help pay for improvements and rehabilitation works to water and sewer

infrastructure. Council has a Headworks Plan in place that details the levies that are applicable and the circumstances under which they are payable. Please speak to Council's staff for a copy of the Plan and an explanation of the fees that may apply to your new development.

### **Voluntary Planning Agreements**

Developers may make contributions, in accordance with section 93F of the *Environmental Planning and Assessment Act 1979*, by entering into a voluntary planning agreement (VPA) with Council. This allows developers to provide public benefits in conjunction with a development or rezoning.

Public benefits can be in the form of monetary contributions to fund public benefits, dedication of land and direct provision of public benefits, including:

- Public infrastructure and facilities such as footpaths, parks, park embellishments, stormwater drainage, sport and recreation facilities, a carpark, public toilets, landscaping and footpaths
- Affordable housing
- Mitigation for the loss of public amenity caused by the development

VPA's are generally suited to large or complex proposals where public benefits can be negotiated. They cannot be used to break the planning controls for a site or to achieve development that is unreasonable or does not meet planning principles for good development.

Developers should negotiate a VPA with Council before lodging a development application for the work. A draft copy of the VPA would then be lodged with the development application and placed on public exhibition.

Council can also require a VPA as a condition of consent for a development. In this case the agreement made must be consistent with the other conditions of consent.

## **1.10 LODGING A DEVELOPMENT APPLICATION**

If your proposal requires development consent, it is necessary to make the appropriate application for consideration and assessment.

Council has prepared an Application Guide to assist you in preparing your development application, available from Council's website or customer service desk. However, it is highly recommended that you discuss your proposal with Council Officer(s) prior to lodging an application. This will assist in avoiding delays and requests for additional information during the assessment process to ensure compliance with the requirements of the *Environmental Planning and Assessment Act 1979*.

Council has a range of checklists on its website to assist you in preparing your development application. These checklists detail information and the number of copies required. As a minimum, all development applications should be accompanied by the following:

- Completed Development Application form, including written authority of all the owners of the land to which the application relates.
- Statement of Environmental Effects.
- A set of development plans as detailed in the checklists.



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- Additional information, plans and/or documents specified in the appropriate checklists.
- Application fees as per Council's Schedule of Fees and Charges.

Following the assessment of a development application, Council may approve the application with conditions of consent, approve the application without conditions of consent or refuse the application. A formal Notice of Determination will be issued to the applicant detailing Council's decision, any conditions of consent, reasons for refusal if applicable and relevant dates applying to the notice.

Notification and exhibition requirements are detailed in Council's Community Participation Plan.

1.1

**1.11 VARIATIONS TO DEVELOPMENT CONTROLS**

Development applications will be assessed on the individual merits of the particular development and of the site. Council may vary the development controls in this Plan if it is considered reasonable to do so, that the development will not cause conflicts with surrounding land uses or generate significant adverse impacts on the environment. Council may approve variations to the DCP controls where:

- The development satisfies the aims of this Plan,
- Varying a numeric control is not a significant variation, and
- In the opinion of Council, satisfactory justification for the variation has been provided by the applicant.

**9.11 EDWARD RIVER OVAL CONCEPT DESIGNS**

**Author:** Julie Rogers, Manager Environmental Services

**Authoriser:** Adam McSwain, General Manager

**RECOMMENDATION**

That Council:

1. Exhibit the Edward River Oval concept designs (attachment 2) for a period of 28 days;
2. Receive a report on the outcome of the exhibition of the Edward River Oval concept designs (attachment 2).

**BACKGROUND**

Council has engaged dsb Landscape Architects to prepare designs for the future use of the Edward River Oval which is an outcome from the Deniliquin Masterplan.

Attachment 1 is a plan of the existing Edward River Oval.

**ISSUE/DISCUSSION**

The consultant is required to prepare a concept design for Edward River Oval incorporating an off-leash dog park, parking, amenities, walking track with shelters and seating, boat ramp, retaining wall, moorings and kayak launch point. Survey work is required to be completed to confirm the feasibility of the construction of a boat ramp.

The survey work has been completed confirming that it would be feasible to construct a boat ramp on the site and the location is shown on Concept Plan – Area A. Other features of the design include paths, seating, amenities, car parking, off leash dog area and vehicular access to the boat ramp and off leash dog area.

In terms of the retaining wall along the riverfront, this has not been included instead mooring points have been designed. There are a number of challenges with the construction of a retaining wall in this location including biodiversity and Aboriginal cultural heritage along with two existing moorings in this location. If Council were to pursue a retaining wall in this location, it would be recommended that the biodiversity and Aboriginal cultural heritage assessment be completed prior to completing any detailed designs for the site.

Attachment 2 is the concept design.

Exhibition

It is proposed to exhibit the concept designs for a period of 28 days via Council's website, Facebook, Project HQ (limited times) and the newspaper. Council will also meet with the Edward River User Group during the exhibition and will advise other stakeholders of the exhibition with the option to meet with Council if requested.

**STRATEGIC IMPLICATIONS**

These concept designs respond to a recommendation of the Deniliquin Masterplan for the future use of Edward River Oval.

**COMMUNITY STRATEGIC PLAN**

This project satisfies target 3.2 'our natural environment is protected and enhanced'.

**FINANCIAL IMPLICATIONS**

The budget for preparation of the designs is \$40 000. The estimated cost for the designs proposed is approximately \$1.25 million inclusive of a 15% project contingency and 10% cost for project management and supervision.

**LEGISLATIVE IMPLICATIONS**

Nil.

**ATTACHMENTS**

1. **Location of Subject Site**
2. **Edward River Oval Concept Designs**

Created on 31/10/2019



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Projection: GDA94 / MGA zone 55

Date: 31/10/2019

Created By: Julie Rogers

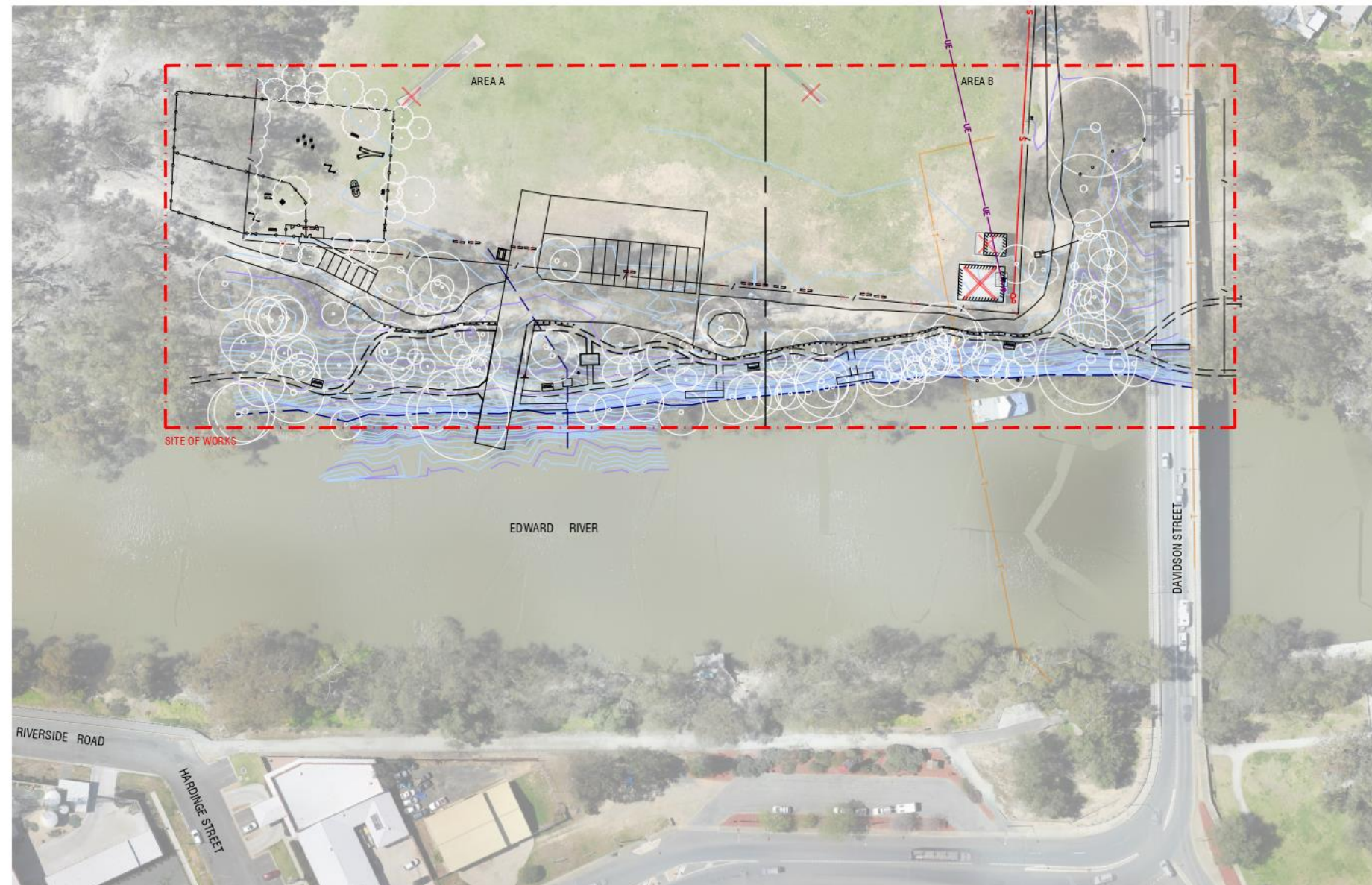
### Edward River Oval

# EDWARD RIVER OVAL REDEVELOPMENT PROJECT

## DAVIDSON STREET, DENILIQUN, NSW

EDWARD RIVER COUNCIL

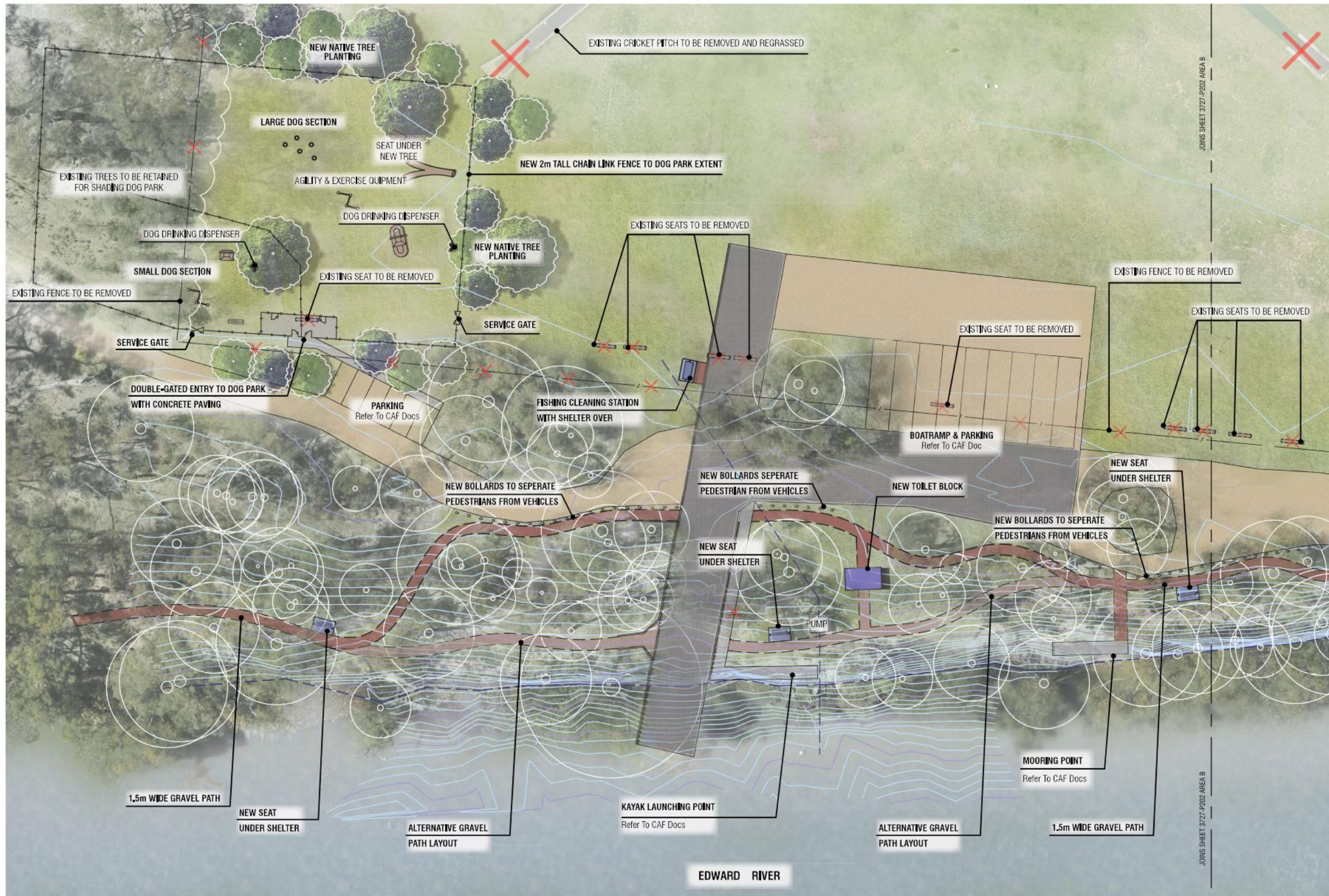
PRELIMINARY CONCEPT DESIGN



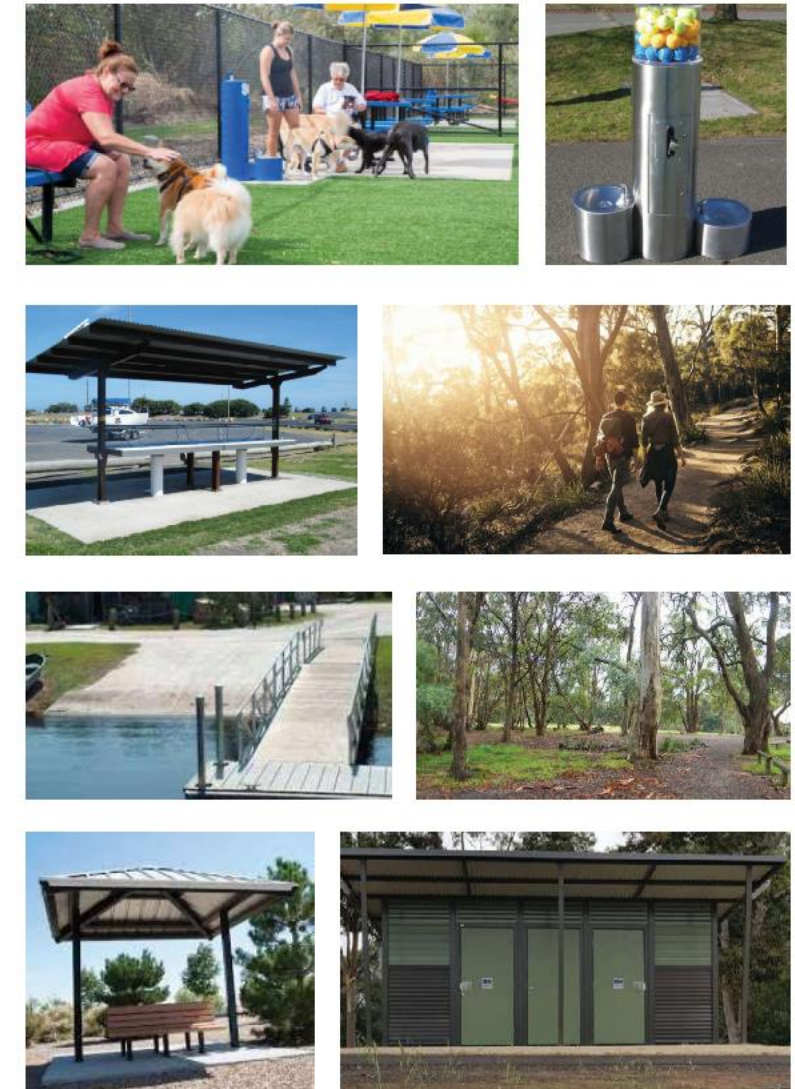
**DRAWING LIST**

- 3727-P101 COVER & KEY PLAN
- 3727-P201 CONCEPT PLAN - AREA A
- 3727-P202 CONCEPT PLAN - AREA B









**9.12 NORTH DENILIQVIN TENNIS COURTS - CONCEPT DESIGNS****Author:** Julie Rogers, Manager Environmental Services**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

That Council:

1. Exhibit concept design 1 for the North Deniliquin Tennis Courts (attachment 2) for a period of 28 days; and
2. Receive a report on the outcome of the exhibition of concept design 1 for the North Deniliquin Tennis Courts (attachment 2).
3. Note that the implementation of this project will be reliant on Council receiving external grant funding

**BACKGROUND**

Council has engaged dsb Landscape Architects to prepare designs for the revitalisation of the North Deniliquin Tennis Courts site.

Attachment 1 is a plan of the existing North Deniliquin Tennis Courts.

**ISSUE/DISCUSSION**

The consultant is required to prepare two concept designs and indicative costings at different price points for the future use of the North Deniliquin Tennis Courts site.

Concept 1

Concept 1 includes the construction of an entry point into the park leading to a carpark and the park entry point. Other infrastructure includes new toilets, natural play playground, a small off leash dog park, gathering space (seating, fire pit and log seats), paths into and around the space, new barbecue, picnic area and shelter, path leading to the Murray Valley Regional Park and the planting of trees and grass. It is proposed that the existing toilet within the rest area (southern end) would be demolished but this will require further consideration.

Following consideration of this design at the Councillor Workshop on 7 November 2019, the design has been modified and new costings are being prepared.

Attachment 2 is concept design 1.

Concept 2

Concept 2 has less infrastructure than Concept 1 and is more reliant on soft landscaping. The carpark has been reduced in size and other infrastructure includes smaller off leash dog park, toilet block, seating, a gathering space, path leading to the Murray Valley Regional Park, paths into and around the space and the planting of trees and grass. Again, it is proposed that the existing toilet within the rest area (southern end) would be demolished but this will require further consideration.

Attachment 3 is concept design 1.

Exhibition

It is recommended to Council that concept design 1 be placed on exhibition as the preferred option for the subject site.

It is proposed to exhibit the concept designs for a period of 28 days via Council's website, Facebook, Project HQ (limited times) and the newspaper. Council will also advise stakeholders of the exhibition with the option to meet with Council if requested.

**STRATEGIC IMPLICATIONS**

These concept designs respond to recommendation 12 of the Edward River Open Space Strategy.

**COMMUNITY STRATEGIC PLAN**

This project satisfies target 3.2 'our natural environment is protected and enhanced'.

**FINANCIAL IMPLICATIONS**

The budget for the preparation of the designs is \$20 000. The estimated costs for the designs are currently being reviewed to account for the changes to concept design 1. An overall project budget in the range of \$750,000 is expected for concept design 1 and \$400,000 for concept design 2.

**LEGISLATIVE IMPLICATIONS**

Nil.

**ATTACHMENTS**

1. **Location of subject site**
2. **North Deniliquin Tennis Courts Concept Design 1**
3. **North Deniliquin Tennis Courts Concept Design 2**

Created on 22/10/2019



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Projection: GDA94 / MGA zone 55

Date: 22/10/2019

Created By: Julie Rogers

### North Deniliquin Tennis Courts



**dsb** Landscape Architects

PROJECT Davidson Street  
Lot 7310, DP 1143278  
Deniliquin NSW  
CLIENT Eward River Council  
DRAWING NO. 3726-P101  
REVISION C  
DATE 11 November 2019



North Deniliquin Tennis Courts Revitalisation

**CONCEPT PLAN**



**dsb** Landscape Architects

PROJECT Davidson Street  
Lot 7310, DP 1143278  
Deniliquin NSW  
CLIENT Edward River Council

DRAWING NO. 3726-P102  
REVISION A  
DATE 18 October 2019



North Deniliquin Tennis Courts Revitalisation

**CONCEPT PLAN 2**

**9.13 ENVIRONMENTAL SERVICES REPORT (OCTOBER 2019)****Author:** Julie Rogers, Manager Environmental Services**Authoriser:** Adam McSwain, General Manager**RECOMMENDATION**

That Council note the Environmental Services report for October 2019 (attachment 1).

**BACKGROUND**

Attachment 1 is the Environmental Services report for October 2019.

**ISSUE/DISCUSSION**

Nil.

**STRATEGIC IMPLICATIONS**

Nil.

**COMMUNITY STRATEGIC PLAN**

Not applicable.

**FINANCIAL IMPLICATIONS**

Nil.

**LEGISLATIVE IMPLICATIONS**

Nil.

**ATTACHMENTS**

1.	Environmental	Services	Report	(October	2019)
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Current Applications at 31 October 2019					
Application	Property Description	Applicant	Proposal	Date Rec'd	Status
<b>Development Applications/Construction Certificates</b>					
CC 55/14	Lot 272 DP756325, 234 Barham Road, Deniliquin 10/11/14	Jamie Park/JNP Architecture & Associates Pty Ltd	Erection of a shed for use as 'rural industry' (maintenance & construction shed for the proposed ethanol plant)	10/11/14	Awaiting advice from the applicant
DA 2/17	Lots 11 & 12 DP1018080, 475-477 George Street, Deniliquin 11/01/17	Murray Constructions	Replacement of existing concrete retaining walls including an extension of jetty	11/01/17	Awaiting advice from applicant
DA 28/18	Lot 174 & 210, DP756305, 218 Campbells Road, "Wyoming" Mayrung	CAF Consulting Services Pty Ltd	3,500 head dairy cattle feedlot	07/06/2018	Awaiting advice from applicant re addressing requirements of EPA and OEH
DA 16/15/ A	Lot 5, DP720227 & Lots 8, 22, 30, 31, 33, 34, 35, 36, 61, 72, DP756268, Conargo Road, Deniliquin	FS Falkiner & Sons Pty Ltd	Modification to the existing feedlot approval of 5,000 head of cattle & 15,000 head of sheep (7055 scu) to 5,000 head of cattle & 15,000 head of sheep of up to 8,000 head of cattle with no sheep or varying numbers of cattle & sheep to a maximum of 7,458 scu.	13/07/2018	Awaiting advice from applicant re addressing requirements of OEH
DA 41/18	Lot 26, DP877116, 81 Boundary Street, Deniliquin	Caitrin Watson	Installation of rural workers dwelling – which allows for 4 bedrooms / ensuites	1/08/2018	Awaiting advice from applicant





DA 64/18	Lot 153, DP756325, 154 Pakenham Street, Deniliquin	Andrew and Kim Barry	7 lot subdivision	16/10/2018	Awaiting advice from applicant
DA 71/18 CC 41/18	Lot 2, DP1135369, 265-271 Barham Road, Deniliquin	Jason O'Connor	Shed	1/11/2018	Awaiting advice from applicant
DA 77/18	Lot 1, & 3 DP1235420 & Lot 5 DP1220715, 227 Cemetery Road & 179-183 Cemetery Road, Deniliquin	Deni Industrial Park Pty Ltd	Staged development Stage 1: Railway freight terminal Stage 2: 13 lot subdivision	4/12/2018	Awaiting advice from applicant/ VicTrack
CC 44/18	Lot 1, Section 208, DP758913, 46-58 Edwardes Street, Deniliquin	Tim Nolan	Multi Arts Centre Kitchen Extension	23/11/2018	Awaiting advice from applicant
DA 80/18 CC 49/18	Lot 7, DP788285, 158 Old Racecourse Road, Deniliquin	Grant Frazer	Shed	19/12/2018	Awaiting advice from applicant
DA 33/19	Lot 3 DP537791, 812 Old Morago Road, Morago	Ecotech Energy	Install 99kw ground mount solar PV system	14/06/2019	Awaiting advice from applicant
DA 39/19	Lot 8 & 12, 13-15 Butler Street, Deniliquin	Frank and Dianne Rinaldi	7 lot community title subdivision	16/07/2019	Awaiting advice from applicant
DA 47/19	Lot 6 DP264379, 176-178 River Street, Deniliquin	Tony Campbell	Erection of shed for use for residential storage and a home industry	4/09/2019	Awaiting advice from applicant
DA 51/19	Lot 153, DP1133106, 5-9 Macauley Street, Deniliquin	Blair Architecture Pty Ltd	Alterations and additions to nursing home - Addition of 2 accommodation bed wings and alterations to existing bed accommodation to provide single rooms with ensuites	4/09/2019	Under assessment



			for a total of 61 beds (currently 60). Alterations and additions to provide associated communal spaces, administrative and service areas		
DA 54/19 CC 35/19	Lot 153 DP1133106, 5-9 Macauley Street, Deniliquin	Blair Architecture Pty Ltd	Alterations and additions to Nursing Home (staged development) Stage 3: Alterations to kitchen and laundry	27/09/2019	Under assessment
DA 58/19 CC 39/19	Lot 79 DP605705, 408 Harfleur Street, Deniliquin	Mark Panton	Residential Shed	10/10/2019	Under assessment
DA 59/19	Lot 1 DP724430, 149-173 Hardinge Street, Deniliquin	Brandrick Architects	Renovation of existing clubrooms including kitchen upgrade	16/10/2019	Under assessment
DA 60/09 CC 40/19	Lot 15 DP25182, 497 Poitiers Street, Deniliquin	Tony Campbell	Residential Shed	4/10/2019	Under assessment
DA 61/19 CC 41/19	Lot 2 DP528259, 324 Poitiers Street, Deniliquin	Tony Campbell	Carport	11/10/2019	Under assessment
DA 62/19	Lot 1 DP511523, 337 Cressy Street, Deniliquin	Gerry Thommers	Change of use to a food premises	15/10/2019	Under assessment
CC 42/19	Lot 2 DP430062, 27 Lloyds Lane, Deniliquin	Stuart Tangey	Shed extension	28/10/2019	Under assessment
<b>Complying Development Certificates</b>					



