



**Edward  
River**  
COUNCIL

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

**Date:** Thursday, 17 June 2021  
**Time:** 9.00am  
**Location:** RFS Building, Macknight Drive,  
Deniliquin

# **BUSINESS PAPER**

**Ordinary Council Meeting**

**17 June 2021**

**Philip Stone  
General Manager**



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**1 OPENING MEETING****2 LIVE STREAMING STATEMENT**

Edward River Council wishes to advise members of the public that Council Meetings will be recorded and will be available after each meeting on Council's website [www.edwardriver.nsw.gov.au](http://www.edwardriver.nsw.gov.au).

All care will be taken to maintain the privacy of those in attendance, however As a visitor in the public gallery, your presence may be recorded. By remaining In the public gallery, it is assumed your consent is given in the event your image is broadcast. This includes any filming by television cameras if attendance is approved by the General Manager or Mayor.

**3 ACKNOWLEDGEMENT OF COUNTRY****4 STATEMENT OF PURPOSE****5 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS****6 CONFIRMATION OF MINUTES**

Ordinary Council Meeting - 20 May 2021



**Edward  
River**  
COUNCIL

# **MINUTES**

**Ordinary Council Meeting**

**20 May 2021**

**MINUTES OF EDWARD RIVER COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE RFS BUILDING, MACKNIGHT DRIVE, DENILIQVIN  
ON THURSDAY, 20 MAY 2021 AT 9.00AM**

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

**IN ATTENDANCE:** Phil Stone (General Manager), Mark Dalzell (Director Infrastructure), Amanda Barber (Manager Finance), Cassie Harkin (Executive Assistant Infrastructure), Tiffany Carroll (Communications Advisor), Belinda Perrett (Executive Assistant)

**GALLERY:** One

**1 OPENING MEETING**

**2 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.

**3 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.

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

**APOLOGY**

**RESOLUTION 2021/47**

Moved: Cr Peter McCrabb  
Seconded: Cr Norm McAllister

That the apology received from Cr Peta Betts and Cr Nick Metcalfe be accepted and leave of absence granted.

**CARRIED**

**5 CONFIRMATION OF MINUTES**

**RESOLUTION 2021/48**

Moved: Cr Mac Wallace  
Seconded: Cr Marg Bull

That the minutes of the Ordinary Council Meeting held on 15 April 2021 be confirmed.

**CARRIED**

**6 DISCLOSURES OF INTERESTS**

Cr Marg Bull declared a Non-Pecuniary – Less than significant in relation to item 10.5 Combined Delivery Program & Operational Plan.

**7 MAYORAL MINUTE(S)**

That the matter of item 10.5 Adoption of Combined Delivery Program 2018-22 and Operational Plan 2021-2022 be discussed as the final general business agenda item.

**8 REPORTS OF COMMITTEES**

Nil

**9 REPORTS TO COUNCIL****10.1 MAYOR, COUNCILLORS AND GENERAL MANAGER MEETINGS****RESOLUTION 2021/49**

Moved: Cr Pat Fogarty  
Seconded: Cr Mac Wallace

That Council note the Mayor, Councillors and General Manager meetings attended during the month of April 2021, undertaken either remotely, or adhering to COVID-19 distancing regulations.

**CARRIED**

**10.2 RESOLUTIONS OF COUNCIL****RESOLUTION 2021/50**

Moved: Cr Peter McCrabb  
Seconded: Cr Norm McAllister

That Council note the information in the Resolutions of Council as at 6 May 2021.

**CARRIED**

**10.3 INVESTMENT & RESERVES REPORT APRIL 2021****RESOLUTION 2021/51**

Moved: Cr Peter McCrabb  
Seconded: Cr Mac Wallace

That That Council:

1. Note and receive the April 2021 report on Investments totalling \$44,075,642 inclusive of cash at bank for day-to-day operations.
2. Note that actual interest received for the month of April 2021 was \$27,905.
3. Note that accrued interest earned to 30 April 2021 but not yet received was \$131,429.
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report

**.CARRIED**



**10.4 QUARTERLY BUDGET REVIEW STATEMENT - MARCH 2021****RESOLUTION 2021/52**

Moved: Cr Norm McAllister

Seconded: Cr Marg Bull

That Council

- 1) Receive the 31 March 2021 financial review of the 2020/21 Operational Plan as adopted at the Council Meeting in June 2020
- 2) Approve the budget variations as detailed in this report. If all these variations are approved Council will have a surplus of \$5,858,000, and after removing Capital Grants a *deficit* of \$564,000.

**CARRIED**

Amanda Barber, Finance Manager left the Chambers at 9.28am.

**10.6 COMBINED DELIVERY PROGRAM 2018-2021 AND OPERATIONAL PLAN 2020-2021 QUARTERLY MARCH 2021 PROGRESS REPORT****RESOLUTION 2021/53**

Moved: Cr Norm McAllister

Seconded: Cr Peter McCrabb

That Council:

1. Receive and note the Combined Delivery Program 2018-2021 and Operational Plan 2020-2021 Quarterly March 2021 Progress Report, contained at Attachment 1.