-	-	-	-	-	-
<b>S68 Applications</b>					
S68 2/19	Lot 1 DP1132408, 1 Butler Street, Deniliquin	Adam Rose	Extension to existing cabin	15/02/2019	Awaiting advice from applicant
S38 13/19	Lot 125 DP1118059, 167 Cobb Highway, Deniliquin	Terry Cavanagh	Operate a caravan park (renew application)	26/07/2019	Under assessment

<b>Applications Determined October 2019</b>				
<b>Application</b>	<b>Property Description</b>	<b>Applicant</b>	<b>Development</b>	<b>Amount</b>
DA 45/19	Cnr Cobb Highway & Crispe Street, Deniliquin	Edward River Council	Deniliquin Township entrance sign	95,000.00
DA 41/19	Lot 11, 12, 13 DP1123768 & Lot 2 Sec 36 DP758782, 219 & 221 Wanderer Street & 334-342 Augustus Street, Deniliquin	Brandrick Architects	Redevelopment of existing Council Depot in 5 stages including additional sheds, renovation of existing staff accommodation and extension to staff / visitor carparking	1,070,000.00
DA 53/19	Lot 11 DP1114662, 45 Hardinge Street, Deniliquin	All Terrain Automotive Pty Ltd	Change of use – vehicle repairs and accessory sales	0.00
S96 63/18 A	Lot 12 DP628326, 404 Charlotte Street, Deniliquin	Realm Building Design	Modification - alterations and additions to surgery	0.00
DA 55/19 CC 36/19	Lot 123 DP1118059, 169 Flood Street, Deniliquin	Shanon Williams	Residential Shed	24,000.00



DA 56/19 CC 37/19	Lot 3 Sec 54 DP758913, 472-474 Poitiers Street, Deniliquin	Double Carport	Kevin Clancy	5,000.00
DA 57/19 CC 38/19	Lot 8 Sec 215 DP758913. 460 Sloane Street, Deniliquin	Verandah	Oddy Fabrication	4,000.00

Processing Times for October 2019		
Application Type	Mean Gross Days	Mean Net Days
DA	43	41
Mod (S96) of DA & DA/CC	8	8
CDC	-	-
CC	25	25
S68 Applications	-	-

Value and Number of Applications Determined 2018 and 2019								
Month	DAs 2018	DAs 2019	CDCs 2018	CDCs 2019	S68 2018	S68 2019	Value 2018	Value 2019
January	3	5	0	1	0	0	\$96,900	\$608,750
February	8	3	2	1	3	0	\$753,100	\$397,819
March	3	4	5	0	1	2	\$1,560,188	\$287,580
April	6	9	4	2	1	1	\$522,400	\$181,439
May	6	13	2	2	2	0	\$119,300	\$864,100
June	8	6	3	0	1	3	\$1,062,899	\$895,990



<b>July</b>	6	7	3	2	3	1	\$624 300	\$1,287,030
<b>August</b>	6	6	3	1	1	1	\$872 810	\$731,323
<b>September</b>	5	5	4	1	4	2	\$709,435	\$504,965
<b>October</b>	5	6	1	0	1	0	\$1,081,700	\$1,198,000
<b>November</b>	6		5		1		\$484 138	0
<b>December</b>	10		5		3		\$1,745,950	0
<b>TOTALS</b>	<b>72</b>	<b>64</b>	<b>37</b>	<b>10</b>	<b>21</b>	<b>10</b>	<b>\$9,633,120</b>	<b>\$6,956,996</b>

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

Section 149 Certificates/Sewerage Drainage Diagrams	
Planning certificates	19
Sewerage drainage diagrams	10

Swimming Pool Inspection Program			
Month	1 <sup>st</sup> Inspection	2 <sup>nd</sup> Inspection	3 <sup>rd</sup> Inspection
October	9	1	-

Ranger's Report – October 2019			
Companion Animals			
	Cats	Dogs	Other
Animals seized/surrendered	7	12	
Animals released to owner	0	10	
Animals euthanised	2	0	
Animals rehomed	0	1	



Dogs declared dangerous / menacing	0	0	
Animals still impounded	2	1	
Animals microchipped by Council	0	4	
Animals microchipped by Council (Desexing program 1 <sup>st</sup> round)	-	-	
Animals microchipped by Council (quarterly free chipping week)	-	-	
Animals registered	8	2	
Animal registration notices sent	2	19	
Animal fines	0	0	
<b>Clean Up Notices</b>			
Property clean up notices	5		
Illegal dumping	0		
<b>Parking</b>			
Parking fines	0		
Parking patrols completed	2		
<b>Impoundment (Impounding Act 1993)</b>			
Vehicles	0		
Livestock	0		
<b>Euthanised Wildlife</b>	3 injured kangaroos		

**Dog Attacks**

Date	Details	Victims	Outcome
14.10.19	Dog attacked by an unknown dog. No witnesses. Owner found dog and realised it had been attacked.	1 dog	Dog required vet treatment.
14.10.19	Dog attacked another dog.	1 dog	Dog required vet treatment. Infringements issued to owner of attacking dog.



19.10.19	Dog killed 2 chooks.	2 chooks	Infringements issued to owner of attacking dog as well as a menacing dog order.
----------	----------------------	----------	---

## Dog Attacks 2018 and 2019

Month	No. of Incidents		No. of Attacking Dogs		No. of Victims	
	2018	2019	2018	2019	2018	2019
January	2	4	4	4	3	11
February	1	1	1	2	1	1
March	-	1	-	1	-	4
April	2	1	2	1	2	1
May	2	2	2	3	2	7
June	5	2	8	2	16	9
July	4	4	6	6	7	4
August	1	0	1	0	1	0
September	1	2	2	4	1	6
October	4	3	7	3	4	4
November	4		6		11	
December	2		3		3	
<b>TOTAL</b>	<b>28</b>	<b>20</b>	<b>42</b>	<b>26</b>	<b>51</b>	<b>47</b>





### 9.14 EDWARD RIVER COUNCIL SIGNAGE STRATEGY AND DESIGN MANUAL

**Author:** Michelle Cobb, Manager Tourism & Economic Development

**Authoriser:** Adam McSwain, General Manager

#### RECOMMENDATION

That Council adopt the Edward River Council Signage Strategy and Design Manual, attachment 1, for the design and installation of signage across the Local Government Area.

#### BACKGROUND

An audit of existing signage in the Edward River Local Government Area (LGA) identified a need to improve signage. Much of the existing signage reflects the branding of the former Deniliquin Council and Conargo Shire Councils.

Existing signage is inconsistent and lacks a coherent hierarchy. Much of it is dated and is inadequate for effectively guiding people around the area. Edward River Council's aim is to cut the clutter of signage and have 'as few signs as possible, and as many as necessary'.

The town entry signage in Deniliquin, Blighty, Conargo, Pretty Pine, Wanganella and Boooroban, are exceptions to these findings. The new signage strategy guidelines align with and complement the existing town entry signs.

#### ISSUE/DISCUSSION

As people travel the Edward River region – whether walking, riding or driving – they need great signage to help them find their way.

In February 2019, Kris Muir from KMD Creative was contracted to produce a signage strategy and design manual to ensure consistent signage across the LGA and to design a coherent hierarchy of signs that:

- Direct pedestrians and motorists around the Edward River Local Government Area (LGA)
- Are legible and easy to read and are made of durable materials
- Builds strong brand for the region and reflect Edward River as a high value destination,
- Creates a positive first impression for visitors
- Provides important information about the area and its community buildings and assets
- Assists in navigation and wayfinding
- Highlights places, people or events of historical interest; and reveal the relationships of cultural and natural heritage to residents and visitors
- Maintains the rural character and amenity of the LGA
- Reduces visual clutter and confusion caused by indiscriminate signage
- Provides guidelines to assist in the regulation and control of signage within the LGA

The hierarchy consists of the following types:

- **Street Signs** - to identify street and suburb names at road intersections and to direct pedestrians to key facilities within the town centre and parking areas.
- **Community Facility Entry Signs** - to identify entry to community facilities such as parks, playgrounds, picnic areas and reserves.
- **Community Facility Information Signs** - to provide information about facilities and services available in the town or facility, such as Deniliquin Town Hall, Edward River Council Service Centre, Peppin Heritage Centre, Central Murray Regional Library, Multi-Arts Centre etc.
- **Town Centre Information Signs** - to help pedestrians navigate through the town centre.

- **Walkway and Cycleway Signs** - to identify walking and cycling routes within the LGA
- **Interpretive signage** - to highlight a place, person or event of historical interest and to reveal the meanings and relationships of cultural and natural heritage to residents and visitors
- **Event signage** - the design of flexible, multi-use event signage infrastructure at approved locations to be used by community for promoting upcoming community events of a cultural, recreational or social nature.
- **Icons/ Symbols** - a set of icons / symbols should be developed for this project.

**Signage Strategy/ Manual**

Throughout the development of the Edward River Council Signage Strategy and Design Manual, Council endorsed the concepts contained within the attached document. Complete specifications and tender ready plans including working drawings, engineering computations, construction details and footing designs will be supplied by the designer when Council adopts the Signage Strategy and Design Manual.

**STRATEGIC IMPLICATIONS**

The Signage Strategy aligns with Council's Delivery Program and the Edward River Council Economic Development Strategy. Branding, marketing and promoting the region as a high value destination will provide a significant benefit and return on investment.

**COMMUNITY STRATEGIC PLAN**

The development of a signage strategy is consistent with target

- Outcome 1.3: Our community and public spaces are accessible and inclusive and reflect our history, heritage and culture.
- Outcome 2.2: We develop our key assets to enhance agriculture, boost tourism and support existing business.
- Outcome 4.1: Our built environment is managed, maintained and improved

**FINANCIAL IMPLICATIONS**

Council has committed \$170,000 for new signage and signage development through Stronger Communities Major Project Funding.

The Memorial Park User's Group have been granted \$10,000 from Stronger Communities Major Project Fund for Section 355 Committees of Council.

Indicative costings and options/modifications for manufacturing specifications will be provided for each type of sign to ensure prioritised signage is completed within the allocated budget.

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

1. Edward River Council Signage Strategy



# Edward River Council Signage Manual

Version 2.2

# Contents

---

## 1. INTRODUCTION

## 2. GUIDING PRINCIPLES

- Design Principles
- Strategy Principles

## 3. SYSTEM OUTLINE

- Sign Types (outline of each type, including intended purpose and when/where to use)
  - Community Facility Entrance
  - Community Facility Info
  - Town Centre Information
  - Walking / Cycle Pathway
  - Interpretation
  - Welcome / Event
  - General Information
  - Roadside

## 4. PLANNING

- Planning considerations
- Signage Plan?
- Siting Signs
- Siting Road Signs
- Preparing Content
- Sign Specific Content Preparation
  - Community Facility Entrance
  - Community Facility Info
  - Town Centre Information
  - Walking / Cycle Pathway
  - Interpretation
  - Welcome / Event
  - Roadside
- Advisory Symbols

## 5. TECHNICAL INFORMATION

- Colour & Material Palette
- Typography
- Viewing Heights
- Viewing Distances & Text Size
- Legibility & Contrast

## 6. SPECIFICATION

- To be confirmed

# 1. Introduction

---

This Signage System is designed to help plan, design and commission signage across the Edward River Council.

Following the amalgamation of the former Conargo Shire Council and the Deniliquin Council to form the Edward River Council in 2016, a recent signage audit revealed that much of the existing signage across the council reflected the branding of the past councils.

In addition to this branding being out of date, it also created a disconnect between different areas of the now one council.

A criteria was established, against which to develop a new signage system that would guide and inform the roll-out of new signage across the council.

This criteria included:

- Direct pedestrian and motorists around the Edward River Local Government Area (LGA)
- To build strong brand for the region.
- Create a positive first impression for visitors
- Provide important information about the area and its community buildings and assets
- Assist in navigation and wayfinding
- Highlight places, people or events of historical interest; and reveal the relationships of cultural and natural heritage to residents and visitors
- Maintain the rural character and amenity of the LGA
- Reduce visual clutter and confusion caused by poor and indiscriminate signage
- Provide guidelines to assist in the regulation and control of signage within the LGA.

Using a consistent visual language to build brand awareness and tie all signage together, this system establishes a hierarchy of sign types across these main areas:

- Community Facility Entry Signs
- Community Facility Information Signs
- Council Facility Entrance Signs
- Town Centre Information Signs
- Walking and Cycle Pathway Signs
- Interpretive Signage
- Welcome / Event Signage
- Roadside Informational & Wayfinding Signs.

## 2. Guiding Design Principles

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### Design Principles

This signage system is built around the consistent and repeated use of a few key design elements, as well as the corresponding use of a small and considered palette of colours and materials.

### Contemporary in nature

Whilst it was identified that any new sign system had to sit sympathetically within the natural environment, it was also concluded that the new system should present ERC as a forward thinking, dynamic and engaging council.

Hence a "purely rustic" or "overtly countrified" design wouldn't be appropriate.

Instead, a more contemporary design was sought, but one anchored by the use of Corten (rusted) steel. The use of corten steel as a key material, provides a subtle nod to the past, the rural pillars of the region - and balances the contemporary forms and shapes of the system.

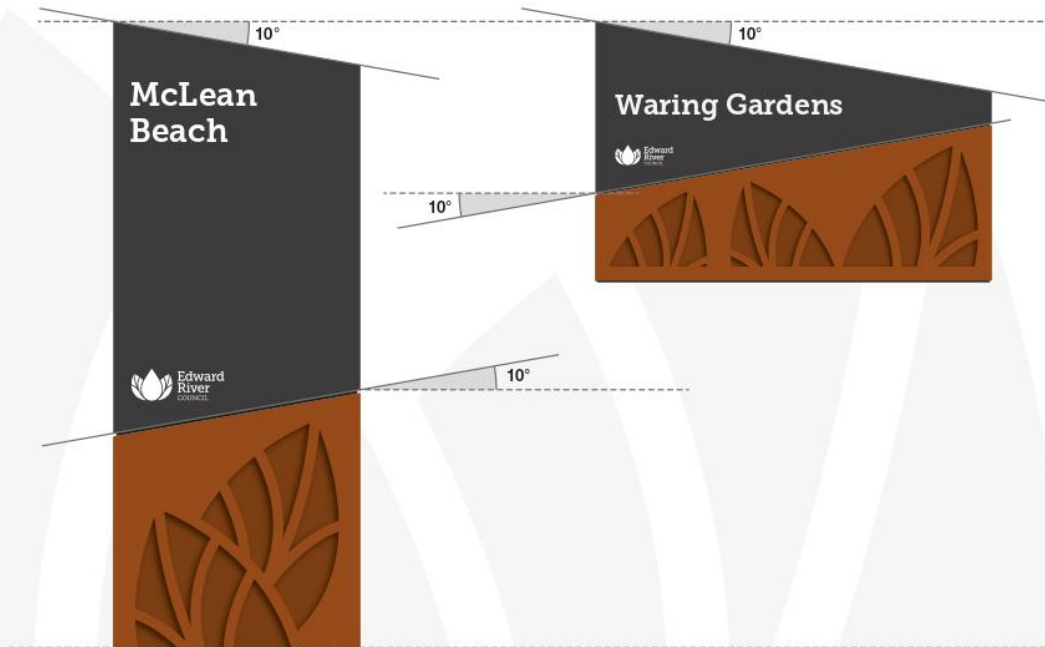
This "balance" between contemporary form, and the rustic nature of rusted steel, is one of the defining characteristics of the overall system.

## Key Design Elements

### The 10° angle

Central to the entire system and design, is the angled top edge of virtually all signs. Except for a few Advisory signs (where function dictates form) most signs in the system feature a 10° angled top.

This 10° angle is also used (in reverse) to separate the top "Information" area of a sign, from the bottom "branding" zone. This 10° line is utilised, regardless of whether the bottom uses corten steel (as seen in the Premium range) or printed vinyl graphics (applied in the Alpha range).



### Logo Leaf Motif

In keeping with the ERC Brand Guidelines, and to reinforce brand recognition, this sign system utilises the “leaf” design element from the Corporate Logo, as a central element running through all designs.

Consistent through the range, the signs are broken into 2 zones - the top “Information” zone carries the content, and the bottom “branding” zone unifies the range using the recognisable “Leaf Motif” from the logo.

In the Premium range of designs, the leaf motif is laser cut from the front corten panel, revealing a second panel set behind. The resulting depth, and shadow play creates the illusion that the leaf motif has been “carved” out of the rusted steel.

In the more budget friendly Alpha range of designs, the same leaf motif is represented as a printed “watermark” on the applied vinyl.





### Use of colour coding to designate content

We've used the three main corporate colours to help differentiate between different signs, and their content.



**Commerce / business / corporate**

Signs that relate to Business and Commerce, or to the town centre, such as city wayfinding or Council Offices, will use blue as the highlight colour.



**Heritage / arts / culture**

Signs that relate to Heritage, Arts and Culture such as Historical Interpretive Signage, or Heritage Trails, will use the corporate yellow as the highlight or accent colour.



**Sport / recreation / nature / environment**

Signs that relate to Sport, Recreation, Nature and/or Environment will use Green as the highlight colour. This includes signs such as walking / bike trails, Interpretive signs in nature reserves, entrance signs to playgrounds or sporting reserves.

Any sign type can be any of the three main colours - depending on it's content, and what it relates to. A walking Trail sign for example, might be **Blue** if it navigates through the town centre, **Yellow** if it takes people on a heritage journey, and **Green** if it's a fitness trail or nature walk.



## Key Strategy Principles

### Different needs: two specifications

Whilst this signage system was tasked with making a statement, and impressing visitors and residents alike wherever possible, it was also necessary to keep in mind just how many signs were required across the council, and that many of them were relatively simple in form and function.

Therefore, we also needed designs that were cost effective and efficient to produce in scenarios where the emphasis was on the function rather than the form - or where budget dictated a cost effective solution.

The solution was to develop two different specifications: **The Premium Specification**, and **The Alpha Specification**.

Sign types of significant prominence or importance (and that have the corresponding budgets) have been given the Premium Specification.

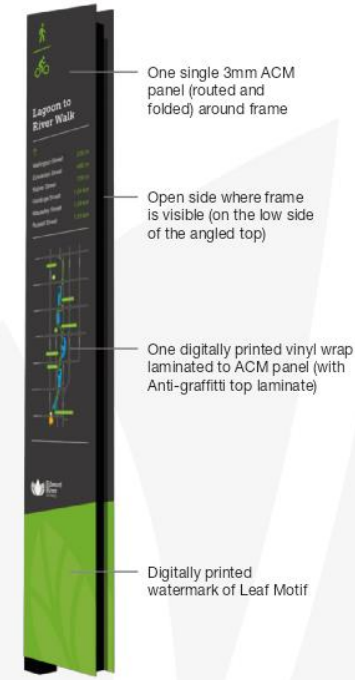
Signs that are less prominent, or where greater emphasis is placed on function (than form), or simply where the quantity of signs of a particular type demand a cost effective approach, signs have been given the Alpha Specification.

Some sign types are available in BOTH specifications, others just in the one most appropriate specification.

Regardless of the specification, each sign has been designed to sit comfortably under the one total system, and work together to create a consistent brand communication experience.



Premium Specification



Alpha Specification

### 3. System Outline



<b>CODE   NAME</b>	<b>A01   Community Facility Entrance - Tall (Premium)</b>	<b>A02   Community Facility Entrance Plus - Tall (Premium)</b>	<b>A03   Community Facility Entrance - Low (Premium)</b>
<b>SIGN TYPE</b>	Community Facility Entrance	Community Facility Entrance	Community Facility Entrance
<b>PURPOSE</b>	To identify entry to community facilities such as parks, playgrounds, picnic areas and reserves. When only facility identification is required.	To identify entry to community facilities such as parks, playgrounds, picnic areas and reserves. Allows for additional advisory / warning / regulatory information, as well as warnings and Emergency Contact Info.	To identify entry to community facilities such as parks, playgrounds, picnic areas and reserves. When only facility identification is required. Suits a more ornamental / formal setting.



<b>CODE   NAME</b>	<b>A04   Community Facility Entrance - Tall (Alpha)</b>	<b>A05   Community Facility Entrance Plus - Tall (Alpha)</b>	<b>B01   Community Facility Directory (Premium)</b>
<b>SIGN TYPE</b>	Community Facility Entrance	Community Facility Entrance	Community Facility Information
<b>PURPOSE</b>	To identify entry to community facilities such as parks, playgrounds, picnic areas and reserves. When only facility identification is required.  The Alpha specification provides economies where budget or sign quantities demand.	To identify entry to community facilities such as parks, playgrounds, picnic areas and reserves. Allows for additional advisory / warning / regulatory information, as well as warnings and Emergency Contact info.  The Alpha specification provides economies where budget or sign quantities demand.	Wall mounted sign to provide directory information regarding Community Facilities.



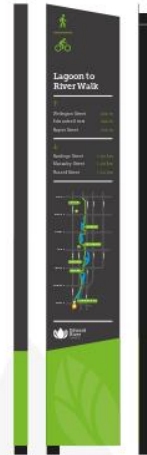
<b>CODE   NAME</b>	<b>C01   Council Facility Entrance - Directional - Freestanding (Alpha)</b>	<b>C02   Council Facility Entrance - Directional - Wall / Fence (Alpha)</b>	<b>D01   Town Centre Information - Directional + Map (Premium)</b>
<b>SIGN TYPE</b>	Council Facility Entrance	Council Facility Entrance	Town Centre Information
<b>PURPOSE</b>	<p>To identify entry to council facilities such as Customer Service Centres, Depots etc, and to direct visitors (if necessary) to relevant destinations, such as main entrances or parking.</p> <p>When space and positioning allows for a freestanding sign.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To identify entry to council facilities such as Customer Service Centres, Depots etc, and to direct visitors (if necessary) to relevant destinations, such as main entrances or parking.</p> <p>This wall / fence mounted alternative suits when a freestanding sign doesn't suit.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To be positioned at key nodal points and destinations within town centres, to help visitors and residents navigate their way through the town.</p> <p>This Directional + Map version suits key PRIMARY locations.</p>



CODE   NAME	D02   Town Centre Information - Directional (Premium)	D03   Town Centre Information - Directional + Map (Alpha)	D04   Town Centre Information - Directional (Alpha)
<b>SIGN TYPE</b>	Town Centre Information	Town Centre Information	Town Centre Information
<b>PURPOSE</b>	<p>To be positioned at key nodal points and destinations within town centres, to help visitors and residents navigate their way through the town.</p> <p>This Directional only version suits SECONDARY locations. Used in conjunction with D01.</p>	<p>To be positioned at key nodal points and destinations within town centres, to help visitors and residents navigate their way through the town.</p> <p>This Directional + Map version suits key PRIMARY locations.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To be positioned at key nodal points and destinations within town centres, to help visitors and residents navigate their way through the town.</p> <p>This Directional only version suits SECONDARY locations. Used in conjunction with D03.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>



<b>CODE   NAME</b>	<b>E01   Walking &amp; Cycle - Directional (Premium)</b>	<b>E02   Walking &amp; Cycle - Directional + Map (Premium)</b>
<b>SIGN TYPE</b>	Walking / Cycle Pathway	Walking / Cycle Pathway
<b>PURPOSE</b>	To identify walking and cycle paths within the LGA, and help visitors / residents navigate their way along said pathway.	To identify walking and cycle paths within the LGA, and help visitors / residents navigate their way along said pathway.  Includes a map of the pathway to aid navigation.



<b>CODE   NAME</b>	<b>E03   Walking &amp; Cycle - Directional (Alpha)</b>	<b>E04   Walking &amp; Cycle - Directional + Map (Alpha)</b>
<b>SIGN TYPE</b>	Walking / Cycle Pathway	Walking / Cycle Pathway
<b>PURPOSE</b>	<p>To identify walking and cycle paths within the LGA, and help visitors / residents navigate their way along said pathway.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To identify walking and cycle paths within the LGA, and help visitors / residents navigate their way along said pathway.</p> <p>Includes a map of the pathway to aid navigation.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>





CODE   NAME	F01   Interpretive - Tall (Premium)	F02   Interpretive - Low (Premium)
SIGN TYPE	Interpretive	Interpretive
PURPOSE	<p>To highlight a place, person or event of historical or cultural significance, and to reveal the meanings and relationships of cultural and natural heritage to residents and visitors.</p> <p>Tall version lends itself to use near significant physical forms such as buildings, or when space is limited.</p>	<p>To highlight a place, person or event of historical or cultural significance, and to reveal the meanings and relationships of cultural and natural heritage to residents and visitors.</p> <p>Low version suits scenarios when we don't want the sign to impose on the immediate environment, or obstruct a given view.</p>



CODE   NAME	F03   Interpretive - Tall (Basic)	F04   Interpretive - Low (Basic)
SIGN TYPE	Interpretive	Interpretive
PURPOSE	<p>To highlight a place, person or event of historical or cultural significance, and to reveal the meanings and relationships of cultural and natural heritage to residents and visitors.</p> <p>Tall version lends itself to use near significant physical forms such as buildings, or when space is limited.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To highlight a place, person or event of historical or cultural significance, and to reveal the meanings and relationships of cultural and natural heritage to residents and visitors.</p> <p>Low version suits scenarios when we don't want the sign to impose on the immediate environment, or obstruct a given view.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>



<b>CODE   NAME</b>	G01   What's On / Event (Premium)	<b>H01   Roadside Information - Full (Alpha)</b>
<b>SIGN TYPE</b>	What's On / Event	Roadside
<b>PURPOSE</b>	Placed at main town entrance locations, to inform residents and visitors of upcoming attractions.  The sign is easily updatable to allow for timely information delivery.	To inform drivers / vehicles of noteworthy destinations or facilities in and out of towns throughout the council.  The Alpha specification provides economies where budget or sign quantities demand.



CODE   NAME	H02   Roadside Information - Half (Alpha)	H03   Roadside Directional - Full (Alpha)	H04   Roadside Directional - Half (Alpha)
<b>SIGN TYPE</b>	Roadside	Roadside	Roadside
<b>PURPOSE</b>	<p>To inform drivers / vehicles of noteworthy destinations or facilities in and out of towns throughout the council.</p> <p>The half height version provides the most cost effective solution and allows improved visibility below the information panel when necessary.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To help drivers / vehicles navigate to significant destinations in and out of towns throughout the council.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>	<p>To help drivers / vehicles navigate to significant destinations in and out of towns throughout the council.</p> <p>The half height version provides the most cost effective solution and allows improved visibility below the information panel when necessary.</p> <p>The Alpha specification provides economies where budget or sign quantities demand.</p>



CODE   NAME	I01   Advisory - Tall (Alpha)	I02   Advisory - Short (Alpha)	I03   Advisory - Single (Alpha)
<b>SIGN TYPE</b>	Advisory / Warning / Regulation	Advisory / Warning / Regulation	Advisory / Warning / Regulation
<b>PURPOSE</b>	<p>To alert visitors and users of parks, playgrounds, picnic areas and reserves, of possible dangers and to make them aware of any appropriate regulations. Also provides emergency contact information.</p> <p>Can be positioned at entrances, or key locations such as boat ramps and jetty's.</p> <p>Tall version suits scenarios where there are many advisory / warning symbols required (up to 10).</p>	<p>To alert visitors and users of parks, playgrounds, picnic areas and reserves, of possible dangers and to make them aware of any appropriate regulations. Also provides emergency contact information.</p> <p>Can be positioned at entrances, or key locations such as boat ramps and jetty's.</p> <p>Short version suits scenarios where there are a few advisory / warning symbols required (2-4).</p>	<p>To alert visitors and users of parks, playgrounds, picnic areas and reserves, of possible dangers and to make them aware of any appropriate regulations.</p> <p>Can be positioned anywhere as required.</p>



**CODE | NAME**

**I04 | Advisory Totem - Tall (Alpha)**

**I05 | Advisory Totem - Short (Alpha)**

**SIGN TYPE**

Advisory / Warning / Regulation

Advisory / Warning / Regulation

**PURPOSE**

To reinforce advisory / warning / regulatory information. Used at secondary locations (further inside parks and reserves), in conjunction with signs such as I01, I02 and I05

To reinforce advisory / warning / regulatory information. Used at secondary locations (further inside parks and reserves), in conjunction with signs such as I01, I02 and I05.

## 4. Planning

### Planning Considerations

Before engaging a designer or signage manufacturer, it's important to plan the project (and sign specifically) thoroughly.

The project requirements will impact on how much planning is required, but as a general guide, consideration should be given to the following:

- **Who is your target market?** In other words, who are you providing this sign for? Who will get the most benefit from this sign?
- **What are the needs of these users?** What are they trying to do / learn? What problem are you trying to solve?
- **Particular requirements of your site?** Consider your site, entrances, pathways, key decision making points or nodes, visitor amenities, as well as whether this site has requirements for Advisory / Regulatory / Safety information.
- **How can you reduce clutter and simplify messaging?** In many existing locations, years of haphazard sign additions and revisions means that there are many signs, of different types and sizes, with different messages. This has the effect of confusing the messaging, making the site look cluttered and messy, and ultimately reducing the effectiveness of the signs in general. When planning signage for a new site (or the updating/replacing of existing signage) care should be taken to rationalise the number of signs to as few as possible. One clean and organised sign that communicates clearly, is better than 3 signs with 3 different purposes.

- **Is there existing signage that you're replacing?**  
Does this old signage need to be removed - who will be responsible for this?
- **What content needs to be developed / provided?**  
Depending on the type of sign you are considering, there will be different requirements in terms of content.  
  
Wayfinding signage may require the development of a map? A list of key locations, and their distance (in both meters/kms and time) from each sign location.  
  
Interpretive signage will require the development of written content based on the proposed site and it's significance. It may also require the sourcing of appropriate or meaningful photography (in print resolution - 300dpi).  
  
Regardless of sign type, early planning relating to what content is required, and where it's going to come from, will be time well spent.
- **Community engagement considerations**  
Community engagement and input, land ownership and communication will need to take place. Please ensure you speak with Councils relevant staff to understand and implement these requirements.

### Developing a Signage Plan

Again, the particular requirements of your project will determine how much detail you require, but we recommend developing even a simple signage plan that covers the following:

- An aerial map of the site, showing proposed locations of signs
- What type of sign from this system best suits the project needs, and whether a Premium Specification or an Alpha Specification is most appropriate.
- The type of content required - specific to each sign type being considered.
- Whether signs are single sided or double sided
- A sign project summary, that includes:
  - Project Name
  - Site Amenities / Facilities (Toilets, parking, BBQ etc)
  - Warnings (Fast Current, Falling limbs, Towed Water Activity etc)
  - Regulations (No Alcohol, No Fires etc)
  - Number of Proposed Signs
  - Types of signs, and how many of each
  - Proposed budget

### Getting Approval

Consideration should be given to whether your particular sign project will require approval through a development application, DA process, Construction Certificate, or possible external approvals from bodies such as Roads and Maritime Services, or Local Land Services. Thought should be given to the time such approvals demand, and what the relevant processes will require.

## Placement of Signs

Siting or placement of signage is generally the matching of need to purpose. In other words the sign type - and its context - will largely influence how and where it is positioned. The particular placement requirements of a walk or bike path trail sign, will be different to the requirements of a Town Directional / Wayfinding sign. However - there are a few overarching guiding principles that need to be considered that can be applied to all signs in this range:

- **Legibility.** The viewing distance of a proposed sign, whether it by vehicle, cyclist or pedestrian, is a critical consideration to placement. How far away will a typical user be when reading / using the sign? And how fast will they be traveling when they interact with the sign?
- **Orientation.** Signs need to be positioned to maximise impact and accessibility, but also to make interaction as easy and efficient as possible.
- **Accessibility.** Signage needs to be positioned at appropriate heights and locations to ensure accessibility to people of different physical capacities, and to avoid visual and/or physical obstructions such as street furniture or overhanging branches.

## Placement Considerations & Context

Position signs free of visual obstructions and in optimum sight lines.

Signs should be positioned to take advantage of key pedestrian/ vehicle traffic flows, and maximise exposure. In particular wayfinding and directional signage should be located at key identified decision making points or nodes to aid navigation.

It's often said that a sign should be sited so as to be **obvious**, but without **dominating** the landscape. This maxim holds true whether in the context of a busy town street or natural parkland or reserve.

Where there are concerns that a new sign's visual impact will be too great, consideration should be given to placing the sign near or around other existing physical features such as trees or vegetation - to lessen the perceived extent of the impact. NOTE: in doing so, care needs to be taken to ensure that the nearby features don't actually impede access to the sign, or obstruct its viewing.

When it comes to safety or advisory signs (or messages) particular attention needs to be given to placement, such that the messages are delivered at an appropriate location (such as a park/reserve entrances). The warnings or advice needs to be observed **before** the user is likely to encounter the obstacle. Reminders or re-enforcement of safety messages can be used further inside parks or reserves as required.

## Placement of Road Signs

Please refer to Roads and Maritime Services (RMS) guide – Installation and Maintenance of Signs - (RTA supplement to Austroads Guides (Guide to Traffic Management) and Australian Standards (AS 1742, 1743 & 2890) for guidance as to the implementation of a standardised system of signage placement relating to freeways, arterial and municipal roads.

### Currently can be found at:

<https://www.rms.nsw.gov.au/business-industry/partners-suppliers/documents/guides-manuals/installation-maintenance-signs.pdf>

### This and other guides can be found at:

<https://www.rms.nsw.gov.au/business-industry/partners-suppliers/document-types/guides-manuals/index.html>



### Preparing Content

Depending on the type of sign being considered, requirements as to preparation of content and readiness of materials will differ.

Hence, the next section will step through the different sign types, and the specific content considerations for each.

### TYPE: Community Facility Entrance



### Specific Content Considerations

- What's the name of the Facility?
- Does the sign require Advisory / Facility Symbols? If so, which symbols are required?
- Does the sign require Warning symbols? If so, which symbols are required?
- Does this sign require Regulatory Symbols? If so, which symbols are required?
- Does the sign require any additional warning information? If so, what is the additional message?
- Does this sign require the standard "Emergency Contact" message.
- Is it single sided or double sided?

**TYPE:** Community Facility Directory

**Specific Content Considerations**



- What's the name of the building or facility?
- Do we have a plan of the building or facility?
- How are the rooms / areas identified, i.e. do rooms have assigned numbers or identifiers?
- Will this sign have to direct users across multiple floors or buildings?

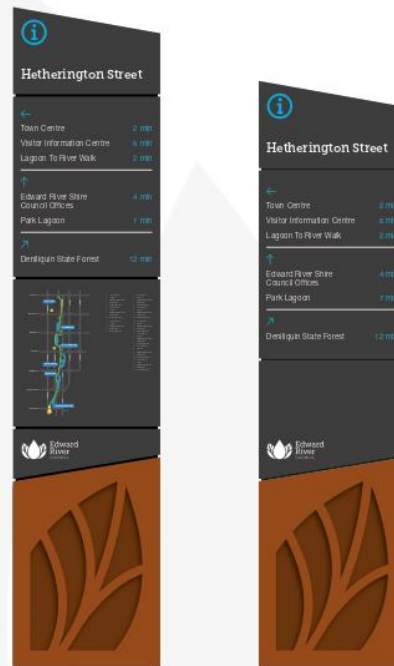
### TYPE: Council Facility Entrance



### Specific Content Considerations

- What's the name of the Council Facility?
- Does this sign require wayfinding directions? Do visitors / users require directions to find where they are headed? If so, a simple map showing location of sign, and the corresponding location of any key locations on site, should be part of your sign plan.
- Are there any Advisory / Warnings that visitors / users need to be aware of before (or while) they enter?
- Is this sign single sided or double sided?

**TYPE:** Town Centre Information



**Specific Content Considerations**

- Where is this sign to be located? What is the street specific Title?
- How many key locations are to be featured? How do we determine which locations are featured? What's the criteria for selection?
- Depending on whether a map is required, Town Centre Directional signs can fit between 5 and 8 locations.
- Do we have established / calculated times for walking distances?
- Is a map required? (is this a PRIMARY location?)
- What landmarks / locations need to be included in the map?
- Is this sign single sided or double sided?

**TYPE:** Walking & Cycle Pathway



**Specific Content Considerations**

- What is the name of the pathway?
- How many key locations are to be featured? How do we determine which locations are featured? What's the criteria for selection?
- Depending on whether a map is required, Walking & Cycle Pathway signs can fit between 4 and 6 locations.
- Do we have established / calculated times for walking distances?
- Is a map required?
- What landmarks / locations need to be included in the map?
- Is this sign single sided or double sided?

**TYPE: Interpretive - Tall**



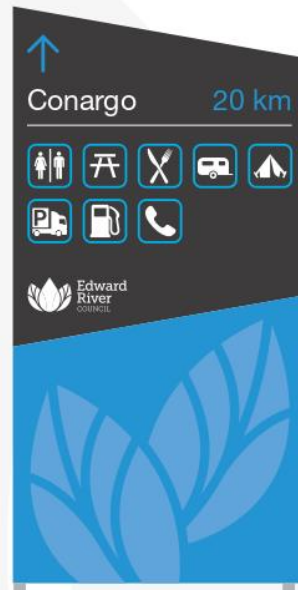
**Specific Content Considerations**

- What's the title of this interpretive sign?
- What's the significance of the person / place / event that we're commemorating?
- What's the most engaging way to tell the story?
- An Interpretive - Tall sign, in standard layout, requires copy of between 130 and 160 words (approximately).
- An Interpretive - Tall sign, in standard layout, requires 1 photo to suit landscape orientation, at a size of 720mm wide x 420mm high (at print resolution of 300 dpi). As a minimum standard, photos should be at least 100 dpi resolution at actual size (100 %).
- Where can we source engaging and impactful photography?
- Is this sign single sided or double sided?
- If it's double sided, is there different information on the other side, or is the same material repeated on both sides?
- Which category does this interpretive information fall into?
  - Heritage / arts / culture
  - Commerce / business / corporate
  - Nature / environmental

**TYPE: Interpretive - Low****Specific Content Considerations**

- What's the title of this interpretive sign?
- What's the significance of the person / place / event that we're commemorating?
- What's the most engaging way to tell the story?
- An Interpretive - Low sign, in standard layout, requires copy of between 210 and 285 words (approximately).
- An Interpretive - Low sign, in standard layout, requires 3 photos to suit landscape orientation, at a size of 380mm wide x 295mm high (at print resolution of 300 dpi). As a minimum standard, photos should be at least 100 dpi resolution at actual size (100 %).
- Where can we source engaging and impactful photography?
- Which category does this interpretive information fall into?
  - Heritage / arts / culture
  - Commerce / business / corporate
  - Nature / environmental

**TYPE:** Roadside Information

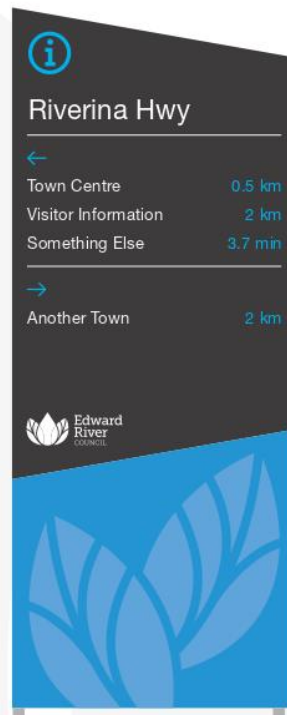


**Specific Content Considerations**

- What is the location / destination / facility that we're directing people to?
- Where will this sign be located, and what is the distance in kilometres from this sign location to the destination?
- What are the facilities / amenities we need to communicate? How many symbols, and what are they?
- A roadside Information sign, in standard layout can accommodate up to 10 symbols.
- Is this sign single sided or double sided?
- If it's double sided, what content will go on the reverse side? (because it obviously can't be the same if it's facing the opposite direction).



**TYPE:** Roadside Directional



**Specific Content Considerations**

- What is the location of this sign, and what is its location specific title? (ie: which road / highway is it situated?)
- How many key locations are to be featured? How do we determine which locations are featured? What's the criteria for selection?
- Roadside Directional signs can fit between 3 and 6 locations.
- Do we have established distances or each destination?
- Map out sign location, and destination locations to establish correct arrow directions for this sign.

**TYPE: Advisory**



**Specific Content Considerations**

- What are the Warning and Regulatory symbols that need to be communicated here? How many are there?
- The Advisory - Tall sign can accommodate up to 10 symbols in total (including text)
- The Advisory - Short sign can accommodate up to 4 symbols in total (including text)
- Both the Tall and Short versions include a standard "Emergency Contact" message. This message is mandatory on Advisory signage.

### TYPE: Advisory Totems



### Specific Content Considerations

- What are the Warning and Regulatory symbols that need to be communicated here? How many are there?
- Both the Advisory Totem - Tall and the Advisory Totem - Short, can accommodate up to 10 symbols in total.
- Consideration should be given as to whether a tall or low sign would best suit the surrounding environment.

## Advisory Symbols

A collection of **Advisory**, **Warning** and **Regulatory** symbols have been developed for use in this signage system.

Use of these symbols will improve communication of both facilities and risks within council facilities, reduce the need for superfluous or redundant signage (making signage more efficient), and generally assist in managing safety and mitigating risk to residents and visitors alike.



Advisory



Warning



Regulatory

Generally, we approach communication of site specific advice by following a hierarchy of information:

### 1. Inform

#### Advisory Symbols

The use of Advisory Symbols helps visitors make informed decisions about how they will enjoy the facilities. Symbols might communicate amenities, such as toilets, drinking water, picnic tables etc.

### 2. Warn

#### Warning Symbols

The use of Warning Symbols is a simple way of communicating the possible hazards associated with a given facility, encouraging visitors to consider risks, and the general safety of themselves and those around them.

### 3. Regulate

#### Regulatory Symbols

Finally, where necessary, we use Regulatory Symbols to inform visitors of any activities or behavior that is expressly forbidden within the facility.

This hierarchy of information (and symbols) helps determine the order and layout of symbols in any given sign.

#### Order of Symbols

1. Advisory



2. Warning



3. Regulatory































**Warning:** Use of this facility may be hazardous. Please take reasonable care for your safety. Please supervise children in your care.

**EMERGENCY NUMBERS:**  
Emergency call: 000  
Edward River Council call: 03 5696 3000 (rep of damage)



Advisory Symbols

												
A01 Toilets	A02 Picnic Table	A03 Picnic Shelter	A04 Food	A05 Caravan Accessible	A06 Camping	A07 Truck Parking	A08 Petrol	A09 Public Phone	A10 Fireplace	A11 Rubbish Bins	A12 Dump Point	A13 Access for people with limited mobility
												
A14 Bike Riding	A15 Boat Ramp	A16 Swimming	A17 Information Bay	A18 Refreshments	A19 Rest Area	A20 Accessible Toilets	A21 Airport	A22 walking Track	A23 First Aid / Hospital	A24 Accommodation	A25 Parking	A26 Drinking Water
												
A27 Lookout	A28 Aboriginal Heritage											

							
W01 Beware Drop Off	W02 Beware Fast Currents	W03 Beware Falling Branches	W04 Towed Water Activity	W05 Supervise Your Children	W06 Beware Falling Trees	W07 Beware Submerged Obstacles	W08 Beware Snakes

										
R01 Dogs must be leashed	R02 Clean up after your dog	R03 No Smoking	R04 No Alcohol	R05 No Cars	R06 No Camping	R07 No Shooting	R08 No Horse Riding	R09 No Fires	R10 No Bike Riding	R10 No Swimming

## 5. Technical Information

### Colour & Material Palette

In order to deliver a clean and consistent signage system, we've used a very minimal colour and material palette.

The colour palette for the signage system has been taken directly from the corporate branding palette of Yellow, Blue, Light Green and Grey.

The use of these colours in the context of signage has been tested against established methods of evaluating contrast between colours, and all combinations meet acceptable levels (see p.36).

The material palette is again restrained. **The Premium Specification** uses only 2K coated 3mm aluminum, and rusted corten steel.

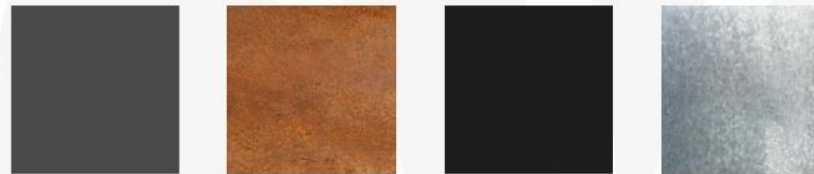
The Alpha Specification uses only 3mm ACM panels, laminated with digitally printed vinyl (with anti-graffiti top laminate) and a partly exposed 2k painted frame. In some limited cases, hot dip galvanised finish is used for frames and posts.

### Colour Palette



Name:	Grey	Blue	Light Green	Yellow
PMS:	Cool Grey 11 C	Process Cyan C	360 C	1365 C
CMYK:	0, 0, 0, 80	100, 0, 0, 0	59, 0, 100, 0	0, 35, 85, 0
RGB:	88, 89, 91	0, 174, 239	117, 192, 68	251, 176, 64
Hex:	#58595b	#00aeef	#75c044	#fbb040
LRV:	9	31	42	57

### Material Palette



2K Painted Aluminium  
(Information Panels)

Rusted Corten Steel  
(Base Panels)

2K Painted Steel  
(Frame)

Galvanised Steel  
(Frame & Posts)

## Typography

In keeping with the minimalist approach to colour and material palettes, the use of Type Faces has been kept to only two: **Museo Slab** for headlines or titles, and **Helvetica Neue LT** (Bold, Roman) for all body copy and information.

**Museo Slab** was chosen because it's consistent with the corporate style guide recommendations, and because it provided important character and personality when used in high impact areas. It is only used where it's size is big enough to offset any loss of legibility.

**Helvetica Neue** was chosen for all information text because it satisfied the established characteristics of highly legible letterforms as used in signage. Namely, the typeface has a high "x-height", and "open counter space" (see illustration right).

x-height relative to total height



Open counter space



Headlines | Titles

Museo Slab (700)

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 OPQRSTUVWXYZ  
 0123456789

Information | Body Copy

Helvetica Neue LT (Bold)

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 0123456789

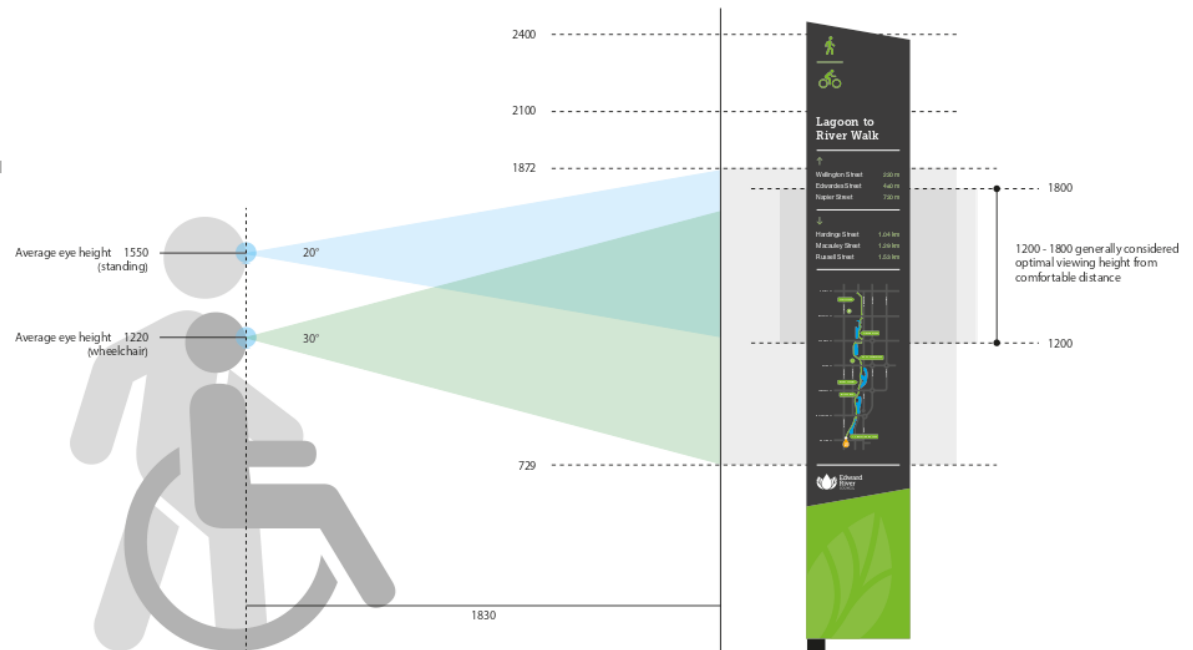
Helvetica Neue LT (Roman)

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 0123456789

### Optimum Viewing Heights

Wherever possible, primary or important information should be placed within the optimum viewing height of 1200mm - 1800mm.

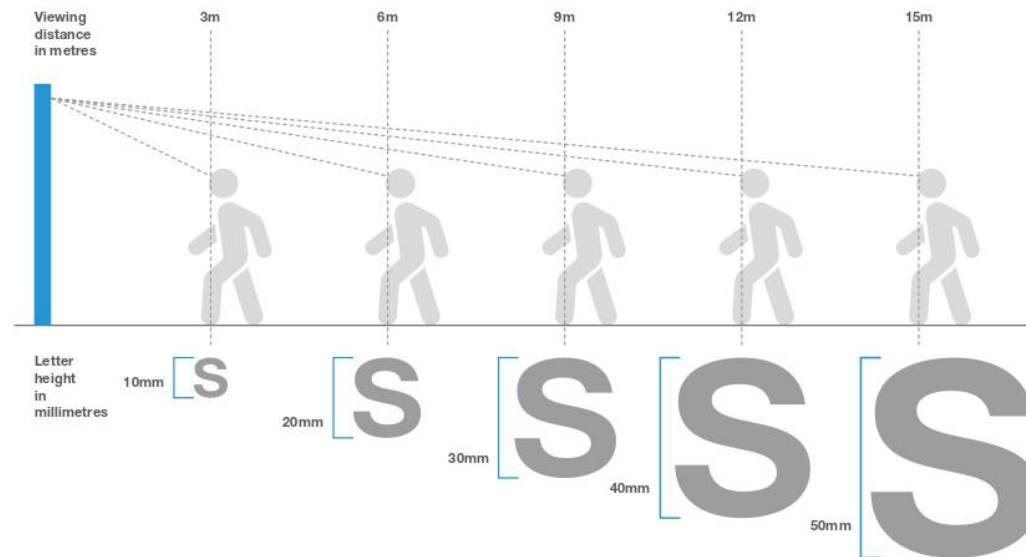
Whilst this will not always be possible, it's helpful to keep this zone in mind when prioritising information. In the example Walkway/Cycle sign shown, priority is given to the directional information, and secondary consideration to the visual map. All content is within the "extended zone" of 729mm - 1872mm.





### Viewing Distance & Text Size

The illustration shown, demonstrates the recommended minimum letter height relative to viewing distances for a person with average eye sight.



### Legibility & Contrast

The Bristol Legible City Wayfinding Project, widely regarded as worlds best practice, did a number of tests relating to legibility and contrast of text used in signage.

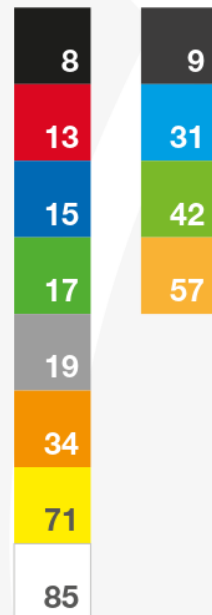
The tests investigated not only the contrast value between colours, but also compared legibility of DARK (text) on LIGHT (background) versus LIGHT (text) on DARK (background).

Their results concluded that LIGHT text on a DARK background was far more readable at a distance. Reinforcing this, the Outdoor Advertising Institute in the United States, confirmed that reverse messages (light on dark) were up to 40% more visible.

The work of Arthur & Passini in their book WAYFINDING: People, Signs & Architecture (1992) investigated the contrast between colours in the context of text and signage. They used the LRV (Light Reflectance Value) of colours to create an equation that measured the value of CONTRAST between two colours. The illustration (right) shows the approximate LRV of a selection of colours, and the equation to calculate the level of contrast - H.

A contrast value (H) greater than 70% is considered acceptable.

Light Reflectance Value (LRV)



Arthur & Passini Equation

$$\left\{ \frac{K1 - K2}{K1} \right\} \times 100 = H$$

K1 = highest colour value  
K2 = lowest colour value  
H = Contrast Value

A contrast value (H) greater than 70 is considered optimal.

Examples

Red square + Black square

**TEXT**

$$\left\{ \frac{13 - 8}{13} \right\} \times 100 = 38.46$$

Unacceptable Contrast

Dark grey square + White square

**TEXT**

$$\left\{ \frac{85 - 9}{85} \right\} \times 100 = 89.41$$

Acceptable Contrast

Black square + Green square

**TEXT**

$$\left\{ \frac{42 - 9}{42} \right\} \times 100 = 78.57$$

Acceptable Contrast

## 6. Specification

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**NOTE:** To be confirmed.



### 9.15 DRAFT EDWARD RIVER COUNCIL TOURISM DEVELOPMENT PLAN 2020-2022

**Author:** Michelle Cobb, Manager Tourism & Economic Development

**Authoriser:** Adam McSwain, General Manager

#### RECOMMENDATION

That Council

1. Exhibit the draft Edward River Council Tourism Development Plan 2020-2022 for a minimum period of 28 days
2. Receive a further report upon completion of the exhibition period
3. Note that the implementation of the Plan will be reliant on Council receiving external grant funding and that projects over and above those achievable through existing recurrent budget funding have not been factored into Council's Long-Term Financial Plan

#### BACKGROUND

The Edward River Council Tourism Development Plan outlines the projects for Edward River Council's Community and Economic Development team (C&ED team) to focus on in the tourism area between 2020-2022 (based off calendar years).

The plan supports and develops the Edward River region's positioning as a year-round destination for Victorian based families through a coordinated and collaborative approach including local government, tourism bodies, industry and the community.

The plan addresses the five pillars of the tourism industry:

- Product experience development
- Brand and marketing
- Visitor servicing
- Industry capacity building
- Events

The tourism development plan is supported by the Visit Deni Marketing Plan for 2020-2022, which is based on Council's \$50,000 annual budget.

#### ISSUE/DISCUSSION

This tourism development plan has been developed for Edward River Council's Community & Economic Development team (C&ED team). It draws together the findings from one-to-one phone meetings with a variety of stakeholders, desktop research and analysis (See Appendices *Stakeholders Consultation/Desktop Review*, *Edward River Tourism 2019 Product Audit*, and *Edward River Council Tourism Development Plan 2020-2022 Gaps Analysis Paper*). Council's Deniliquin Promotions Advisory Committee have reviewed and provided feedback on the draft plan.

The key aims of the plan include:

##### ***Vision***

*The Edward River region is a year-round destination for families.*

##### ***Mission***

*Edward River Council will drive and support the development of the region's product and experience offering and will undertake focused and targeted marketing activities.*

### **Overarching goal**

*Grow overnight visitation of families from regional Victoria by achieving a 3% increase in overnight visitation year-on-year.*

### **Recent Developments**

Edward River Council has delivered the following recent projects and programs to support the visitor economy and attract new visitation:

- New marketing assets: 'Visit Deni' brand, photo and video content, website, visitor guide and Edward River visitation data
- Significant growth in social media engagement
- Television and radio advertising in regional areas including Bendigo, Ballarat and Geelong.
- New tourism products: mountain bike trails and bike hire, water tower mural, and its neighbouring destination playground for toddlers to teens with BMX pump track and picnic facilities, splash park and all access change facilities and the Deniliquin Swim Centre
- Implementation of the first phases of the recent public spaces strategic planning: CBD streetscaping and river foreshore beautification

### **Current tourism statistics**

In the last five years there has been significant growth in visitation across the Edward River region. Statistics show that over 186,000 people travel to Deniliquin and the Edward River Region annually. Over the past five years, Regional Victoria (34.3%) has been the largest source market of domestic visitors to Edward River, followed by Melbourne (28.4%).

According to Destination Riverina Murray the visitor types experiencing the most growth in the Riverina Murray region are:

- Visiting Friends and Relatives (VFR) (currently 34% of overnight visitors to Edward River region)
- Business (19% of overnight visitors to Edward River Region)
- Families with young children (20% of visitors to Riverina Murray)

### **Opportunity for focused growth**

The opportunity for developing tourism across the Edward River Council area is in focused and targeted product/experience development and marketing over the next three years to ensure that Council's resources are used effectively to achieve maximum outcomes.

Over the coming three years Council will focus on growing visitation in the young family market (families with primary-school aged children) from regional Victoria through:

- Product experience development
- Marketing and promotion
- Visitor servicing
- Industry capacity building
- Events

For the last two years, Edward River Council has provided a budget of \$50,000 to undertake marketing and promotional activities to promote Deniliquin and the Edward River region. The budget was put in place to partially replace the Special Rate Variation applied to all commercial and industrial properties (Business Levy), which raised approximately \$80,000 per annum over three years. The tourism development plan is supported by the Visit Deni Marketing Plan for 2020-2022, which is based on Council's \$50,000 annual budget.

### **Tourism Industry Network**

The Deniliquin Promotions Advisory Committee was formed to advise the former Deniliquin Council on how to administer the now-defunct business levy expenditure and matched funding from Destination NSW.

A key recommendation in the Tourism Development Plan is to extend and strengthen Council's relationship and knowledge gathering and sharing with the region's tourism operators by replacing the current promotions advisory with informal but structured Tourism Industry Network. Council's Community and Economic Development Team will facilitate networking functions three times per year to ensure more-inclusive gatherings of a broader range of the tourism industry and will aim to build community, encourage synergies and collaboration with teambuilding activities, short practical hands-on lessons, knowledge sharing, and updates on Council's recent and upcoming tourism and marketing activities.

A pilot networking breakfast was set for Wednesday 13 November 2019 and at the time of writing this report, 25 registrations had been received.

The Deniliquin Promotions Advisory Committee was consulted on this change at a Promotions Committee meeting and via email. To date only one Committee member has provided feedback on the proposal. The feedback wasn't to necessarily continue with the existing Committee but was to ensure that suitable levels of communication and consultation between Council and Tourism operators remained. Officers believe that the approach outlined in the Plan will meet this requirement

### **Events Focus**

The Plan identifies an objective to 'Increase year-round visitation through a balanced portfolio of Council drive, community led and external events'. There are then a number of projects and actions that sit beneath this pillar. The Plan recommends that an additional Events Officer resource will be required to implement the actions within this pillar. Throughout the report it has been made clear that unless external funding is received to fully fund this resource and a required event acquisition budget, then the actions and projects within this pillar will not be implemented.

### **STRATEGIC IMPLICATIONS**

The Edward River Council Tourism Development Plan aligns with Councils Delivery Program and Economic Development Strategy. Marketing and promoting the region provides a significant benefit and return on investment on the funds allocated.

### **COMMUNITY STRATEGIC PLAN**

This report aligns with the vision to make Edward River 'A great place to live' and 'A prosperous and vibrant economy'.

### **FINANCIAL IMPLICATIONS**

The tourism development plan is supported by the Visit Deni Marketing Plan for 2020-2022, which is based on Council's \$50,000 annual budget.

All actions within the Plan will be required to be implemented within Council's recurrent budget. All projects and actions outlined in the Plan have not been costed and are not included in Council's Long-Term Financial Plan.

### **LEGISLATIVE IMPLICATIONS**

Nil

### **ATTACHMENTS**

1. Edward River Council Tourism Development Plan



**Edward River Council  
Tourism Development Plan 2020-2022**



## Executive Summary

This development plan outlines the projects for Edward River Council's Community & Economic Development team (C&ED team) to focus on between 2020-2022.

The plan supports the Edward River regions positioning as a year-round destination for Victorian based families through a coordinated and collaborative approach including local government, industry and the community.

The plan addresses the five pillars of the tourism industry:

- Product experience development
- Brand and marketing
- Visitor servicing
- Industry capacity building
- Events

This tourism development plan is supported by a Visit Deni Marketing Plan for 2020-2022.



### Disclaimer

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## Introduction

This tourism development plan has been developed for Edward River Council's Community & Economic Development team (C&ED team). It draws together the findings from one-to-one phone meetings with a variety of stakeholders, desktop research and analysis (See Appendices *Stakeholders Consultation/Desktop Review*, *Edward River Tourism 2019 Product Audit*, and *Edward River Council Tourism Development Plan 2020-2022 Gaps Analysis Paper*).

## The opportunity

### Recent developments

There are a number of recent tourism developments in the Edward River region:

- New marketing assets: 'Visit Deni' brand, photo and video content, website, visitor guide, Edward River visitation data, and significant growth in social media engagement
- New tourism products: mountain bike trails and bike hire, water tower mural, and its neighbouring destination playground for toddlers to teens with BMX pump track and picnic facilities
- Implementation of first phases of recent public spaces strategic planning: CBD streetscaping and river foreshore beautification

Murray Regional Tourism has a number of region-wide initiatives which Edward River can leverage:

- Seasonal marketing using pillars of key experiences
- Contemporary visitor information servicing/engagement plan
- Events strategy
- Murray River Adventure Trail
- Murray River Road drive route
- Agri and culinary tourism experience development
- Industry and workforce development and Indigenous tourism capacity building

There is now opportunity to leverage these projects to achieve further tourism outcomes.

### Opportunity markets

In the last five years there has been significant growth in visitation across the Edward River region.

According to Destination Riverina Murray the visitor types experiencing the most growth in the Riverina Murray region are:

- Visiting Friends and Relatives (VFR) (currently 34% of overnight visitors to Edward River region)
- Business (19% of overnight visitors to Edward River region)
- Families with young children (20% of visitors to Riverina Murray)

Over the past five years, Regional Victoria (34.3%) has been the largest source market of domestic visitors to Edward River, followed by Melbourne (28.4%).

### Opportunity for focused growth

The opportunity for developing tourism across the Edward River Council area is in focused and targeted product/experience development and marketing over the next three years to ensure that Council's resources are used effectively to achieve maximum outcomes.

Over the coming three years Council will focus on growing visitation in the young family market (families with primary-school aged children) from regional Victoria through new product development and targeted marketing.

## Vision

The Edward River region is a year-round destination for families.

## Mission

Edward River Council will drive, and support development of the region's product and experience offering and will undertake focused and targeted marketing activities.

## Overarching goal

Grow overnight visitation of families from regional Victoria.<sup>1</sup>  
3% increase in overnight visitation year-on-year.

## Objectives

Council will focus on five key pillars:

- Product experience development
- Marketing and promotion
- Visitor servicing
- Industry capacity building
- Events

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<sup>1</sup> Benchmark and ongoing measurement to be established

Action Plan

Pillar	Product experience development	Marketing and Promotions	Visitor servicing	Industry capacity building	Events
<b>Objective</b>	Develop one new tourism product or experience each year.	Increase awareness of the Visit Deni brand through targeted marketing and promotional activities.	Provide and improve face-to-face and online visitor servicing information and experiences.	Increase engagement with local tourism operators through networking, capacity building and collaborative projects.	Increase year-round event visitation through a balanced portfolio of Council drive, community led and external events.
<b>Projects</b>	<ul style="list-style-type: none"> <li>• Business Attraction</li> <li>• Business Growth, Expansion &amp; Diversification</li> <li>• Develop Venue Guide</li> <li>• Revitalise &amp; Activate CBD</li> <li>• Support A Start-Up Culture</li> <li>• Itineraries</li> <li>• Prepare for Grant Funding</li> <li>• Diversify Accommodation Offering</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Focused and Targeted Marketing Plan</li> <li>• Local &amp; VFR Marketing/Seasonal Events Calendar</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Servicing</li> <li>• Build Capability of Visitor Information Centre Volunteers</li> <li>• Recruit new Visitor Information Centre volunteers</li> <li>• Visitor Information Centre Upgrade</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Tourism Industry Network</li> <li>• Tourism Training &amp; Skill Development</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Events Resource</li> <li>• Event Acquisition</li> <li>• Build Event Committee Capability</li> <li>• Grow Community-Led Events</li> <li>• Seasonal Events Calendar</li> <li>• Activate Town Hall &amp; Precinct</li> </ul>
<b>Evaluation</b>	One new tourism product launched each year.	Annual marketing and promotional campaign implemented.	Visitor Information Centre, website and visitor resources are operated to a high standard. Three-year improvement plan developed.	A minimum of two industry events held each year.	Event attendances. Seasonality of event attendances. Visitation statistics. Number of events supported by Council.

## Annual action plans and identified projects

### Ongoing/Annual Projects – 2020 to 2022

Project	Driver and partners
<p>VISITOR SERVICING</p> <p>Develop an efficient visitor servicing model (online and face-face) based on MRT's visitor engagement plan to optimise engagement with visitors at key hotspots, and to maximise stay and spend across the region, such as:</p> <ul style="list-style-type: none"> <li>• Continue to deliver core services:               <ul style="list-style-type: none"> <li>○ Deliver visitor services at VIC 7 days a week</li> <li>○ Maintain tourism website</li> <li>○ Produce updated printed visitor guide every 18 months</li> </ul> </li> <li>• Include maps and itineraries on Visit Deni website.</li> <li>• Presence at events such as at Moomba and the Deni Ute Muster.</li> <li>• Upgrade signage for increased visitor engagement per existing Council strategies.</li> </ul>	<p>C&amp;ED team VIC staff</p>
<p>IMPLEMENT FOCUSED AND TARGETED MARKETING PLAN</p> <p>The marketing plan includes a focused integrated campaign on growing visitation from families from Bendigo and Ballarat. Focusing on this market over the three-year period will allow for a saturation of the market and an enhanced return on investment for the marketing spend.</p>	<p>C&amp;ED team</p>
<p>BUSINESS ATTRACTION</p> <p>Undertake proactive pitching to attract new businesses e.g. destination dining, weekend dining, tour operators.</p>	<p>C&amp;ED team</p>
<p>BUSINESS GROWTH, EXPANSION &amp; DIVERSIFICATION</p> <p>Identify, encourage and support businesses and organisations to attract grants for product development projects. Work with individual operators to identify funding needs and ensure they know when relevant grants are available.</p>	<p>C&amp;ED team</p>

<p>EVENT ACQUISITION*</p> <p>Undertake a proactive approach to event acquisition, with a focus on shoulder and off-peak seasons.</p> <p><i>*Dependent on an additional staff resource: Event Development Officer.</i></p> <p><i>*Staff resource will only be supported if external funding is identified and received to cover all costs</i></p>	<p>Event Development Officer</p>
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DRAFT



## Year One - 2020

Project	Driver and partners
<p>ITINERARIES</p> <p>Develop niche experience trails by bundling product and experiences into itineraries that will appeal to opportunity markets and encourage shoulder and off-peak visitation, such as a three-day itinerary for families.</p>	C&ED team
<p>PREPARE FOR GRANT FUNDING</p> <p>Have shovel-ready projects ready for funding opportunities.</p>	C&ED team
<p>LOCAL &amp; VFR MARKETING</p> <p>Improve monthly events calendar with a quality graphic-designed quarterly/seasonal events calendar process to encourage event listings and VFR visitation.</p>	C&ED team VIC staff Pastoral Times
<p>DEVELOP TOURISM INDUSTRY NETWORK</p> <p>Extend and strengthen Council's relationship, knowledge gathering and sharing with the region's tourism operators, by replacing the current promotions advisory group with informal but structured tourism industry networking events 2-3 times per year.</p> <p>The current Promotions Committee was developed to advise on the now-defunct business levy expenditure. More-inclusive gatherings of a broader range of the tourism industry will aim to build community, and encourage synergies and collaboration with teambuilding activities, short practical hands-on lessons, expert speakers, knowledge sharing, and updates on Council's recent and upcoming tourism and marketing activities.</p> <p>Additionally, establish and administer a local tourism industry Facebook group (online network) to encourage year-round sharing information on events, training opportunities, industry activity and grants opportunities.</p>	C&ED team
<p>VENUE GUIDE</p> <p>Develop a detailed local venue guide to support the attraction of new business and tourism related events.</p>	C&ED team
<p>DENILQUIN VISITOR INFORMATION CENTRE UPGRADE</p>	C&ED team

<p>Develop a plan, budget and business case for the upgrade of the Deniliquin Visitor Information Centre, developing it into a modern co-located centre that is an attraction and anchor tourism product for the region.</p>	<p>VIC staff</p>
<p>DEDICATED EVENTS RESOURCE</p> <p>Develop a business case for a new 'Event Development Officer' position to focus on supporting the growth and development of existing homegrown events and the capacity of their committees, and the attraction of new external events (sport, business/exhibition, and cultural).</p> <p><i>NOTE: *Staff resource will only be supported if external funding is identified and received to cover all costs</i></p>	<p>C&amp;ED team</p>

DRAFT

## Year Two - 2021

Project	Driver and partners
<p>REVITALISE &amp; ACTIVATE</p> <p>Implement placemaking strategies to enliven vacant shop fronts, create pop up activations, and encourage organisations to assist in activation of the CBD to support increased weekend trading and dining.</p>	C&ED team
<p>BUILD CAPABILITY OF VOLUNTEERS</p> <p>Empower and equip VIC volunteers to increase length of stay, visitor expenditure and return visitation for events. This could include such activities as 'sales' training, setting targets to be measured by VIC visitor's data, and celebrating achievements.</p>	VIC staff
<p>BUILD EVENT COMMITTEE CAPABILITY*</p> <p>Implement a program to build the capacity of event managers and sports clubs to host major competitions and events. Similarly, support the capacity building of conference service suppliers using support from the meetinns.com team.</p> <p><i>*Dependent on an additional staff resource: Event Development Officer.</i>  <i>*Staff resource will only be supported if external funding is identified and received to cover all costs</i></p>	Event Development Officer
<p>GROW COMMUNITY-LED EVENTS*</p> <p>Expand existing events, such as:</p> <ul style="list-style-type: none"> <li>Expand Fishing Classic with activities for non-fishing family members e.g. kids' activities, cooking demos, live music (e.g. buskers), and industry events like a fishing expo/conference.</li> <li>Support sports clubs to host events and add on to them to increase attendee spend with e.g. food trucks, paid kids' activities, and night activities (e.g. outdoor movie, live music with bar).</li> </ul> <p><i>*Dependent on an additional staff resource: Event Development Officer.</i>  <i>*Staff resource will only be supported if external funding is identified and received to cover all costs</i></p>	Event Development Officer
<p>DENILIQVIN VISITOR INFORMATION CENTRE UPGRADE</p> <p>Seek funding for upgrade of Deniliquin Visitor Information Centre.</p>	C&ED team

## Year Three - 2022

Project	Driver and partners
<p>DIVERSIFY ACCOMODATION OFFERING</p> <p>Support the development of new accommodation offering. Showcase the Edward River's diverse accommodation. Encourage farm stays, B&amp;B's and glamping opportunities.</p>	C&ED team
<p>RECRUIT NEW VISITORS INFORMATION CENTRE VOLUNTEERS</p> <p>Recruit a minimum of two new volunteers for the Deniliquin Visitor Information Centre.</p>	VIC staff
<p>ACTIVATE TOWN HALL &amp; PRECINCT</p> <p>Proactively activate town hall with events once renovated.</p>	C&ED team
<p>DENILIQVIN VISITOR INFORMATION CENTRE UPGRADE</p> <p>Develop and submit funding application for an upgrade of the Deniliquin Visitor Information Centre.</p>	C&ED team
<p>SUPPORT A START-UP CULTURE</p> <p>Support a start-up culture in-line with Council's existing Investment Attraction Policy.</p>	C&ED team
<p>GROW COMMUNITY-LED EVENTS*</p> <p>Expand existing community-led events.</p> <p><i>*Dependent on an additional staff resource: Event Development Officer.</i>  <i>*Staff resource will only be supported if external funding is identified and received to cover all costs</i></p>	Event Development Officer

## Appendices

1. [Visit Deni Marketing Plan 2020-2021](#)
2. [Edward River Council Tourism Development Plan 2020-2022 Gaps Analysis Paper](#)
3. [Edward River Tourism Product Audit 2019](#)
4. [Stakeholders Consultation/Desktop Review](#)

DRAFT



**9.16 EDWARD RIVER COUNCIL LIBRARY STRATEGY**

**Author:** Michelle Cobb, Manager Tourism & Economic Development

**Authoriser:** Adam McSwain, General Manager

**RECOMMENDATION**

That Council

1. Adopt the draft Edward River Council Library Strategy (Attachment 1)
2. Notify the submission authors of Council's decision
3. Commence the process to establish the Edward River Council Library

**BACKGROUND**

At its meeting on 19 September 2019 Council resolved to exhibit the draft Edward River Council Library Strategy (the Strategy) for a minimum period of 28 days and receive a further report upon completion of the exhibition.

Exhibition of the document has now been completed and it is recommended to Council that it be adopted.

Attachment 1 is the draft Edward River Council Library Strategy.

**ISSUE/DISCUSSION**

The draft Strategy was prepared to review the current Library service delivery and to develop a suite of strategies to implement change to meet community needs and demands.

The draft Strategy was exhibited for a period of 28 days and it was sent to the General Manager, Murray River Council and the NSW State Library for comment. One submission was received from Deniliquin TAFE, and a meeting was held with a staff member from NSW State Library to discuss the strategy. Murray River Council did not respond.

**Key findings**

The key findings from the review included:

- That Council should complete a strategic review of the Central Murray Regional Library Agreement as part of establishing a best value library service delivery model for the community of Edward River. The 2019 agreement is currently on hold pending this review.
- The library is currently named the Central Murray Library, reflecting a past agreement which covered a much larger region. It is recommended Council determine their preferred identity and branding of the library given the recent Council merger, and with respect to the library's location in Deniliquin and in the Edward River LGA.
- There are no para-professional or professionally library qualified staff - there is a need to establish clear and strategically driven leadership including the recruitment of a professionally qualified and experienced Edward River Library Manager or Coordinator.
- The library meets current public library building standards regarding space, location and accessibility but would benefit from some reconfiguration of the floor space; and the establishment of an accessible outdoor area
- Opening hours are adequate but could be considered for reallocation pending further community consultation
- Library collections are to a good standard - including the selection and management of high demand materials; electronic collection materials are very popular, especially eAudio books.

- Usage of library programs are low with many gaps being filled by the local Intereach service - a formalised partnership with Intereach should be considered to maximise program delivery to the community.
- Internal partnerships need to be strengthened with Council's Communications function and external partnerships developed (or re-established) with local schools, Intereach, Yarkuwa and other organisations
- The library website is poor and requires redevelopment.
- The library's communication to the community currently follows established methodology – an electronic and a printed newsletter - but would benefit from a more contemporary approach.
- There is a need to increase community usage of the service and grow library membership
- Outreach services and programming are almost non-existent, except for a homebound service.

### **Strategies for Improvement**

The strategy outlines a range of actions to improve the library offering by:

- Being more visible in the community through outreach programs, a higher media profile and better community signage.
- Preparing a planned approach to the development and delivery of library programs (including regular activities and events) - this will include the development and measurement of programming outcomes (What we will be doing; why we are doing it, how we will deliver it, and when we will deliver it)
- Developing clear, concise and regularly reviewed Memorandums of Understanding with key groups and partners;
- Engaging in more regular dialogue and collaboration with neighbouring library services
- Seeking increased involvement in the greater NSW Public Libraries network - especially for advisory, collaboration and professional development
- Aiming to have a library member in every household
- Having stronger and more constructive collaborations with internal Council departments
- Being Council's 'flagship' for sustainable practice and innovation

### **Submission**

One submission from the librarian from the Deniliquin TAFE Campus was received. This submission offered positive endorsement for the implementation of the draft Strategy.

This feedback included:

- The library needs to be promoted as a safe and inclusive space that welcomes all comers including those who find it difficult to walk through the door
- Supportive of developing more positive partnerships with schools, TAFE, community organisations and businesses
- Opposed to library opening a book shop or coffee shop as it may compete with local businesses
- Supportive of providing spaces for adult learners with flexible hours
- Supportive of developing a Friends of the Library group to develop and promote community events and services.



- Supportive of professional library positions and ongoing professional development for staff.
- Recommending that Library service display a more *can do* attitude

### Meeting with State Library

Council's Community and Economic Development and Library staff met with Ellen Forsyth of NSW State Library. Ms. Forsyth confirmed that the draft Strategy aligns with the NSW State Library's Living Learning Libraries Strategy. Ms. Forsyth was particularly pleased that Council will consider employing a qualified librarian under this strategy which complies with NSW State library policy and guidelines.

Her one concern was that the aim of having a library member in every household is unrealistic. A percentage increase in library membership year on year would be a better measure.

Ms. Forsyth will prepare a full report documenting her observations from her visit and response to the draft Strategy; but this will not be available until February 2020.

### STRATEGIC IMPLICATIONS

This strategy aligns with Council's Combined Delivery Program 2018- 2021 Operational Plan 2019-2020 - 1.1.1.7.7 Operate the Central Murray Regional Library and provide quality library services to the Edward River community.

### COMMUNITY STRATEGIC PLAN

1. A great place to live 1.1, 1.2 and 1.3
1. A region with quality and sustainable infrastructure 4.1
2. A community working together to achieve its potential 5.1. 5.2

### FINANCIAL IMPLICATIONS

The financial implications are unknown but will be ascertained through a thorough review of the library staffing structure and of current and expected marketing programs and community library programs.

### LEGISLATIVE IMPLICATIONS

Nil

### ATTACHMENTS

- |    |       |        |       |         |         |          |
|----|-------|--------|-------|---------|---------|----------|
| 1. | Draft | Edward | River | Council | Library | Strategy |
|----|-------|--------|-------|---------|---------|----------|

## Edward River Council

### Edward River Library Strategy



Prepared by

  
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Final Draft | August 2019

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## Introduction

Libraries have always been at the heart of the communities they serve and are an essential part of creating and maintaining an educated and literate population. But public libraries are at a turning point. The way we access and consume information has changed dramatically in the 21st century, and this presents major challenges and opportunities for public library systems across the world. The advent of new technologies has changed some of our reading habits, but our need for shared, community-centred spaces to find information and connect with others is unlikely to change any time soon. To survive in the digital age and stay relevant, public libraries need to be flexible and innovative, embracing both the physical and virtual.

In recognition of this need to innovate and change to meet community needs and demands, Edward River Council contracted Roger Henshaw Consultancy Services to work with them to review their library's current service delivery and to develop a suite of recommendations moving forward (see Edward River Library Service Review Report).

The following *Library Strategic Plan* provides planned goals, strategies and actions to guide Edward River Library's delivery of its vision for the future.

## Edward River Library: Our Future Scenario

By 2029 Edward River Library will provide inclusive, welcoming and well-designed physical spaces suitable for all users and a range of mobile pop-up and outreach services.

Library membership will be highly sought after, in both virtual and physical form. While still providing traditional and popular lending services (collections), library membership will also open up access to a host of other services including a wide range of relevant and community focused programs and events; meeting rooms; quiet spaces (for study, reading and reflection); outreach services; app and website access (the way you want it); high speed Internet and Wi-Fi; and access to a range of learning resources and support services. Edward River Library aims to have every resident of the Edward River LGA registered as a member by 2029.

The advent of self-help services will continue to evolve but will not negate the need for personalised service from our professional library staff - as a matter of fact community access to staff time, assistance and advice will be our number one focus. Members will be able to book an appointment with a staff member for more detailed assistance, in person or online. Our aim is to be as inclusive as possible - that is, we will welcome everyone and provide a service that creates and maintains a sense of ownership and belonging. We will achieve this through careful design, excellent customer service, good policies and systems, and through seeking community feedback.

Our library spaces will continue to be redesigned, rebuilt and refurbished to ensure they are welcoming, accessible and inclusive. Importantly, they will be eco-friendly and green places. Our library will generate power, capture and recycle rainwater, feature community gardens and an indoor / outdoor pavilion space for users to relax, reflect, study or engage with one another.

Through careful redesign the library will provide a diversity of spaces that meet a wide range of needs - from quiet, contemplative and sensory aware spaces, to active and noisy spaces. The library will be more locally focused and

will regularly engage with our users and community to assess our performance and to gain a better understanding of community needs. This will include input into service and program design.

The library will be highly integrated with other cultural and community services including arts, heritage and Council - providing our members and other users with access to a wider range of services and experiences. The library will continue to develop, provide and expand its range of learning, creative and recreational opportunities within and outside the bounds of the physical library - you will see us everywhere.

## Our Statement of Purpose

*Edward River Library will be a welcoming, relevant, accessible, and inclusive service that will educate, inspire, connect, reach out and engage.*

Our services and programs of the future will be:

1. Accessible
2. Inclusive
3. Welcoming
4. Relevant and current
5. Innovative and creative
6. Community focused – creating a sense of ownership and belonging; and a place that creates opportunity for social connection

The library strategy is underpinned by both Council's *2030 Vision*:

1. A great place to live
2. A prosperous and vibrant economy
3. A valued and enhanced natural environment
4. A region with quality and sustainable infrastructure
5. A community working together to achieve potential

and the strategic directions and community outcomes set out in Council's Community Strategic Plan (*Edward River 2030*) focused on the five key themes of:

- A great place to live;
- A prosperous and vibrant economy;
- A valued and enhanced natural environment;
- A region with quality and sustainable infrastructure; and
- A community working together to achieve its potential.

## Our Workplace

Implementation of this strategy by library staff will be underpinned by Council's Guiding Principles of:

- Equity
- Participation
- Access; and

- Rights

Supported by:

1. Clear and regular communication
2. Support, encouragement and respect
3. A happy and cohesive workplace
4. The provision of welcoming spaces and service for our community; and
5. Responsiveness to changing community needs and expectations

## Our Peak Bodies

Edward River Library is a member of the NSW Public Libraries Association, which is the peak body representing all NSW public library services. Our network encourages and provides us with a collaborative forum and platform for the discussion and evaluation of the challenges and opportunities facing public libraries. Our peak body has and maintains key strategic relationships with the following key organisations and associations:

- State Library of NSW
- Australian Library and Information Association
- Public Libraries Australia

## Deniliquin Community Snapshot

The population of Deniliquin on census night in 2016 was 7,434, with a higher proportion of women (51.8%) than men (48.2%). The median age of 44 was higher than the NSW median of 37. More community members were over seventy (17%) than the state average (11.1%). A high percentage of people in Deniliquin were born in Australia (82.3%) compared to the NSW average percentage (65.5%). A comparatively high number of people identified themselves as Aboriginal and / or Torres Strait Islanders (4.6%) compared to the average for NSW (2.9%). In an age where access to technology is a key requirement for education, work, medical use and social connections, the percentage of dwellings without access to the Internet (25.5%), compared to the NSW percentage (14.7%) is high. This presents significant challenges for the community and places greater importance on providing Internet access in public places. Deniliquin has struggled with relatively high unemployment rates. Unemployment is a challenge for most Australian country towns, but the combination of several factors has hit Deniliquin particularly hard. Some of these factors include:

- changes to water availability, which have had a direct impact on local farmers, related service industries, agricultural output and value-added produce
- closure of the local abattoir
- loss of much of the Red Gum timber industry

## Current State and Future Focus

### Where are we now?

#### Key Review Findings:

- The library meets current public library building standards in regard to space, location and accessibility but would benefit from some reconfiguration of the floor space; and the establishment of an accessible outdoor area
- There are no para-professional or professionally library qualified staff
- Opening hours are adequate but should be considered for expansion or reallocation pending further community consultation
- Outreach services and programming are almost non-existent, with the exception of a homebound service
- There is a need to establish clear and strategically driven leadership i.e. recruitment of a professionally qualified and experienced Edward River Library Manager or Coordinator
- Library collections are to a good standard - including the selection and management of high demand materials; electronic collection materials are very popular, especially eAudio books
- Usage of library programs are low with many gaps being filled by the local Intereach service [<https://www.intereach.com.au/>] - a partnership with Intereach should be considered to maximise program delivery to the community
- Internal partnerships need to be strengthened e.g. with Council Communications and external partnerships developed (or re-established) e.g. with local schools, Intereach
- The current Central Murray Regional Agreement (currently under review) requires more attention, contribution and participation from Murray River Council. There is a need to renew and strengthen regional cooperation and collaboration, however it must provide value to the residents of Edward River.
- A program of ongoing professional development for library staff needs to be developed and funded
- The library website is poor and requires redevelopment

- The library's communication to the community currently follows well established methodology e.g. a printed newsletter but would benefit from a more contemporary approach including the development of a targeted / segmented communication and marketing plan e.g. better use of social media; an updated and interactive website; a library app; eNewsletter (emailed and html website version); and face to face outreach
- There is a need to increased community usage of the service and grow library membership

### Where do we want to be?

In the future the library will:

- Be more visible in the community through outreach programs, a higher media profile and better community signage
- Prepare a planned approach to the development and delivery of library programs (including regular activities and events) - this will include the development and measurement of programming outcomes (What we will be doing; why we are doing it, how we will deliver it, and when we will deliver it)
- Develop clear, concise and regularly reviewed Memorandums of Understanding with key groups and partners
- Engage in more regular dialogue and collaboration with neighbouring library services
- Seek increased involvement in the greater NSW Public Libraries network - especially for advisory, collaboration and professional development
- Aim to have a library member in every household
- Have stronger and more constructive collaborations with Council
- Be Council's 'flagship' for sustainable practice and innovation

### How will we get there?

The library needs to ensure that:

- Service and programs are based on identified community needs and demands; and will better connect the library to the community and, importantly, provide opportunities for the community to connect with each other;
- There is focused community engagement i.e. consultation on the range of services and programs (community input); qualitative measurement and monitoring for ongoing review purposes and reporting; and
- A qualified and experienced library coordinator / manager is recruited to lead the library service into the future

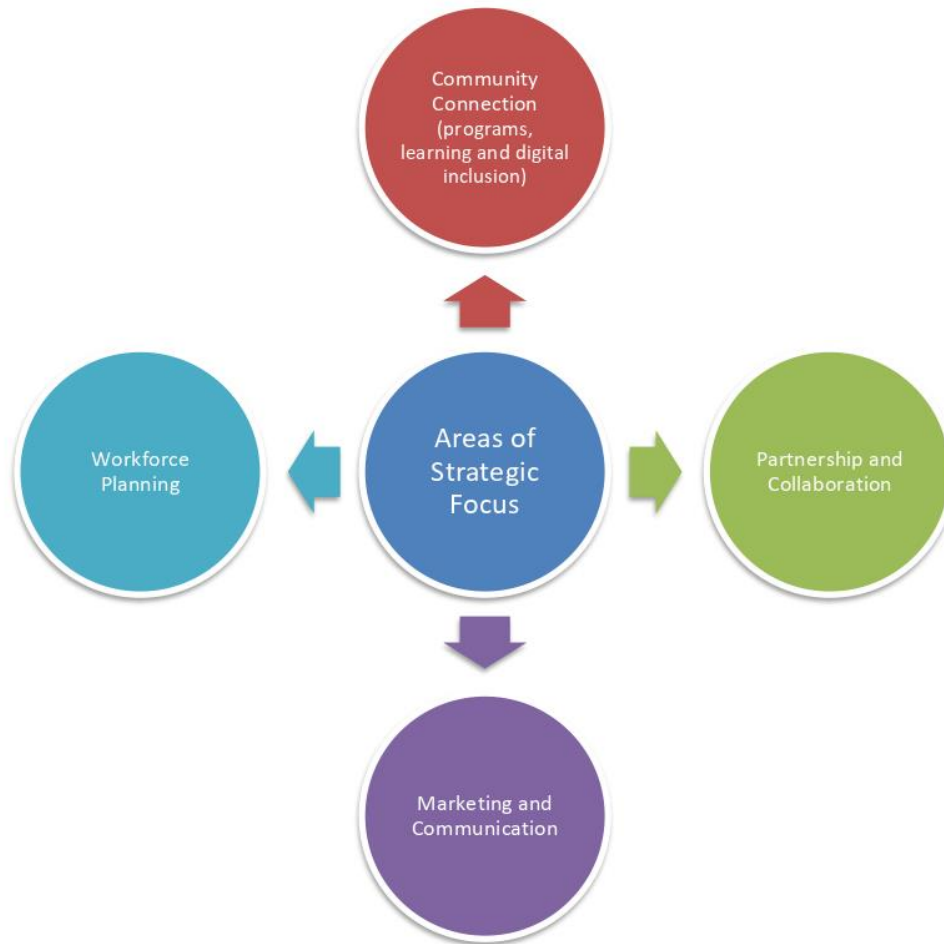
It is recommended that the Library:

- Create and manage a new community learning space e.g. for makerspace activities, lifelong learning programs, meetings, and other activities
- Establish an outdoor / indoor area i.e. redevelop the paved space / BBQ area at the back of the library e.g. the creation of a climate-controlled pavilion
- Develop formal partnerships with local organisations e.g. schools, Intereach etc.
- Renew and strengthen existing partnerships with neighbouring library services i.e. a cooperative and collaborative approach



Our Strategic Context, Direction and Plan

Areas of Strategic Focus



Area of Focus: Community Connection (Programs, Learning and Digital Inclusion)

Context Statement

Libraries belong to the community and are central to it. They are open to all and provide essential services to help local communities thrive. From internet access and homework help, to Storytime and a range of learning and

recreational programs, libraries offer vital resources to address community needs, and they are a place where the community gathers.

The range of services, spaces and programs offered by a modern public library continues to expand and change. Public libraries have gone from being passive providers of information, to places of active learning and connection i.e. places where the community can turn information into knowledge; meet, explore and create. Community programming is an important social connector - serving both recreational and informational purposes. It is vital that future programming meets certain basic criteria i.e. Library programs:

- Foster social wellbeing and connection
- Facilitate lifelong learning, including digital inclusion programming
- Support community education e.g. children's, adult
- Support recreation, local heritage / culture and the arts; and
- Are welcoming and inclusive

Community connection can be facilitated and encouraged both within the library and without i.e. via programs, outreach, marketing and promotion and partnerships. It is also important to have good library design / configuration to create spaces that are conducive to social connection and interaction. Library programming, events and activities also are active supporters and facilitators of community learning and connection. Edward River Library has both the physical potential, space and location to actively encourage new, and maintain existing connections.

Edward River Library currently provides a small range of programs, including regular children's programming. The ongoing development of programming, especially on topics of local interest, author talks etc. will be crucial to the library's ongoing relevance. The phasing in of programming and events budgeting based on clear planning and identified outcomes (that benefit both the individual and the community), would enhance the library service's community offerings and build patronage.

Increasingly, digital technologies are an everyday part of life. People are required to interact with each other, with services and with government online, but not everyone in Edward River has a computer. Others have access to technology, but do not know how to use it, while some people have a basic understanding, but are seeking to improve their skills and discover new technologies. Edward River Library can help bridge the digital divide to ensure that no one is left behind. Technology is changing the ways in which we learn, connect and collaborate. As this change continues, it's vital that everyone has access to the kind of technology that suits them, and a chance to develop their digital skills. Many people want library services to be available 24/7, and effective use of technology is the first step in making this happen. The Library will need to develop its online presence through the website, and by expanding digital services and resources; and continue to explore technologies that support social connectedness.

### Goals

1. Relevant and inclusive, outcomes-based quality programs, events and activities that meet the needs of the community
2. A well designed and configured library that is conducive to, and encourages, social, learning and creative connection
3. A service that is visible, identifiable and reaches out to the community (Outreach)
4. Customer focused and relevant information technology and technology support services

### Strategies

- Community engagement in the design and running of programming
- Development of a multi-purpose activity space
- Development of an outdoor / indoor space
- Investigation and assessment of a library cafe and bookshop
- Investigation and development of a library community outreach program (activities, services, pop-up etc.), including information services to Council, services, activities and programs for schools, and collaborative programs e.g. with Intereach
- Development of a community focused and informed programming plan and schedule (including areas of focus, desired outcomes and performance measures - why, how, when and for whom (target audience)
- Development of a Digital Services and Management Plan
- Build digital equity through the provision of equipment and activities that facilitate skill development amongst otherwise technologically isolated groups in the community.
- Encourage digital creativity through the provision of opportunities for shared learning and skill development in the creative arts using new and emerging technologies.

### Area of Focus: Partnership and Collaboration

#### Context Statement

Creating a range of partnerships is essential if the Library wishes to continue to be relevant and viable into the future. The combining of skills and resources gives partners a greater capacity to deliver agreed upon goals than either party on its own. Partnerships can also be developed with community associations/groups, local schools, volunteers and library supporters and advocates. Internally, the library needs to build and maintain partnership with various areas of Council - especially those focusing on, for example, community development, media, culture, heritage, youth, and the aged; and also, with Council's technology (IT) section.

Edward River Library can help increase its visibility, grow membership and increase the range of service and program offerings through the establishment of formalised, meaningful and practical partnerships. These partnerships need to have benefit for all parties, but in particular for library users and the community as a whole.

Edward River Library is currently a signatory to the Central Murray Regional Library Agreement, that exists between Edward River and Murray River Councils. Edward River Library is also the headquarters of the Central Murray Regional Library. This partnership aims to provide a library service that ensures free access to recreational and educational materials derived from sources representing a range of preferences and views, and to encourage an aware and engaged community. The Central Murray Regional Library Agreement requires strategic review as part of establishing a best value library service delivery model for the community of Edward River.

#### Library Partnership Examples

Partnerships could include:

- Neighbouring libraries (regional partnerships and cooperation)
- NSW Public Library Network (South West Zone)
- Council
- Intereach
- Schools
- Local businesses

It is recommended that a closer, more formalised partnership be developed with Intereach, an agency with complementary objectives and purposes. Libraries and community development agencies are a natural fit, and libraries are increasingly recognising the importance of using community development principles to engage with their communities. See *Programs, Partnerships & Placemaking: A Community Development Framework for the Community-Centred Library*<sup>1</sup> for more information and case studies.

#### Goal

1. Collaborative partnerships that benefit the Library service, its customers, Council and the community
2. A library service delivery model that offers best practice and best value for the community

<sup>1</sup>[http://www.libraries.vic.gov.au/downloads/Margery\\_C\\_Ramsay\\_and\\_Barrett\\_Reid\\_Scholarship\\_Reports/programs\\_partnerships\\_\\_placemaking\\_\\_catherine\\_killmier\\_web.pdf](http://www.libraries.vic.gov.au/downloads/Margery_C_Ramsay_and_Barrett_Reid_Scholarship_Reports/programs_partnerships__placemaking__catherine_killmier_web.pdf)

### Strategies - Goal 1

1. Develop partnership and collaboration guidelines (including guidelines for sponsorship)
2. Formalise existing and potential network relationships through the development of Memorandums of Understanding with key stakeholder groups and organisations, particularly in the education and community sectors e.g. schools, Intereach
3. Investigate and evaluate commercial partners e.g. a cafe, a bookshop
4. Explore partnerships that enhance and / or support the ongoing delivery of Library services and programs e.g. partnerships with commercial enterprises
5. Continue targeted use and support of volunteers

### Strategies - Goal 2.

1. Investigation and development of an alternate service delivery model for the library, which includes:
  - A. Reviewing the existing agreement with Murray River Council (as per the evaluation questions – see attachment 1)
  - B. Assessing service delivery model operation costings (best value) e.g. operating as a stand-alone service

### Specific Actions (Goal 2)

If a decision is made to terminate the existing regional library agreement, the following should occur:

- Consultation with library and relevant Council staff
- Consultation with the community
- Advice from, and consultation with, the State Library of NSW
- (Pending outcome of consultations, costings and advice) - Provision of notice to Murray River Council of intention to terminate regional agreement \*
- Advise the State Library of NSW of outcome

\* Note – the existing agreement has a 12 month notice of termination clause.

### Area of Focus: Marketing and Communication

#### Context Statement

Edward River Library needs to be more visible in the community - this includes the capacity to attract higher levels of usage by current members, to grow membership and to attract non-users. Those who use the library service currently understand the importance of the service and the key role library staff play in enhancing its usage and providing great customer service. To be proactive in communicating library activities, resources, programs and events takes time and commitment (resourcing) and currently the library's ability to actively market itself is limited due to staff face-to-face service delivery commitments. The development of a segmented communication strategy, working within capacity and with the Council media / communication section, will be fundamental to increasing the library's visibility and usage.

Key areas of communication focus include:

- Growing library service visibility (externally and internally)
- Promotion of key activities e.g. programs, collections, membership, access to technology etc.
- Measuring and evaluating communications
- Installation of 'eye catching' directional and informational signage
- Redevelopment of the library's web and social media presence
- Maximising available communication services, including the web, a library app, social media, local media and online marketing tools e.g. online newsletter services
- Establishment of an electronic (html) newsletter
- Community engagement in service and program evaluation and design e.g. through 'Have your say', exit interviews / surveys (after programs etc.) and via a biannual community survey

#### Goal

Targeted and effective marketing and communication strategies that build community recognition, knowledge, and usage of services, programs and facilities

#### Strategies

- Targeted approach to marketing (segmenting communications and promotions)
- Development of an eNewsletter (with reporting functionality)
- Redevelopment of the Library website with alignment to regional website
- Development of strategies and actions for Community Connection and Programming areas i.e. develop a Communication and Engagement Plan for key activities e.g. general promotion, membership, programs and events, community engagement activities etc.
- Partner with the Council media / communications section e.g. utilise expertise, and ensure communication policies and protocols are met etc.

### Area of Focus: Workforce Planning

#### Context Statement

With the role of public libraries changing, in terms of spaces and services, it is important that staff skills change and develop too. As well as excellent customer service and research skills, staff need a high level of technological and digital knowledge; they need the skills to foster partnerships and collaborative opportunities; and they need to be able to offer a range of creative, learning opportunities.

It is therefore critical that staff engage in continuing professional development to keep pace with the constant change libraries are facing. Over time libraries need to ensure that staff skills align with the needs of the community and the services being offered.

Workforce Development Planning includes:

- Understanding of current workforce, and roles and responsibilities
- Identifying the capabilities (competencies), capacity and experiential gaps and challenges
- Forecasting future workforce requirements
- Developing strategies and activities to bridge any identified gaps

#### Goals

1. A staffing structure that supports flexible and adaptable service delivery
2. A culture of learning and growth (staff learning and development)

#### Strategies

1. Research and prepare a *Library Workforce Development Plan* that supports the Library's strategic directions and operations (in consultation with Council's Human Resources team, and with reference to *ALIA Staffing Standards, Guidelines and Remuneration*)
2. Develop a staffing structure that supports flexible and adaptable service delivery, with the appropriate number of skilled staff.
3. Encourage a staff culture of learning and growth that encompasses digital literacy/technology, customer service, community engagement, event management and facilities management

#### Specific Actions:

- Leadership (employment of a Regional Librarian or Deniliquin Librarian)
- Professional development plan
- Recruitment plan
- Restructure

## Attachment 1: Regional Library Management Guide

The following is extracted from *Collaborative Library Service Delivery: A Guide to Regional Library Management Models in NSW*.<sup>2</sup>

The questions you need to ask when considering entering into a cooperative agreement will work as well when deciding if it is appropriate to *leave* the agreement.

1. Rationale
  - What is the issue we are trying to address?
  - What is motivating us to consider collaboration? i.e. better outcomes for the community, cost savings, regional partnerships, focus for elected members
2. Partners
  - Can we build on existing relationships between us and other local governments?
3. Financial implications
  - What will the cost/benefit be?
  - What is the ongoing level of financial and in-kind commitment?
  - What are the transaction costs?
  - What are the costs of joining/exiting?
4. Infrastructure
  - What buildings do we need?
  - What infrastructure is required?
  - What technology is needed? e.g. front and back office systems
5. Assess the contract
  - How easy will it be to work together to define the conditions of the collaborative arrangement?
  - How will we monitor whether the contract (informal or formal) is being followed by all partners?
6. Identify the barriers?
  - Trust levels between local governments, libraries and library staff
  - Differences in location, distance between local government areas
  - Differences in population size (and potential equitable cost sharing)
  - Differences in current and future community needs
  - Current and required resourcing levels
  - Politics (and change in politics over time)
  - Uncertainty of local government boundary changes
  - Difficulty in establishing and maintain the partnership
  - Loss of autonomy
  - Community pressure
7. Identify the benefits
  - For the community
  - For the local government

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<sup>2</sup>[https://www.sl.nsw.gov.au/sites/default/files/regional\\_library\\_models\\_guide.pdf](https://www.sl.nsw.gov.au/sites/default/files/regional_library_models_guide.pdf)



- For staff
  - Financial sustainability of local government
  - Relationships across organisations
  - Future innovation
8. Make the decision
- Engage with stakeholders to make an informed decision and communicate it widely

It is important to evaluate whether the services and the delivery model are meeting community needs and working in an efficient and effective way. Evaluation is important for the following reasons:

**Measuring success**

- Did we quantify the benefits and costs (tangible and intangible)?

**Continuous improvement**

- How could library services be further improved?
- What could be done differently?
- Are there any barriers to implementation?

**Providing evidence for good practice**

- What worked and what didn't work?
- What data needs to be collected to make a judgment about success

**9.17 EDWARD RIVER COUNCIL - DRAFT INVESTMENT ATTRACTION AND EXPANSION POLICY****Author: Michelle Cobb, Manager Tourism & Economic Development****Authoriser: Adam McSwain, General Manager****RECOMMENDATION**

That Council:

1. Adopt the Draft Edward River Council Investment Attraction and Expansion Policy (Attachment 1) and the draft Investment Attraction Assessment Matrix (Attachment 2)
2. Note that the Investment Attraction Assessment Matrix will remain a confidential document for Council to use when assessing applications

**BACKGROUND**

At its meeting on 19 September 2019 Council resolved to exhibit the draft Edward River Council Investment Attraction and Expansion Policy for a minimum period of 28 days and receive a further report upon completion of the exhibition.

**ISSUE/DISCUSSION**

Exhibition of the policy has now been completed and no submissions were received. It is recommended to Council that the Policy and Assessment Matrix be adopted.

Attachment 1 is the draft Edward River Council Investment Attraction and Expansion Policy and Attachment 2 is the draft Investment Attraction Assessment Matrix

**STRATEGIC IMPLICATIONS**

The Investment Attraction and Expansion Policy supports the implementation of the following strategic plans:

- Edward River Council Community Strategic Plan 2018-2030
- Edward River Council Economic Development Strategy 2017-2021
- Riverina Murray Regional Plan 2036

**COMMUNITY STRATEGIC PLAN**

The creation of jobs, retaining and developing a skilled workforce and facilitating business attraction and expansion in the Edward River Region aligns with Edward River Council's community Strategic Plan - Outcome 2 – A prosperous and vibrant economy.

**FINANCIAL IMPLICATIONS**

The financial implications of each application will be assessed and presented to Council on a case by case basis as per the Investment Attraction and Expansion Policy guidelines.

**LEGISLATIVE IMPLICATIONS**

All applications under this policy will be considered with reference to the appropriate legislative framework.

**ATTACHMENTS**

1. Draft Edward River Council Investment Attraction and Expansion Policy
2. Draft Investment Attraction Assessment Matrix - Confidential



## Investment Attraction and Expansion Policy

Council Policy  
Office of the General Manager  
Manager Community and Economic Development

### POLICY SCOPE

This Policy applies to all applications received from businesses seeking assistance and/or financial incentives from Edward River Council.

### POLICY PURPOSE

Edward River Council can play an important role in facilitating business growth and attracting investment into Deniliquin and the Edward River region. Council's continued focus is on the creation of new jobs and economic growth; promoting the Edward River Region as a business and investment location;

The purpose of this policy is to encourage new business investment or significant expansion of existing businesses in the Edward River Council area. It outlines the services available from Council to potential investors, business owners and operators

### POLICY STATEMENT

Council is committed to the creation, retention and development of business and employment opportunities within the Local Government Area and continues to encourage business development

Council can offer incentives to development through various assistance mechanisms and personalised assistance to businesses.

The level of possible incentives available is influenced by the degree of economic, social and environmental benefits which the development will bring to the Local Government Area, and the businesses ongoing and independent sustainability. Any assistance is at the absolute discretion of Council.

### POLICY OBJECTIVES

To assist in the attraction of new business investment and the retention and significant expansion of existing businesses that will:

- Create significant Full Time Equivalent (FTE) new jobs and investment;
- Value-add through enhanced supply chains;
- Generate growth within key strategic industries and locations;
- Demonstrate innovation and environmental sustainability; and
- Diversify and make the local economy more sustainable,

### PROCEDURE

#### General Principles

To be considered for assistance an applicant must demonstrate that the development will provide either significant net economic benefits through employment creation or retention, direct financial benefits to Council through additional income or reduced costs, social benefits through the improvement of community infrastructure (such as roads or recreational facilities) or environmental benefits through reduced greenhouse gas emissions or waste management.

The applicant must also demonstrate to Council that it:

- Has a robust business plan
- Has a strong supplier base and/or economic links in the local area



## Investment Attraction and Expansion Policy

Council Policy  
Office of the General Manager  
Manager Community and Economic Development

- Is financially sound and is sustainable in the medium to long-term
- Can demonstrate a long-term commitment to the region

Retrospective assistance, for developments that have already received planning approval or have commenced, is not available.

### Levels of Assistance

The level of assistance to be offered is dependent on the extent to which any new project meets the Project Benefit Assessment Criteria. Projects may qualify for elements of either the Financial Incentive Program or the Investment Assistance Program or both.

### Investment Incentives and/or Assistance

#### 1. Financial Incentive Program

This assistance is designed for businesses creating significant Full Time Equivalent ("FTE") positions and at the absolute discretion of Council, based on the merit of individual applications.

The range of assistance that may be provided includes, but may not be limited to:

- Waiving or discounting development application fees;
- Deferred payment of developer contributions and/or infrastructure charges and/or headworks
- Free assessment of trade-waste discharge requirements;
- Attractive vendor terms on purchase of Council owned industrial or residential land;
- Discounted sale price on multiple lot purchases of Council owned industrial land;
- Up to fifty percent of rates waived for a period of three years or up to five years in exceptional circumstances; and
- Other financial incentives considered appropriate in the circumstances.

#### 2. Investment Assistance Program

A key point of contact to advise and facilitate:

- Dedicated business assistance officer to act a single point of contact;
- Property location assistance;
- Guided familiarisation tour;
- Statutory planning including rezoning and subdivision;
- Council infrastructure requirements;
- Health and building assessments;
- Natural resources management;
- Compliance and local laws advice;
- Waste and wastewater management;
- Opportunity to present details of the project to Councillors and Council employees;
- Meetings with key State and Federal government departments;
- Contacts with key utility providers, property and employment agencies and business networks;
- Provision of relevant documentation and reports including regional and site-specific maps, plans and strategies; and
- Assistance with funding applications excluding Council-provided grants.



## Investment Attraction and Expansion Policy

Council Policy  
Office of the General Manager  
Manager Community and Economic Development

Businesses may be eligible for an investment incentive for a period of up to three years or five years in exceptional circumstances.

### Application and Assessment Process

Applications for direct financial assistance through Council's Financial Incentive Program Scheme are to be made formally through an application process. Projects will undergo a rigorous assessment to ensure only eligible projects that will provide a net economic and community benefit to the Edward River Council are assisted.

### Criteria

The following criteria will be evaluated by Council and must be addressed in the application and supported by a robust business case:

- The nature of the business;
- Employment generation (FTE jobs);
- Growth potential of the business;
- Level of capital investment;
- A strong supply base or economic links in the local area;
- Financial stability - the business is sustainable in the medium to long term;
- Demonstrates a long-term commitment to the region
- Timing for development;
- Environmental impacts of the development; and
- Evidence of experience in or completion of similar developments; and
- The potential for economic diversification in the LGA

All applications are referred to the Manager Community and Economic Development assessed as follows:

- Applications are assessed by a panel consisting Manager Economic Development, Manager Environmental Service and Manager Engineering and Assets; and determined by Council after considering a recommendation from the Executive Management Team.
- Applications are ranked using a quantitative and qualitative ranking matrix developed for this purpose.
- Each application is assigned a score based on the degree of economic, direct financial, social, and environmental benefit.

Any business considered eligible for the receipt of assistance is required to enter into a funding agreement with Council which commits the business to agreed targets relating to the benefits to be derived. Prior to the assistance being provided, the recipient is required to provide evidence that the targets have been met.

Generally, Council discloses any special development assistance provided to a developer after negotiations have concluded and Council has made its final decision.

However, where the developer has submitted a written request that information relating to development assistance remain confidential due to reasons of "Commercial in Confidence", a special resolution of Council is required to withhold such information.

This procedure is to be used as a guideline for all staff and management when dealing with new business and businesses looking to expand. Enquiries are to be referred to the

**Investment Attraction and Expansion Policy**

Council Policy  
Office of the General Manager  
Manager Community and Economic Development

Manager Community and Economic Development who will coordinate the implementation of the policy.

**RELATED COUNCIL DOCUMENTS**

Edward River Council Community Strategic Plan  
Edward River Council Economic Development Strategic Plan  
Riverina Murray Regional Plan 2036

**LEGISLATION AND REGULATIONS**

*NSW Local Government Act 1993*



## Investment Attraction and Expansion Policy

Council Policy  
Office of the General Manager  
Manager Community and Economic Development

Business Department	Office of the General Manager
Responsible Officer	Manager Community and Economic Development
Doc ID	
Policy Review Date	Within 12 months of Local Government election.
Relevant Legislation	NSW Local Government Act 1993
Related policies, procedures, & protocols	Edward River Council Community Strategic Plan 2018-2030 Edward River Council Economic Development Strategy 2017-2021 Riverina Murray Regional Plan 2036

### POLICY HISTORY AND VERSION CONTROL

Version	Date Changed/Adopted	Modified by	Description of Change
1	14/08/2019	Michelle Cobb	Draft Policy Developed
2			

**9.18 STRONGER COMMUNITIES FUND - MAJOR PROJECTS PROGRAM AND THE STRONGER COMMUNITIES PROGRAM - NOVEMBER 2019 PROGRESS REPORT****Author:** Michelle Siena, Project Coordinator**Authoriser:** Oliver McNulty, Director Infrastructure**RECOMMENDATION**

That Council note the Major Projects Program from various funding sources - Progress Report for November 2019.

**BACKGROUND**

The Stronger Communities Fund was established by the NSW Government to provide newly merged Councils with funding to spend on priority community initiatives.

Edward River Council received \$10 million in the original funding allocation. An amount of \$1.4 million was allocated to various community groups for projects under the Community Grants Program. The remaining \$8.6 million has been allocated for the Major Project Program. In addition to the original funding allocation a further \$3,390,000 has been received for Round 2. All projects adopted by the Stronger Communities Fund Assessment Panel are as follows:

<b>Project – Stronger Communities Fund (Original)</b>	<b>Grant Amount</b>
Deniliquin Swim Centre Revitalisation	\$880,000
Community Masterplans & Initial Works	\$2,105,000
Deniliquin Regional Sports & Entertainment Stadium Extension	\$540,000
Blighty Community Netball & Tennis Facility	\$550,000
Deniliquin Children's Centre Extension	\$500,000
Deniliquin Netball Facility Improvement Works	\$320,000
Rural Villages Beautification Project	\$300,000
Beach to Beach Walk Connectivity Improvements	\$300,000
Deniliquin Community Facility Refurbishments	\$165,000
Urban Road Infrastructure Program	\$2,390,000
Deniliquin Airport Heritage Centre Development	\$50,000
Unallocated Funding for New Council	\$500,000
<b>Total</b>	<b>\$8,600,000</b>

<b>Project – Stronger Communities Fund (Round 2)</b>	<b>Grant Amount</b>
Cressy Street CBD	\$1,200,000
Riverfront Enhancement	\$700,000
Waring Gardens Upgrade	\$640,000
Lagoon Walk Road Treatments	\$250,000
Truck Stop	\$400,000
Peppin Heritage / Visitor Centre Upgrade	\$200,000
Deniliquin Ute Muster	\$600,000
<b>Total</b>	<b>\$3,990,000</b>

Edward River Council also has been allocated funding from the Stronger Country Communities Program Round One to a total value of \$1,269,841 these are detailed below.



In addition to these a further allocation in Round Two of the Stronger Country Communities program of \$3.3 million has also been approved and is also detailed below.

<b>Project – Stronger Country Communities (Round 1)</b>	<b>Grant Amount</b>
Scott's Park – A destination Playground	\$676,620
Deniliquin Swim Centre – All Abilities Facilities	\$295,796
Lagoons to River Walk	\$297,425
<b>Total</b>	<b>\$1,269,841</b>

<b>Project – Stronger Country Communities (Round 2)</b>	<b>Grant Amount</b>
The Deniliquin Town Hall	\$1,315,170
Deni Central Streetscape (Napier Street)	\$401,500
Deniliquin Memorial Park	\$786,000
Deniliquin RAMS Facility Upgrades	\$559,000
Deni Lawn Tennis Club	\$198,910
Deni Golf Club	\$111,170
<b>Total</b>	<b>\$3,371,750</b>

The Federal Government released additional funding under the Murray Darling Basin Regional Economic Diversification Funding programme to Council in February 2019 for the following projects:

<b>Murray Darling Basin Regional Economic Diversification Funding</b>	<b>Grant Amount</b>
Deniliquin Industrial Park Road Works	\$350,000
Crossing Café and Peppin Heritage Centre Revitalisation	\$300,000
Rotary Park Earthworks	\$100,000
<b>Total</b>	<b>\$750,000</b>

The Commonwealth has released additional funding through the Department of Infrastructure, Regional Development and Cities 'Our Region Our River' Regional Growth Fund, Edward River Council has been allocated funding of \$1,673,080 for the following Projects:

<b>Regional Growth Fund</b>	<b>Grant Amount</b>
Riverfront Revitalisation	\$550,000
CBD Revitalisation	\$1,123,080
<b>Total</b>	<b>\$1,673,080</b>

The Commonwealth has approved funding under the Drought Communities Programme (DCP) Extension. Edward River Council has been allocated \$1,000,000 for the following projects:

<b>Drought Communities Program</b>	<b>Grant Amount</b>
Drought Support Officer	\$100,000
Tourism Marketing Program (still to be approved by funding body)	\$50,000
CBD Painting (still to be approved by funding body)	\$150,000
Town Entrance - Crispe Street	\$150,000
Town Entrance - Davidson Street	\$200,000
Road Upgrades - Harfleur and Wyatt Street	\$100,000
Booorooban Lay-By (still to be approved by funding body)	\$200,000
<b>Total</b>	<b>\$1,000,000</b>

A project summary update report for all programs for November 2019 is attached to this report.

**COMMUNITY STRATEGIC PLAN**

This report aligns with outcome 1 – *A great place to live* and outcome 4 – *A region with quality and sustainable infrastructure* of the Community Strategic plan

**FINANCIAL IMPLICATIONS**

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

**LEGISLATIVE IMPLICATIONS**

Council must ensure that these projects are completed within the timeframes set out within the funding agreements.

**ATTACHMENTS**

1. **Major Projects Summary**

Stronger Community Grants - Summary Report - November 2019						No	
Time, Cost & Quality						Task/Activity – Completed ✓ or Progressing - on Time, Cost and Quality	25
Time, Cost & Quality						Task/Activity – Progressing - requires monitoring and or action to minimise risk of not meeting performance targets	17
Time, Cost & Quality						Task/Activity – Stalled/Stopped - High Risk or will not meet Performance Target.	
Time, Cost & Quality						Task/Activity- Pending - is currently on hold or pending approval	2
						<b>Total</b>	<b>44</b>
Project Phase							
Project Description	Initiation and Communication	Design, Documentation and Approvals	Quotes and Tendering	Delivery and Handover	Code	Comments/Milestones	
STRONGER COMMUNITIES GRANT FUNDING (ORIGINAL)							
Blighty Community Netball and Tennis Facility <b>\$550,000</b>	Complete	Complete	Complete	In Progress	✓	<ul style="list-style-type: none"> <li>Completed.</li> <li>Final review and reconciliation to be completed.</li> </ul>	
Unallocated Funds <b>\$500,000</b> plus Interest earned on investment approx. <b>\$700,000 (~ total \$1,200,000)</b>	Completed	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>\$310,260 allocated towards Napier Street.</li> <li>\$142,000 allocated to Swim Revitalisation Centre</li> <li>\$110,000 allocated to Swim Centre – All Abilities Centre</li> <li>\$3,500 allocated to the Boat Club (Total \$53,000)</li> <li>\$10,000 allocated to South West Music</li> <li>\$395,000 allocated to Regional Sports &amp; Entertainment (Total \$935,000)</li> <li>\$970,960 Total Allocation (Balance to be reallocated)</li> </ul>	
Regional Sports & Entertainment Stadium Extension <b>\$540,000 + \$395,000</b> (Unallocated Funding)	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Council attending fortnightly meetings with external group.</li> <li>Project on track to be completed in Feb 2020</li> </ul>	
Children’s Centre Extension <b>\$500,000</b>	Complete	Complete	Complete	Complete	✓	<ul style="list-style-type: none"> <li>Completed</li> <li>Project review and report is yet to be undertaken.</li> </ul>	
Netball Facility Improvements							
Deniliquin Netball Assoc <b>\$160,000 + \$30,000</b> (Crown Lands Grant)	Complete	Complete	In progress	Pending		<ul style="list-style-type: none"> <li>Initial estimate received for work these are being reviewed.</li> </ul>	
Deniliquin RAMS	Complete	Complete	Complete	Complete	✓		

<b>\$160,000</b>						<ul style="list-style-type: none"> <li>Completed</li> </ul>
Swim Centre Revitalisation- <b>\$880,000 + \$142,000</b> (from unallocated funds)	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>All construction works are completed.</li> <li>Minor rectifications work to be completed.</li> </ul>
Rural Village Beautification <b>\$300,000</b> 1) Blighty 2) Booroorban 3) Conargo 4) Mayrung 5) Pretty Pine 6) Wanganella	Complete	Complete	Complete	In Progress		<ol style="list-style-type: none"> <li>Works to be completed by end of November.</li> <li>Works completed</li> <li>Works completed</li> <li>Works completed</li> <li>Works completed</li> <li>Works completed</li> </ol>
Community Plans and Initial Works <b>\$2,105,000</b> 1) Riverfront Masterplans and Initial Works <b>\$750,000 + \$700,000 + (Stronger Communities Round 2) \$550,000</b> (Regional Growth Fund) 2) Napier Street (CBD) <b>\$750,000 + \$400,000</b> (Stronger Country Communities Round 2) + <b>\$100,000</b> (Council contribution) + <b>\$310,260</b> (unallocated funds) 3) Water Tower Project <b>\$36,500</b> 4) Town Hall Revitalisation <b>\$485,500 + \$1,315,170</b> (Stronger Country Communities Round 2) 5) Memorial Park Masterplan <b>\$50,000</b> 6) Recreation Strategy <b>\$50,000</b>	Complete Complete Complete Complete Complete Complete Complete	In Progress Complete Complete Complete In Progress Complete Complete	In Progress Complete Complete Complete Pending Complete Complete	Pending Complete Complete In Progress Pending Complete In Progress		<ol style="list-style-type: none"> <li>Masterplan Complete, Project Manager appointed, RQ sent for Engagement of Civil Designer</li> <li>Project Complete</li> <li>Project Complete</li> <li>Development Application submitted and Funding application for Stage 3 submitted</li> <li>Draft Plan adopted by Council</li> <li>Presented to Council for November meeting</li> </ol>
Beach to Beach Walk Connectivity Improvements <b>\$300,000</b>						
1) McLean's Beach Pathway	Complete	Complete	Complete	In Progress		<ol style="list-style-type: none"> <li>Site handed over, works commenced in site, due to be completed in December.</li> </ol>

2) Island Sanctuary Lower Bridge	Complete	Complete	Complete	In Progress		2) DPI approval received. Murray Constructions to commence and complete the work in December.
3) Improved access and bridge works Island Sanctuary	Complete	Complete	In Progress	Pending		3.1 Works for removal of bridge to commence and be completed December. 3.2 Contract for design of entrance has been awarded and draft design received, community consultation and tender in the New Year.
<b>Community Facilities Refurbishments \$165,000</b>						
1) Scout Hall	Complete	Complete	Complete	Complete	✓	• Completed
2) Deni Boat Club	Complete	Complete	Complete	Complete		
<b>Urban Road Infrastructure Program- \$2,390,000</b>	Complete	Complete	In Progress	Pending		<ul style="list-style-type: none"> <li>• Crispe Street Road remedial works to be completed in November, trees to be planted Autumn 2020</li> <li>• Victoria Street to commence Jan 2020</li> <li>• Wood Street has commenced</li> <li>• Harfleur and Hardinge Street complete,</li> <li>• Harfleur Street and Napier Street complete</li> <li>• Application made to Funding body for extension of grant funding timeline</li> </ul>
<b>Airport Heritage Program \$50,000</b>	Complete	Complete	Complete	Complete	✓	• Completed
<b>Stronger Community Grant Funding (Original) - Sub-Total \$8,600,000</b>						

<b>STRONGER COMMUNITIES GRANT FUNDING (ROUND 2)</b>						
<b>Cressy Street CBD Redevelopment-\$1,200,000 + \$1,123,080 (Regional Growth Fund)</b>	In Progress	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>• Project Management Plans drafted, including Communication and Risk management plans</li> <li>• Landscape designs completed late October</li> <li>• Civil Designs awarded Application made to Funding body for extension of grant funding timeline</li> <li>• Tenders to be requested December 2019</li> </ul>
<b>Riverfront Enhancement \$750,000 + \$550,000 (Regional Growth Fund) + \$750,000 (Stronger Communities Original)</b>	Complete	In Progress	In Progress	Pending		<ul style="list-style-type: none"> <li>• Tender request for major works close November 2019</li> <li>• Application made to Funding body for extension of grant funding timeline</li> </ul>

Waring Gardens Upgrade <b>\$640,000</b>	In Progress	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>• Civils commenced Tender December 2019</li> <li>• Application made to Funding body for extension of grant funding timeline</li> </ul>
Lagoon Walk Road Treatments <b>\$250,000</b>	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>• Wearing Course to be replaced with Asphalt. Works commencing end of November.</li> </ul>
Truck Stop Strategic Plan <b>\$10,000</b>	Pending	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>• Application made to Funding body for extension of grant funding timeline</li> <li>• Funding to be reallocated to project once approval received from funding body for project reallocation from Truck Stop and extension of time</li> </ul>
Town Hall and Estates Building Redevelopment <b>\$390,000</b>	Pending	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>• Application made to Funding body for extension of grant funding timeline</li> <li>• Funding to be reallocated to project once approval received from funding body for project reallocation from Truck Stop and extension of time</li> </ul>
Crossing Café and Peppin Heritage Centre Revitalisation <b>\$200,000 + \$300,000</b> (Murray Darling Bain Regional Economic Diversification Program) + <b>\$200,000</b> (Stronger Communities Round 2) + <b>\$100,000</b> (Capital Works)	Complete	In Progress	In Progress	Pending		<ul style="list-style-type: none"> <li>• Preliminary design received from Noel Thompson</li> <li>• Working with lessee on final designs</li> <li>• Application made to Funding body for extension of grant funding timeline</li> </ul>
Deniliquin Ute Muster – Café Facility <b>\$600,000</b>	Pending	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>• To be managed fully by the Deni Play on the Plains</li> </ul>
<b>Stronger Communities Grant Funding (Round 2) – Sub-Total \$3,390,000</b>						

<b>REGIONAL GROWTH FUND</b>						
Riverfront Revitalisation <b>\$550,000 + \$750,000</b> (Stronger Communities Original), + <b>\$700,000</b> (Stronger Communities Round 3)	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>• As noted above.</li> </ul>
CBD Revitalisation <b>\$1,123,080 + \$1,200,000</b> (Stronger Communities Fund)	In Progress	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>• As noted above.</li> </ul>
<b>Regional Growth Fund – Sub-Total \$1,673,080</b>						

<b>MURRAY DARLING BASIN REGIONAL ECONOMIC DIVERSIFICATION FUNDING</b>						
Deniliquin industrial Park Road Works <b>\$350,000</b>	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>• Works currently progressing.</li> <li>• Works will be complete November 2019</li> </ul>

Crossing Café and Peppin Heritage Centre Revitalisation <b>\$300,000 + \$200,000</b> (Stronger Communities Round 2) + <b>\$100,000</b> (Capital Works)	Complete	In Progress	In Progress	Pending		• As noted above
Rotary Park Earthworks <b>\$100,000</b>	Complete	Complete	Complete	Complete	✓	• Completed
<b>Murray Darling Basin Regional Economic Diversification Funding – Sub-Total \$750,000</b>						

<b>STRONGER COUNTRY COMMUNITIES GRANT FUNDING (ROUND 1)</b>						
Scott's Park – A Destination Program <b>\$676,620</b>	Complete	Complete	Complete	Complete	✓	• Project complete.
Swim Centre – All Abilities Centre- <b>\$295,796 + \$110,000</b> (Unallocated Funding)	Complete	Complete	Complete	In Progress	✓	• Project complete
Lagoons to River Walk <b>\$297,425</b>	Complete	Complete	Complete	Complete	✓	• Project complete.
<b>Stronger Country Communities Grant Funding (Round 1) - Sub-Total \$1,269,841</b>						

<b>STRONGER COUNTRY COMMUNITIES GRANT FUNDING (ROUND 2)</b>						
Deniliquin Town Hall & Arts & Cultural Precinct <b>\$1,315,170 + \$438,500</b> (Stronger Communities Grant Funding Original)	Complete	In Progress	Pending	Pending		• See note above.
Napier Street Redevelopment <b>\$400,000 + \$750,000</b> (Stronger Country Communities Original) + <b>\$100,000</b> (Council contribution) + <b>\$310,260</b> (unallocated funds)	Complete	Complete	Complete	Complete	✓	• Works complete.
Memorial Park <b>\$786,000</b>	In Progress	In Progress	Pending	Pending		• Draft Project Management Plan completed. • Application made to Funding body for extension of grant funding timeline.
RAMS Facility <b>\$559,000.</b>	In Progress	In Progress	Pending	Pending		• Tenders received and report to November Council meeting
Deniliquin Lawn Tennis <b>\$198,910</b>	In Progress	Pending	Pending	Pending		• Council have provided the tennis club the final agreement for signature. Works to take place after Easter 2020.
Deniliquin Golf Club <b>\$111,170</b>	In Progress	Pending	Pending	Pending		• RFT closed 30/09/2019.
<b>Stronger Country Communities Grant Funding (Round 2) – Sub-Total \$3,371,750</b>						

DROUGHT COMMUNITIES PROGRAMME FUNDING						
Drought Support Officer and Drought Event Initiatives <b>\$100,000</b>	Complete	Complete	Complete	In Progress	Green	<ul style="list-style-type: none"> <li>Airlie Landale appointed.</li> <li>3 events completed successfully</li> </ul>
Tourism Marketing Program <b>\$50,000</b>	Complete	Complete	In Progress	In Progress	Green	<ul style="list-style-type: none"> <li>Digital campaign currently being implemented</li> <li>Tourism marketing materials being purchased</li> <li>Bendigo campaign will start at end of October</li> </ul>
CBD Painting Program <b>\$150,000</b>	Complete	Complete	In Progress	In Progress	Yellow	<ul style="list-style-type: none"> <li>All Contractors appointed, painting has commenced, signage to follow, applicants' contracts returned.</li> </ul>
Town Entrance – Crispe Street <b>\$200,000</b>	Complete	Complete	Complete	Pending	Yellow	<ul style="list-style-type: none"> <li>Irrigation pump and backbone main installed</li> <li>Contractors engaged and landscaping commenced on site</li> <li>Irrigation complete early January 2020</li> <li>Tree planting Autumn 2020</li> </ul>
Town Entrance – Davidson Street <b>\$100,000</b>	Complete	Complete	Complete	Pending	Green	<ul style="list-style-type: none"> <li>Contractor engaged</li> <li>Contract within project budget.</li> <li>Works commenced</li> <li>Additional landscaping and irrigation to be completed</li> </ul>
Road Upgrades – Harfleur and Wyatt Street <b>\$200,000</b>	Complete	Complete	Complete	Pending	Green	<ul style="list-style-type: none"> <li>Works complete</li> </ul>
Boorooban Heavy Vehicle Lay-by <b>\$200,000 + \$50,000</b> (Council)	Complete	Complete	In Progress	Pending	Yellow	<ul style="list-style-type: none"> <li>Design layout agreed with RMS and Council.</li> <li>Agreement by hotel to restrict exit onto highway to achieve sight distance.</li> <li>Plans complete and tenders requested.</li> </ul>
<b>Drought Communities Programme Funding – Sub-Total \$1,000,000</b>						

PROJECT SUMMARY NOTES
<p>Summary, most projects are progressing well with only a few highlighted in <b>Red</b> that will require stringent management and action to bring them under control.</p> <p>The projects in <b>Yellow</b> will need attention to detail to ensure that they progress to the agreed Time, Quality &amp; Cost outcomes.</p> <p>Other challenges that face council staff and project delivery is access to quality project managers that will be required to complete all Stronger Community grants by the agreed timelines. Staff are currently in discussion with managers to source the required resources. All costs will be recovered as part of the project delivery costs. Existing council staff and contractors are working extremely well in keeping most projects on Time, Cost and Quality.</p>





### 9.19 RMS ROAD MAINTENANCE COUNCIL CONTRACT

**Author:** Mark Dalzell, Manager Engineering Assets

**Authoriser:** Oliver McNulty, Director Infrastructure

#### RECOMMENDATION

That Council:

1. Provide a response to Roads and Maritime Services regarding changes to the Road Maintenance Council Contract through a submission from RAMJO on behalf of all its member councils; and
2. Further discuss with RAMJO the opportunity for RAMJO to manage the Road Maintenance Council Contract on behalf of its member councils

#### BACKGROUND

Council currently has a contract with Roads and Maritime Services (RMS) for the maintenance of sections of the state highway network. This contract is known as the Road Maintenance Council Contract (RMCC) and includes the following activities:

- Regular fortnightly inspections of the network, as well as additional inspections when requested by RMS;
- Maintenance of the road network and associated structures, including pot hole repairs, crack sealing, culvert repairs and sign maintenance;
- Maintaining and servicing the rest areas along Davidson Street, at the Truckalysers bay, and at the intersection of Cobb Highway and Saleyards Road. It is noted that the 'Ute on the Pole' rest area is not included in RMCC; and
- Capital renewal works, known as ordered works, such as heavy patching and road reconstruction.

The area that Edward River Council manages is the former Deniliquin Council local government area and includes approximately 26km of road. This reflects the fact that the former Conargo Shire Council was not part of the RMCC. Council staff have discussed increasing the area of the RMCC to the Edward River Council boundaries with RMS, however, RMS are not supportive of this idea.

The existing contract, which is a yearly periodic contract, ends on 30 June 2020 and RMS are looking at commencing a new contract on 1 March 2020. The nominal value of RMCC is \$250,000 to \$300,000 per annum, based on the amount of heavy patching work that is undertaken.

#### PROPOSED CHANGES TO THE CONTRACT

As part of the new contract RMS are looking at implementing several changes to the existing contract. It is important to note that the RMCC is a contract with RMS being the principal and Council being the contractor. It is also noted that RMS run approximately 70 RMCC contracts across the state and have advised that each of these contracts shall be the same without additional clause added in for specific councils. Based on this information Council has little ability to impact the changes that RMS have proposed, though RMS has requested comments from Council regarding the changes. The proposed changes and clarifications to the existing contract are discussed below.

#### Not for Profit

Council cannot claim more than it spends on work under the contract. This is part of the existing contract but is more strongly worded in the new contract. Under the contract RMS can audit Council's financial records to ensure that this requirement is complied with.

## **ORDINARY COUNCIL MEETING AGENDA**

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Council also cannot charge out plant and staff at a higher rate than what Council uses for its own internal charges.

### Indirect Costs and Overheads

Council can claim indirect costs to cover administration and overheads, however, these indirect costs need to be justified. The accepted amount for indirect costs is 20% of the total contract cost.

This allowance is in the existing contract but the requirement to justify the indirect costs shall be tighter.

### Mark-up and Risk

A 10% mark-up can be included in the pricing for ordered work (capital and renewal work) to cover project risk. Council, however, can only claim what it spends and cannot claim the mark-up if it's not used. RMS were very clear in noting that this is not a profit margin for the work.

### Prequalification

Council will need to be conditionally prequalified at R2 (roadworks up to a value of \$2M per project) under the National Contractor Prequalification Scheme. This means that Council's Quality, WHS and Environmental systems need to be independently audited against the RMS checklists for these systems. Whilst not a full third party audited and accredited system, it is still above the systems that Council is currently using (except in the case of WHS). The prequalification is conditional in that it can only be used for RMCC work. Council cannot use this R2 prequalification for works for organisations other than the RMS that require R2 prequalification. This prequalification shall be required no later than six months after the start of the contract, approximately ten months from now.

Council staff are currently working with RMS in completing and implementing Contractor System Management Plans incorporating the requirements for the RMCC. These documents would form the basis of the quality system required for pre-qualification, however, additional information would be required.

It is anticipated that, in order to meet the required quality standards, Council shall need to have at least a 0.5 EFT staff member dedicated to managing the RMCC and undertaking the required inspections. Currently this is approximately 0.1 EFT and may result in a cost increase in the order of \$50,000 per annum above the current inspection and indirect costs for the RMCC. RMS have stated that they shall pay for any increase in costs to Council to administer the RMCC, however, given that the normal value of RMCC is approximately \$250,000 to \$300,000 per annum (maintenance and heavy patching work), this is a significant cost increase and one that the RMS may not agree to.

### Sub-contractors

Sub-contractors for specific work also need to be pre-qualified. This may impact Council regarding asphaltting work that Council does on behalf of the RMS. Council uses Victorian based asphalt contractors and there will need to be discussion with RMS regarding this.

## **VALUE OF THE RMCC CONTRACT**

As noted above, the normal value of the RMCC contract to Council is approximately \$250,000 to \$300,000 per annum. This includes:

- \$120,000 for RMCC maintenance work spread across inspections, road maintenance and rest area maintenance; and
- \$130,000 to \$180,000 for heavy patching.

It is noted that additional ordered work on the state highway network may be undertaken by Council under the RMCC, however, this work is not guaranteed. Recent additional work has included the Ochtertyre Street reconstruction near the railway lines and George Street intersection improvement works.

Regarding the maintenance side of the RMCC work, the current staffing is approximately 0.6 EFT (1,200 hours per year) spread across all work. Therefore, Council exiting the contract shall not have a major impact on staffing levels in the operational area. It is noted however that Council may need to increase its own expenditure on the maintenance of the rest areas, especially the Truckalysers area along Davidson Street, depending on the level of maintenance that RMS would undertake if using their own staff. Currently the value of the rest area maintenance is approximately \$30,000 per annum.

### **EXITING THE CURRENT CONTRACT**

As noted in the background to this report, the current RMCC contract expires on 30 June 2020. In accordance with the conditions of the contract, Council needs to give RMS at least 6 months' notice to exit the contract and the contract can only be exited at the end of the financial year. Based on this Council would need to advise RMS by 31 December 2019 if it wished to exit the contract. It is my understanding that, should Council not notify RMS that it wishes to exit the contract by this time, Council shall be required to continue to undertake RMCC activities for a further 12 months at least.

### **IMPACT ON CURRENT WORKLOAD**

The value of the ordered work, mainly heavy patch repairs, is between \$130,000 and \$180,000 per annum. This roughly equates to six weeks work for one construction crew. It is noted that Council is currently outsourcing similar types of work to contractors, including road reconstruction and kerb and gutter renewal to the value of \$585,000 in 2019/20 and it is anticipated that this level of contracting of work shall continue in 2020/21. It can therefore be seen that the resources that Council commits to undertaking RMCC ordered works would be able to be re-directed to Council's own works program, thereby lessening Council's reliance on contractors.

Regarding RMCC maintenance work, the resources currently used for inspections, minor road repairs and servicing of rest areas shall be re-directed to Council assets in these areas. This would support the service level agreements that Council staff are currently reviewing and allow more of Council's existing resources to be focussed on inspections and parks and gardens.

It is noted that this will only impact the work that Council undertakes on the state highway network. Funding for work and projects and work on the Regional Road network, such as Conargo Road and Pretty Pine Road, will not be impacted by any changes to RMCC.

### **ENTERING THE NEW CONTRACT**

RMS have advised that they wish for councils to enter the new contract by 1 March 2020, based on the following timeline:

- Council response back to RMS regarding whether Council is likely to renew the contract and any requested changes to the documentation is due by 8 November 2019;
- RMS to return the final contract and Council to execute the contract by 29 November 2019; and
- Contract commencement on 1 March 2020.

RMS staff noted that the above dates are guidelines only and not contractual requirements, though they are keen to have the new contracts signed off by 1 March 2020.

At a recent workshop between RMS and council staff from across the region, council staff noted that this timeframe was unlikely to be achieved given the short period of time for councils to review the contracts and make recommendations back to RMS and for RMS, through their legal departments, to fully assess the recommendations and incorporate them into the contract documentation if agreed to. Council staff noted that a better time to commence the new contract would be 1 July 2020. This date aligns with the current contract expiring on 30 June 2020 and with

RMS reporting requirements within the contract, which are based on the financial year. RMS advised that councils were able to request an extension to the date for the commencement of the new contract, but it would be up to RMS to agree to this date.

### **JOINT ORGANISATIONS**

At a recent RAMJO meeting there was discussion whether RAMJO could enter into the RMCC contract and provide administrative support to the member councils. The member councils would then undertake the work in their respective local government areas based on the quality systems adopted on a RAMJO basis. This would be more effective than each council managing the administration for its own quality system, based on RMS templates that all councils shall use.

This model has been successful in the past in relation to RMCC. For example, the WBC Alliance, a shared services agreement between Wellington, Blayney and Cabonne councils, managed the RMCC on behalf of each of the member councils for several years until the alliance was disbanded.

RMS have advised that they have previously reviewed the use of Joint Organisations to manage RMCC contracts but noted at the time that the final make-up of the Joint Organisations had not been determined. Now that Joint Organisations have been set-up and operating for some time, there is scope to re-visit with RMS the idea of RAMJO managing the RMCC and council undertaking the works. It is noted that RAMJO undertake several programs on behalf of its member councils, including waste and environmental management, and can engage staff specifically to undertake the required work.

### **CONCLUSION**

In conclusion, there are several issues that Council would need to address should it wish to continue with the RMCC contract. These include:

- The administration requirements of the new contract seem to be excessive for Council and whilst RMS have advised that they would pay for any costs that Council would incur, this would still need to be negotiated;
- Council is acting as a direct contractor back to the RMS in a private works situation. This is not a situation that Council normally finds itself in;
- Council is unable to make any profit under the RMCC contract, thereby reducing the benefit of this work back to the community; and
- Not continuing with the contract shall allow Council to redeploy these resources towards its own work. This is in-line with Council's Operational Plan of completing its capital works program. These additional resources would equate to a construction crew being available for an additional six weeks, in lieu of RMCC heavy patching work, and staff being available to work more on the maintenance of Council amenities and reserves.

These issues may be overcome by Council joining with other RAMJO councils to form a regional RMCC contract under the RAMJO banner. Benefits of this would include:

- The administration of the contract would be undertaken at a RAMJO level. This is more efficient than each council undertaking its own administration;
- Being part of the group would lead to better networking and learning opportunities for council staff and interaction with other councils; and
- Council would still be able to undertake the higher value ordered works contracts, thereby providing opportunity for staff to work on more complex projects.

**STRATEGIC IMPLICATIONS**

It is important that Council continue to work strategically with RMS as well as other councils in the RAMJO group to provide outcomes for the community's benefit.

**COMMUNITY STRATEGIC PLAN**

This project meets the objectives of *Outcome 4 – A region with quality and sustainable infrastructure* in the Community Strategic Plan, including:

- Target 4.1 – Our built environment is managed, maintained and improved.

**FINANCIAL IMPLICATIONS**

All works performed under the RMCC are funded by RMS, in accordance with the RMCC contract agreement.

**LEGISLATIVE IMPLICATIONS**

RMS is the road authority for the state highway network in accordance with the *Road Act 1993*. Council undertake work on the state highway network on behalf of RMS.

**ATTACHMENTS**

Nil

**9.20 CROWN LAND PLANS OF MANAGEMENT****Author:** Mark Dalzell, Manager Engineering Assets**Authoriser:** Oliver McNulty, Director Infrastructure**RECOMMENDATION**

That Council notes this report regarding the Crown Land Plans of Management project.

**BACKGROUND**

Council is currently undertaking a project to adopt Plans of Management for all the crown land reserves that it manages in accordance with the *Crown Lands Management Act*.

**ISSUE/DISCUSSION**

Under the transition requirements, as part of changes to the *Crown Lands Management Act*, Council is no longer required to submit an annual report to NSW Department of Industry – Lands and Water (DPI-L&W) regarding crown land reserves that Council manages. Council is required to adopt Plans of Management for all crown land reserves by 30 June 2021 and provide an annual update to DPI-L&W noting the progress of the project. This report to DPI-L&W is due by 30 November each year and the information required in the report is noted in the table below.

<b>Description</b>	<b>Response</b>	<b>Comments</b>
Total reserves classified as 'community'.	56	List of reserves is attached to this report.
Adopted Plans of Management.	1	Memorial Park reserve currently has an adopted Plan of Management, however, this needs to be reviewed as part of this project.
Plans of Management in development.	6	Two Plans of Management have been adopted in draft and are awaiting DPI-L&W endorsement. Four plans are currently being prepared.
Number of Reserves with no Plans of Management.	55	List of reserves is attached to this report.
Amount of funding grant expended.	\$7,962.00	Council shall receive \$78,600 in grant funding from DPI-L&W to assist with this project.

A full list of the crown land reserves that Council manages is attached to this report, along with advice as to whether a specific Plan of Management shall be prepared, or the reserve shall be part of a generic Plan of Management. The current status of the Plans of Management for these reserves is discussed below.

**Gorman Park Reserve**

The draft Plan of Management for Gorman Park reserve was adopted by Council at its 24 October 2019 meeting and has been submitted to DPI-L&W for review and endorsement.

**McLean Beach Reserve**

The draft Plan of Management for McLean Beach reserve was adopted by Council at its 24 October 2019 meeting and has been submitted to DPI-L&W for review and endorsement.

**Murray Valley Industry Park Reserve**

The status of the Plan of Management for the Murray Valley Industry Park was reported to Council's 24 October 2019 meeting. The report stated that the native title determination for the reserve, undertaken by Council's Native Title Manager, noted that the reserve does not meet native title requirements. Council cannot adopt a Plan of Management for this reserve until the native title determination for the reserve has been completed by DPI-L&W. Council is awaiting further advice from DPI-L&W regarding this matter.

**Next Stage of Plans of Management**

The next stage of the Plans of Management project includes the preparation of specific Plans of Management for the following reserves:

- Davidson Street Landfill Site, Deniliquin. This is the old landfill area for Deniliquin and adoption of a Plan of Management will assist Council in the management and rehabilitation of the site;
- Deniliquin Sewerage Treatment Plant. The adoption of a Plan of Management for this reserve shall allow the investigation of a truck stop on the site, as well as documenting the use of the site as a stockpile area. It is noted that the stockpile area is not in accordance with the existing purpose of the reserve and that a public consultation process shall need to be undertaken as part of this process;
- North Deniliquin Tennis Courts. The adoption of a Plan of Management for this reserve shall assist with the redevelopment of the tennis court area; and
- Former Deniliquin Scout Hall. The adoption of a Plan of Management for this reserve shall assist with the lease agreement between Council and the Army Cadets for the use of the site.

Council has engaged Dr John Conallin to prepare these draft Plans of Management, including facilitating any public consultation that may be required. Once the next stage of the plans has been completed, Dr Conallin shall continue with the remaining specific Plans of Management before proceeding with the generic Plan of Management for the remaining reserves.

**STRATEGIC IMPLICATIONS**

It is important that Council strategically manages the crown land, for which it is trustee, for the betterment of the community. This includes providing access to the crown land area and supporting responsible development of these areas where required.

**COMMUNITY STRATEGIC PLAN**

This project meets the objectives of *Outcome 1 – A great place to live* in the Community Strategic Plan, including:

- Target 1.3 – Our community and public spaces are accessible and inclusive and reflect our history, heritage and culture.



**FINANCIAL IMPLICATIONS**

Council has received funding from Crown Lands to assist with the preparation of the Plans of Management.

**LEGISLATIVE IMPLICATIONS**

In accordance with requirements of the *Crown Lands Management Act*, all Plans of Management need to be adopted by 31 June 2021.

**ATTACHMENTS**

- |          |       |          |
|----------|-------|----------|
| 1. Crown | Lands | Register |
|----------|-------|----------|

CROWN LAND PLANS OF MANAGEMENT - SPECIFIC PLANS

LOCATION	FACILITY NAME	RESERVE_NO	RESERVE_NAME	PURPOSE	PROPOSED CHANGE OF USE	GENERIC / SPECIFIC POM	COMMENTS
<b>HIGH PRIORITY</b>							
Deniliquin	McLean Beach	80265	MCLEANS BEACH	Public Recreation	No	Specific	Specific use (Caravan Park).
Deniliquin	Gorman Park and Library	550031	GORMAN PARK (550031)	Public Recreation; Water Conservation	No	Specific	Specific use (Public Recreation; Water Conservation).
Deniliquin	Murray Valley Industry Park	1013408	MURRAY VALLEY FIELD STATION	Rural Services	No	Specific	Specific use (Rural Services).
<b>MEDIUM PRIORITY</b>							
Blighty	Blighty Recreational Reserve	88854	BLIGHTY HALL & FOOTBALL GROUND	Public Hall; Public Recreation	No	Specific	Management committee in place for facility.
Blighty	Woodbury Woodlot	150050	WOODBURY WOODLOT	Environmental Protection	No	Specific	Specific use (Environmental protection).
Booroorban	Booroorban Sports Ground	57705	BOORoorBAN CRICKET GROUND	Public Recreation	No	Specific	Management committee in place for facility.
Booroorban	Booroorban Hall	97439	BOORoorBAN HALL & SCHOOL	Community Purposes	No	Specific	Management committee in place for facility.
Booroorban	Booroorban Cemetery	86089	BOORoorBAN CEMETERY	Preservation Of Graves	No	Specific	Specific use (Preservation Of Graves).
Conargo	Conargo Hall	65943	CONARGO HALL	Public Recreation	No	Specific	Management committee in place for facility.
Conargo	North Conargo Reserve	65114	NORTH CONARGO	Access; Plantation	No	Specific	General use (Access; Plantation).
Deniliquin	Davidson Street Landfill Site	62917	OLD LANDFILL SITE	Rubbish Depot	No	Specific	Specific use (Landfill). Environmental issues regarding rehabilitation of site.
Deniliquin	Deniliquin Sewerage Treatment Plant	69802	SEWERAGE TREATMENT PLANT	Sewerage	No	Specific	Specific use (Sewerage Treatment Plant)
Deniliquin	Hardinge Street Oval	77085	DENILIQUN OVAL (77085) RAMS	Public Recreation	No	Specific	Specific recreation facility (Deni Rams oval). Management committee.
Deniliquin	Deniliquin Swim Centre and Scotts Park	88772	DENILIQUN SWIMMING CENTRE (88772)	Public Baths; Public Recreation (Swim Centre and Scotts Park)	No	Specific	Specific use (Swim Centre). Operated by contract. Includes Scotts Park.
Deniliquin	Macauley Street Reserve	89286	MACAULEY STREET RESERVE	Community Centre	No	Specific	Specific use (Community Centre).
Deniliquin	Memorial Park Water Intake	91033	WILLOUGHBY'S BEACH	Water Supply	No	Specific	Specific Use (Water Supply).
Deniliquin	Memorial Park and Island Sanctuary	91035	DENILIQUN SHOWGROUND MEMORIAL PARK ISLAND SANCT.	Public Recreation	No	Specific	Management committee in place for facility.
Deniliquin	North Deniliquin Tennis Courts	46452	NORTH DENILIQUN TENNIS CLUB	Public Recreation	No	Specific	General use (Public Recreation).
Deniliquin	Peppin Heritage Centre	92449	GEORGE ST SCHOOL MUSEUM(92449)	Preservation Of Historical Sites And Buildings (Peppin Heritage Centre and Residence. George Street	No	Specific	Specific Use (Heritage Centre)
Deniliquin	Scout Hall	92579	FORMER SCOUT HALL	Future Public Requirements	No	Specific	Usage agreement with Cadets.
Deniliquin	Deniliquin VRA Station	96339	DENILIQUN VRA SITE (96339)	Rescue Station	No	Specific	Specific Use (Emergency Services).
Deniliquin	Rotary Park	150007	DENILIQUN SPORTS PARK (150007)	Public Recreation	No	Specific	Management committees in place for facility.
Deniliquin	Rotary Park Plantation	150008	ROTARY PARK	Plantation	No	Specific	Specific use (Plantation).
Deniliquin	Waring Gardens	550028	WARING GARDENS	Public Recreation; Water Conservation	No	Specific	Specific use (Public Recreation; Water Conservation).
Deniliquin	Burchfield Park	550034	J.P. BURCHFIELD PARK	Public Recreation; Water Conservation	No	Specific	Specific use (Public Recreation; Water Conservation).

CROWN LAND PLANS OF MANAGEMENT - SPECIFIC PLANS

LOCATION	FACILITY NAME	RESERVE_NO	RESERVE_NAME	PURPOSE	PROPOSED CHANGE OF USE	GENERIC / SPECIFIC POM	COMMENTS
Deniliquin	Brown Park	550035	BROWN'S PARK	Public Recreation; Water Conservation	No	Specific	Specific use (Public Recreation; Water Conservation).
Deniliquin	McFaul Park	550036	MCAULL'S PARK	Public Recreation; Water Supply	No	Specific	Specific use (Public Recreation; Water Supply).
Deniliquin	Deniliquin Town Hall	1000166	DENILIKUIN TOWN HALL (1000166)	Town Hall	No	Specific	Specific use (Town Hall).
Deniliquin	Deniliquin Cemetery	1021408	DENILIKUIN CEMETERY	General Cemetery	No	Specific	Specific use (General Cemetery).
Maude	Maude Road Soil Conservation Area	88068	MR 319	Soil Conservation	No	Specific	General use (Soil Conservation).
Mayrung	Mayrung Hall	74736	MAYRUNG HALL	Public Recreation	No	Specific	Management committee in place for facility.
Pretty Pine	Pretty Pine Sports Ground	85270	PRETTY PINE SPORTS GROUND	Public Recreation	No	Specific	Management committee in place for facility.
Pretty Pine	Pretty Pine Waste Depot	91668	PRETTY PINE LANDFILL	Road; Rubbish Depot	No	Specific	Specific use (Landfill). Environmental issues regarding rehabilitation of site.
Pretty Pine	Pretty Pine Road Reserve	90112	EDWARD RIVER RESERVE	Access; Preservation Of Trees	No	Specific	Specific use (Preservation Of Trees).
Pretty Pine	Cobb Highway Sand Pit	44928	COBB HIGHWAY	Obtaining Sand	No	Specific	Specific use (Quarry).
Wanganella	Wanganella Common	88408	WANGANELLA COMMON	Preservation Of Fauna; Public Recreation	No	Specific	Specific use (Presevation of fauna).
Wanganella	Wanganella Cemetery	1001324	WANGANELLA CEMETERY	Cemetery	No	Specific	Specific use (Cemetery).

## CROWN LAND PLANS OF MANAGEMENT - GENERIC PLAN

LOCATION	FACILITY NAME	RESERVE_NO	RESERVE_NAME	PURPOSE	PROPOSED CHANGE OF USE	GENERIC / SPECIFIC PoM	COMMENTS
LOW PRIORITY							
		60493	COONAMBIGIL CREEK ACCESS	Access		General	General use (Access).
		68686	OUTBACK YOUTH CENTRE	Public Recreation		General	Incorrect Reference**Confirm with Toddy
		89724	SLOANE STREET BOAT RAMP	Public Recreation		General	General use (Public Recreation).
		79140	EDWARD RIVER RESERVE(79140)	Public Recreation		General	General use (Public Recreation).
		79190	YARRALONG PARK	Public Recreation		General	General use (Public Recreation).
		83374	STRIP BETWEEN VRA & MEDICAL CENTRE	Public Recreation		General	General use (Public Recreation).
		85613	TWIN RIVERS	Public Recreation		General	General use (Public Recreation).
		85650	RUSSELL STREET STORMWATER BASIN	Public Recreation		General	General use (Public Recreation).
		88194	WANDERER STREET RESERVE	Public Recreation		General	General use (Public Recreation).
		88504	R J EDWARDS PARK	Public Recreation		General	General use (Public Recreation).
		88943	BOUND BY BURTON, HARFLEUR DECIMUS STREETS	Public Recreation		General	General use (Public Recreation).
		95477	HENRY STREET BOAT RAMP	Public Recreation		General	General use (Public Recreation).
		96669	NEIGHBOURHOOD PARK	Public Recreation		General	General use (Public Recreation).
		98151	WANGANELLA TENNIS COURTS	Public Recreation		General	General use (Public Recreation).
		150002	WARRAGOON PUBLIC SCHOOL	Public Recreation		General	General use (Public Recreation).
		150034	BILLS PARK RESERVE	Public Recreation		General	General use (Public Recreation).
		1000443	HARFLEUR STREET BOAT RAMP (1000443)	Public Park		General	General use (Public Park).
		1001384	LOY RESERVE	Access; Public Recreation		General	General use (Access; Public Recreation).
		1038348	BIRGANBIGAL RESERVE	Community Purposes		General	General use (Community Purposes).

**9.21 INTEGRATED WATER CATCHMENT MANAGEMENT STRATEGY****Author: John Webb, Project Manager****Authoriser: Oliver McNulty, Director Infrastructure****RECOMMENDATION**

That Council

1. Note this report regarding the review of the Edward River Council Integrated Water Cycle Management Strategy,
2. Transfer \$80,000 from the current funded project in 2019/20, to refurbish the water intakes pumps from the river,
3. Note that the balance of \$40,000 remaining in the project to refurbish the water intake pumps from the river will be utilised in this project to complete a detailed assessment of the current condition of the pumps,
4. Note that any balance remaining from this project will be transferred back into this project

**BACKGROUND**

The existing Integrated Water Cycle Management Strategy (IWCMS) was adopted in 2011 and relates to the former Deniliquin Council. The proposed review will update the existing Strategy and will include all townships in the Edward River Council area.

The IWCMS is a 30 year forward looking plan for the provision of urban water and sewer services. It reviews the existing systems, infrastructure and costs and identifies improvement and efficiency opportunities. It also assesses the potential population growth and plans for that. The Strategy is also used as the principal justification behind infrastructure funding requests to the NSW State Government for upgrades to these systems.

The Strategy enables Council to comply with the NSW Government's Best Practice Management of the Water Supply and Sewerage Framework.

Quotations were invited by advertisement to carry out the review of the IWCMS in October 2019.

Two quotations were received and assessed, and a preferred Contractor has been selected.

The existing project budget is \$50,000 set in anticipation that the existing strategy required review only. Both quotations received are considerably in excess of the available budget, with the preferred quote being significantly the lesser of the estimates received.

It is now estimated the total project cost is \$130,000. This revised project cost includes consultancy, project management, ancillary costs such as advertising and fees and a project contingency of 15%. Consequently, an additional allocation from the Water Reserve is requested to enable the engagement and review to proceed.

**ISSUE/DISCUSSION**

*Quotations;*

NSW Public Works Advisory was the author in 2011 of the current IWCM Strategy. As the existing document only relates to Deniliquin it has been noted that a full new strategy will need to be developed. With the creation of the Edward River Council, the Strategy now requires review to incorporate the new Council entity and all residential communities.

Council initially requested NSW Public Works Advisory to provide an estimate to undertake the review. The estimate indicated the cost was likely to be significantly in excess of the \$50,000 budget and required at least three written quotes to be requested.

A Request for Quotation was prepared and advertised on 24 September 2019, closing on 15 October 2019.

Two quotations were received and assessed, with a preferred contractor selected. The preferred contractor has the appropriate experience and expertise to undertake the review. While the engagement is within the delegated authority of the General Manager to make, there is insufficient project budget to enable the engagement.

*Budget;*

The allocation within the current budget for this project is \$50,000. This budget estimate of \$50,000 allocation was based on the existing Strategy requiring only a review to update and to incorporate the other residential communities in Council, noting that none of these other communities have reticulated water or sewer services. This was based on an understanding that the population and number of residents served within Deniliquin has not changed considerably since it was adopted in 2011. This estimate was also based on an understanding that Council would be able to get some assistance from the Department of Primary Industries through the safe and secure water program. Officers are confident that we will get funding to support this project but will not have confirmation on this until we inform them of our final contract price.

The NSW Government is providing co-funding under the Safe and Secure Water Program for the development of Integrated Water Cycle Management Strategies (IWCMS).

Advice was received that Council would be eligible to receive up to a 60% subsidy for the cost of the review. An application is to be made based on the contract awarded.

It is estimated the total project cost, including this consultancy, project management and ancillary costs such as advertising and fees is \$130,000.

*The Process;*

The process will include the following main steps;

- Review of existing IWCM Strategy, Strategic Business and Asset Plans
- Review of current levels of service and related legislation and regulations
- Review of existing asset register and services areas for urban water supply and sewerage
- Estimate future demand on the systems based on population projections and growth;
- Review of water system capacity and performance
- Prepare an IWCM Issues Paper to be presented to Council for endorsement
- NSW DoI review and concurrence to the endorsed Issues paper (This is a major milestone of the process).
- Review pricing relating to water supply and sewerage services;
- Identify options for improving outcomes for Urban Water Services Systems, including non-build water conservation measures and system upgrades;
- Preparation of IWCM Scenarios based on the options considered feasible;
- Prepare the draft IWCM Strategy for adoption by Council.
- Community consultation on the draft strategy according to the agreed communications plan;
- Preparation of final IWCM strategy, incorporating outcomes from all previous stages.
- Presentation of the final IWCM Strategy to Council for endorsement

- Review and concurrence to the final endorsed draft by NSW DOI (This is a major milestone of the process)
- Adoption and Implementation of IWCM Strategy by Council

*Proposed Project Timeframe;*

If a contract is awarded, it is anticipated the Contractor would commence in late January/early February 2020.

The preferred submission indicates the review would be completed over a period of at least 7 months and will rely on a timely response from Council, relevant authorities and state government.

The non-preferred submission proposed a minimum timeline of 13 months plus review time for Council and state government. This is considered to be excessive for a review of an existing Strategy.

*Communication and Consultation*

The RFQ calls for a series of communication steps and the submissions were assessed in part on their attention to this requirement. They include a number of focussed meetings and broader open consultation sessions with;

- Internal Councillor and officer workshops
- Relevant water focussed agencies,
- Environmental groups,
- Water service customers
- Indigenous communities
- Business and industry groups
- Property developers

## **STRATEGIC IMPLICATIONS**

The Integrated Water Cycle Management Strategy (IWCMS) provides Council with the framework and the strategic direction for the management of water and sewer services within the Edward River Area.

The Strategy also enables Council to comply with the NSW Government's Best Practice Management of the Water Supply and Sewerage Framework. The update of the current Strategy to include for the rural communities will enable Council to identify and apply for funding opportunities for renewal and upgrade of services in the future.

## **COMMUNITY STRATEGIC PLAN**

Outcome 1 – A great place to live

1.1 Our community has access to essential services

Outcome 4 – A region with quality and sustainable infrastructure

4.3 Our water and sewer infrastructure is efficient and fit for purpose

## **FINANCIAL IMPLICATIONS**

This report requests that Council transfer \$80,000 from the capital project to refurbish pumps at the river intake. Currently assessments are being completed of these pumps which will enable this project to be scoped and costed in more detail for 2020/21. There is \$120,000 allowed for in this project. The current pumps assessment will cost approximately \$35,000.

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil



**9.22 CONARGO HALL REFURBISHMENT****Author: Oliver McNulty, Director Infrastructure****Authoriser: Oliver McNulty, Director Infrastructure****RECOMMENDATION**

That Council

1. Approve the allocation of \$70,000 from the Conargo Landscaping Reserve towards the project at Conargo Hall to;
  - a. Construct a suspended ceiling with sound reducing boards
  - b. Install ducted air conditioning
  - c. Install shutter window on the kitchen servery
  - d. Upgrade the existing electrical fuse board
2. Approve that any balance remaining upon completion of the project will be returned to this reserve
3. Approve that the General Manager can enter into an agreement with Decentralised Demountable's to complete the proposed works

**BACKGROUND**

In 2016/17 Council allocated \$50,000 toward improvement works to the Conargo Hall. The scope of this project was to include for:

- A new suspended ceiling
- Ducted air conditioning
- A roller shutter on the kitchen servery window
- Replace and repair the Hall guttering

It was envisaged that this project would be a scope to budget project and that elements of the work would be excluded to fit the budget.

The purpose of the project is to improve the temperature management within the building by introducing ducted air conditioning and reducing the volume of the hall to be heated and cooled.

In 2018/19 estimates were received outlining that the works would cost in the region of \$60,000. Concerns were also raised at this time that a new cool room panelling would create issues with noise due to the hard ceiling.

An acoustic engineer was engaged to assess the Hall and provide a solution to reduce this issue as much as possible.

This was costed and an estimate for the work came in at approximately \$88,000. Discussions took place with the Hall Committee in relation to the priority for works and how additional funding could be generated to cover the shortfall. The Hall committee indicated that they would be able to contribute \$15,000 towards this work.

**ISSUE/DISCUSSION**Budget

The original budget for this project was \$50,000. To date approximately \$4,000 has been expended as part of the purchase of materials prior to the projects delay in 2017/18.

The balance of \$46,000 was not carried forward in 2019/20 and these funds have been returned to the general reserve.

Estimate

Officers approached Decentralised Demountables in 2019/20 to review the project scope and to obtain an updated estimate for the works.

This estimate has come in at \$79,399. The breakdown is as follows:

<b>Item Description</b>	<b>Cost (ex GST)</b>
Suspended Ceiling	\$45,965
Roller Shutter to kitchen servery	\$1,692
Supply and Install two Daikin ducted reverse cycle split system inverters	\$27,776
New Electrical Switchboard	\$3 966
<b>TOTAL Excluding GST</b>	<b>\$79,399</b>
Hall committee contribution	\$15,000
Fund allocation requirement (Excluding Contingency)	\$64,399
<b>Funding Required Including Contingency</b>	<b>\$70,000</b>

The replacement and repair of the guttering was completed by Council Officers in 2018/19.

Procurement

This project has been discussed with the Conargo Hall Committee since 2017. Initially costs and advice was sought from several builders to enable the project to proceed. There has not been a formal tender process. Decentralised Demountables were the preferred contractor from early discussions and have been actively assisting in progressing the project. Due to the volume of work that has been completed by Decentralised Demountables and the early quotes received it is considered fair to proceed with them as a contractor without going through a new formal quotation process.

Drought Funding

The federal government recently announced a further drought support package of \$1,000,000. Council could consider this project for this program subject to approval through the funding process.

**STRATEGIC IMPLICATIONS**

NA

**COMMUNITY STRATEGIC PLAN**

Outcome 1 – A Great Place to Live

**FINANCIAL IMPLICATIONS**

The original budget allocation for work to the Conargo Hall was \$50,000, \$4,000 of this was expended in 2017/18 prior to the project being put on hold. In 2019/20 the balance of funds,

\$46,000, was not carried forward and was returned to the General Reserve. This was due to officer oversight and error.

The current estimate of \$79,399, ex GST does not include contingency. It is estimated that a project sum of \$85,000 would be required to ensure this project can proceed, with an adequate contingency.

The Hall committee have indicated they can contribute \$15,000 towards the project. This leaves a shortfall of \$70,000.

Currently there is \$70,000 in the Conargo Landscaping reserve which could be utilised for this project. This with the \$15,000 from the hall committee would enable the project to proceed.

#### **LEGISLATIVE IMPLICATIONS**

NA

#### **ATTACHMENTS**

1. Quote from Decentralised Demountables

**DECENTRALISED DEMOUNTABLES P/L.**

Corner of Cobb Highway and Saleyards Road, Deniliquin. NSW. 2710.  
P.O.Box 414. Deniliquin. NSW. 2710.  
Ph: (03) 58813722. Fax: (03) 58814106.  
Web: [www.demountables.com.au](http://www.demountables.com.au) Email: robert@demountables.com.au  
A.B.N. 35 001 886 844.

**To:** Robert Scott. **Fax No:** robert.scott@edwardriver.com.au  
**From:** Robert Wilson. **Fax Reply No:** 03-58814106.  
**Date:** 30.05.17. **Sheet No:** 1 of 2.  
**Reference:** Conargo Hall upgrade items – Revision two confirmation.

With pleasure we submit our quotation for the supply and installation of 162m<sup>2</sup> of perforated corrugated iron ceiling plus acoustic insulation to the Conargo Hall ceiling in lieu of the coolroom panel installation our company completed at the Booroorban Hall and previously quoted for Conargo.

**Our Tender Sum: \$ 45,965-00 plus GST complete.**

Tender Includes:

Colorbond trim angle to the entire perimeter of the ceiling area.  
LVL timber ceiling joists spanned between and fixed to the existing roof trusses.  
70x35 pinus fixed to top of new ceiling joists to allow access for tradesmen.  
“Surf Mist” colorbond **11% perforated corrugated iron** to entire ceiling area.  
Fabric cover between the top of the corrugated iron and underside of acoustic insulation.  
One only manhole to the newly created ceiling space.  
Sundry fixings, scaffold hire and labour to complete the above installation.  
Supply and installation of 24 only NEW LED light fittings to new ceiling.  
Removal of electric wall mounted heaters and termination of wiring.  
Relocation of four existing ceiling fans to underside of new ceiling.  
Relocation of existing speakers from existing ceiling to new ceiling.  
Area cleaned and ready for use.

Please note that we have allowed a P.C. Sum of \$ 5,497-00+ for complete electrical installation.

Not Included:

Relocation of several power points existing on the side for the Northern most truss.  
Alterations to hall other than installation of the level ceiling and electrical works as detailed above.  
Painting of any surfaces.

We also submit our price for the supply and installation of a new 1000 x 1800mm roll-a-grille in lieu of the existing roll-a-shutter as discussed.

**Our Tender Sum: \$ 1,692-00 plus GST complete.**

Tender Includes:

Removal of existing roll-a-shutter.  
Supply and installation of new roll-a-grille to allow for ventilation.

*Building Quality for the past 39 Years.*

We believe that the grille we have allowed will have sufficient ventilation without allowing people to view the contents of the room.  
Job cleaned and ready for use.

Not Included:

Painting to any surfaces.  
Alterations to the opening size. Shouldn't be required.

With pleasure we also submit our tender for the supply and installation of reverse cycle split system inverter airconditioning to the hall space only. We have allowed the supply and installation of one only 18kW ducted units would represent the best value and slightly better performance to your Council.

**Our Tender Sum: \$ 27,776-00 plus GST complete.**

Tender Includes:

Supply and installation of **two 20 kW Daikin ducted reverse cycle split system inverter airconditioners** ducted throughout the new ceiling and including ducts to both the kitchen and bar areas as discussed previously.  
Electrical wiring to power both units.  
Commissioned and community training.  
We have assumed the electrical supply upgrade would be completed prior to this installation as this install requires 52amps per phase.

Not Included:

Alterations to the existing evaporative airconditioner other than blocking off the ducts.  
Painting of duct covers as we have allowed "surf mist" colorbond.  
Upgrade of electrical supply.

We also have pleasure in submitting our quotation for the upgrade of electrical mains to the sub-board at the Conargo Hall to allow the installation of larger reverse cycle airconditioning units.

**Our Tender Sum: \$ 3,966-00 plus GST complete.**

Tender Includes:

Trenching from existing main switchboard to sub-board on South side of Hall.  
Provision of 32mm electrical conduit.  
Supply and installation of 16mm<sup>2</sup> electrical mains.  
All appropriate new circuit breakers to complete works.

We thank you for the opportunity to be of service once again and assure you of our best attention at all times.

Yours Faithfully,



Robert Wilson.

*Building Quality for the past 39 Years.*

**9.23 MEMORIALS IN PUBLIC SPACE - SUBMISSION****Author:** Oliver McNulty, Director Infrastructure**Authoriser:** Oliver McNulty, Director Infrastructure**RECOMMENDATION**

That Council;

1. Write to the author of the submission and acknowledge the submission and informing them of the outcome of this report,
2. Adopt the Policy – Memorials in Public Space as attached to this report

**BACKGROUND**

In September 2019 Council considered a report in relation to the draft Policy – Memorials in Public Spaces.

At this meeting Council resolved to:

- a. *Place the draft Memorials in Public Space Policy on public exhibition for a period of 28 days*
- b. *Adopt the draft Memorials in Public Space Policy subject to no submissions being received*
- c. *Note that a central location for memorials will be constructed as part of the re-development of a Civic Plaza at 180 Cressy Street Deniliquin*
- d. *Inform the family and friends of the late Bill Mulham that Council will place a memorial to Bill in the Civic Plaza once it is completed.*

Council received a submission in relation to the draft Policy. This submission is attached to this report.

**ISSUE/DISCUSSION**

In February 2016, the former Deniliquin Council approved a Policy for Memorials in Public Spaces. This was amended in December 2016 to include an amount of \$1500 towards the future purchase of plaques.

As outlined within the submission, a nomination was made on behalf of the late Mr Bill Mulham in October 2018. The nomination outlined the significant contribution that Mr Mulham made both professionally and personally. Mr Mulham was awarded a Medal of the Order of Australia and was Citizen of the Year in 2005.

Council acknowledge the exemplary contribution that Mr Mulham made on behalf of the Edward River community. Council, through the development of the draft Policy, have identified a location that would be developed, as a memorial area, at the re-developed Civic Plaza at 180 Cressy Street, Deniliquin. This will provide a focal point for all future memorials at a location that would be maintained to a high standard. This is the proposed location for a plaque in recognition of Mr Mulham's contribution.

In the submission it is outlined that as part of the nomination for Mr Mulham there was a request to have a small copse of native trees and a plaque in an area accessible to the public. This request did not meet the criteria set out within the 2016 Policy or the Draft Policy – Memorial in Public Space. Historically Council have considered applications for plaques on benches or similar in public places. These dispersed plaques can be difficult to manage and maintain. This was considered as part of the development of the Draft Policy and the proposal to create a central location to remember community members contributions.

**STRATEGIC IMPLICATIONS**

The updated Policy will provide the strategic direction of how Council will consider applications for Memorials in Public Places.

**COMMUNITY STRATEGIC PLAN**

Outcome 1 – A great Place to live

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

1. Draft Policy - Memorial in Public Space
2. Ian Campbell - Submission to Memorials in Public Places



## POLICY OBJECTIVE

The objective of this policy is to:

- Establish the principles used in determining community requests for the installation of plaques recognising the community contribution by residents of Edward River Council
- Establish criterion against which to assess and respond to requests for memorials within the council area

## SCOPE

Council recognises the contribution that certain individuals have made to the Edward River community. This Policy assists Council in acknowledging this contribution by establishing criterion for determining an application for memorialisation of those individuals in the Council Memorial Area located in Council's Civic Place, 180 Cressy Street, Deniliquin.

## CRITERION

A request for a memorialisation will be considered if the person nominated (the nominee);

- Has been deceased for a period of at least 2 years; and

The nominator can demonstrate that the nominee;

- Was widely known and respected within the local community,
- Had made a substantial contribution to the community which stands out from others who may have also made a valuable contribution,
- Had a recognised historical link to the locality or is acknowledged as having made a significant contribution to the social, economic, sporting and/or cultural development of the community,
- The contribution has been recognised by the local Australia Day awards system or, for national or international persons, by the Australian Honours system.

Council will not approve requests to memorialise a living person.

## MEMORIAL PLAQUES

Council will approve a plaque with a maximum dimension of 300mm x 200mm with up to ten lines of text recognising the achievement of the person memorialised. The plaque shall be located within the Council Memorial Area, at 180 Cressy Street, Deniliquin. The cost for supply and installation of the plaque will be at the customers cost and charged as per Councils Fees and Charges.

Placement of memorialised plaques in rural areas will be addressed on receipt of application.

Plaques in rural areas will be approved on the same criterion. Plaques will have the same requirements and be positioned on existing infrastructure in Council managed reserves.

## APPLICATION

Applications are to be on Councils Application for Memorial Plaque form and must be accompanied by:

- Details of the community involvement of the nominee
- Letters of support and/or documentation relating to the significant of the nominee





**Edward  
River**  
COUNCIL

**Policy**  
Memorials in Public Space  
Infrastructure  
Director Infrastructure

- A letter of permission of relevant family if the request is from a person or organisation other than a family member; and /or
- Character references for the person to be commemorated

### ASSESSMENT

Applications are assessed against the criterion established in this Policy

The essential criteria for assessment is:

- That the individual, group or event is demonstrated to be significant to the location/community

All other criteria support this primary criterion.

Notes:

1. All applications will be considered on the criterion detailed on page 1.
2. No more than one plaque per person to be memorialised
3. Council has developed a standardised model for plaques

An initial assessment will be completed by Council officers in line with the documented criterion. Should the assessment meet the criterion a report will be presented to Council for approval.

### LEGISLATIVE REQUIREMENTS

Nil

### ASSOCIATED POLICIES AND PROCEDURES

Assessment Criteria  
Plaque style template

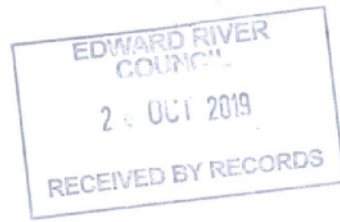
### DEFINITIONS

Plaque – For the purpose of this policy, 'plaque' refers to a flat tablet of metal which includes text and/or images which commemorates a person and provides historical text or relevant information. Such a tablet is affixed to a hard surface located within the Council Civic Place.

Council Memorial Area – For the purpose of this policy 'Council memorial Area' refers to Council land at 180 Cressy Street, Deniliquin, which has been set aside especially for memorialisation's.

### POLICY VERSION CONTROL

Title	Memorials in Public Space			
ECM Doc Set ID				
Date Adopted				
Council Minute No.				
Responsible Officer	Oliver McNulty			
Version Number	Modified By	Modifications Made	Date modified and Approved by Council	Council Minute Number



General Manager,

Edward River Council

24th October 2019

Re: Submission to draft of Memorials in Public Places Policy.

The first proposal by a Deniliquin Council to memorialise leading citizens was made in 2015 and was outlined by Senior Government Officer Greg Roberts. The Draft Policy was submitted to Council on the 24th February 2016 was amended to include Council covering costs for a plaque, "a relatively small price for the community to pay".

Nominations for Bill's achievements were collected from 2015 and include in an application for a memorial on 4th October 2018.

The nominators requested a small copse of native trees (representative of Bill's life work) including a plaque in an area accessible to the public.

The Edward River Councils proposal to construct a wall where accepted nominators can pay to have a plaque installed lacks significance, relevance and intent of the original proposal.

Best regards,

Ian Campbell (For Nominators for Bill Mulham's Memorial )

**10 NOTICES OF MOTIONS**

Nil

**11 QUESTIONS WITH NOTICE**

Nil

**12 CONFIDENTIAL MATTERS****RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

**12.1 General Manager Performance Agreement - Action Plan**

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

**12.2 Purchase of Jetpatcher**

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

**12.3 Contract C2020/13 - Deniliquin RAMS Clubrooms and Kitchen Refurbishment**

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**13      CLOSE OF MEETING**