**CARRIED**

**10.7 STRATEGIC REVIEW OF COMMITTEES - DRAFT LICENCE AGREEMENT****RESOLUTION 2021/54**

Moved: Cr Norm McAllister

Seconded: Cr Pat Fogarty

That Council adopt the Draft Licence Agreement for the Deniliquin Community Gardens as at Attachment 1 which, as part of the Strategic Review of Committee Framework and Community Facility Model Report, is to become Incorporated.

**CARRIED**

**10.8 FRAUD AND CORRUPTION PREVENTION POLICY****RESOLUTION 2021/55**

Moved: Cr Peter McCrabb

Seconded: Cr Mac Wallace

That Council

1. Rescind the Fraud and Corruption Policy adopted 15 November 2018
2. Adopt the updated Draft Fraud and Corruption Policy

**CARRIED**

**10.9 ENVIRONMENTAL SERVICES REPORT****RESOLUTION 2021/56**

Moved: Cr Peter McCrabb

Seconded: Cr Marg Bull

That Council note the Environmental Services report for April 2021

**CARRIED**

**10.10 NORTH DEPOT REFURBISHMENT****RESOLUTION 2021/57**

Moved: Cr Mac Wallace

Seconded: Cr Pat Fogarty

That Council allocate \$150,000 from the sale of the South Depot to the redevelopment of the North Depot.

**CARRIED**

**10.11 OPERATIONS DEPARTMENT UPDATE****RESOLUTION 2021/58**

Moved: Cr Mac Wallace

Seconded: Cr Pat Fogarty

That Council receive and note the May 2021 Operations Department Update.

**CARRIED**

9.53am Cr McAllister left the Chambers and returned at 9.55am.

9.57am Director Corporate Services left the Chambers and returned at 10.01am

10.00am Manager Finance returned to the Chambers.

**10.12 CAPITAL WORKS UPDATE - QUARTER 3****RESOLUTION 2021/59**

Moved: Cr Peter McCrabb

Seconded: Cr Marg Bull

That Council notes the final Capital Works update for the 2020/21 financial year.

**CARRIED**

**10.13 MAJOR PROJECTS PROGRAM - MAY 2021 - PROGRESS REPORT****RESOLUTION 2021/60**

Moved: Cr Pat Fogarty

Seconded: Cr Marg Bull

That Council note the Major Projects Program from various funding sources - Progress Report for April 2021.

**CARRIED**

**10.14 RECISSION OF COUNCIL RESOLUTION - 2021/41 ATTENDANCE AT ALGA REGIONAL FORUM NGA21****RESOLUTION 2021/61**

Moved: Cr Norm McAllister

Seconded: Cr Pat Fogarty

That Council rescinds Motion 2021/41 Australian Local Government Association Regional Forum 2021 "Working Together for our Communities NGA21"

**CARRIED**

**10.10AM COUNCIL ADJORNED.**

**10.21AM COUNCIL RESUMED STANDING ORDERS**

**10.5 ADOPTION OF COMBINED DELIVERY PROGRAM 2018-2022 AND OPERATIONAL PLAN 2021-2022****RESOLUTION 2021/62**

Moved: Cr Norm McAllister

Seconded: Cr Ashley Hall

That Council

1. Note that action 5.3.4.4 has been added to the Operational Plan 2021-2022 to bring Council to a more sustainable pathway over time.
2. Receive and note submission(s) received from Mr. Colin Bull, Ms. Deb Stockton, Mr. Clint Free (Deniliquin Rams – Football Netball Club) and Mr. Colin McCrabb on the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, contained at Attachment 1.

3. Acknowledge and thank Mr. Colin Bull, Ms. Deb Stockton, Mr. Clint Free and Mr. Colin McCrabb for their submission(s) and request the General Manager respond to the submission(s) in accordance with this resolution.
4. In response to submission 1 from Mr. Colin Bull, approve a gravel resheeting project to be undertaken along Carrathool Road and Mabins Well Road in the 2021-2022 financial year under the road resheet program, and note that a response will be sent to the submitter accordingly.
5. In response to submission 2 from Ms. Deb Stockton, the Billabong Estate, acknowledge – that work Council would undertake on a private road network will be Private Works in line with the Private Works policy, and note that a response will be sent to the submitter accordingly.
6. In response to submission 3 from Mr. Clint Free, note that Council staff have commenced working in partnership with Deni Rams, following the opening of the clubrooms, regarding a strategic plan for the facility and are available to assist with in-kind funding support, and note that a response will be sent to the submitter accordingly.
7. In response to submission 4 from Mr. Colin McCrabb, Capital works for Wanganella-Moulamein Road have been considered and they have been included in the 2021-2022 financial year under both the road reseal and resheet program, and note that a response will be sent to the submitter accordingly.
8. In accordance with sections 533, 534, 535 and 536 of the *Local Government Act 1993*, make and levy the following rates and annual charges for the 2021/2022 year:
  - a) In relation to Ordinary Rates, Council apply the 2.0 per cent rate increase as determined by the Independent Pricing and Remuneration Tribunal.
  - b) In relation to Ordinary Rates, Council recoup \$194,000 (the postponed 2.6% Rate peg cap for the 2020-2021 rating year) due to ERC COVID-19 Economic and Resilience Response.
  - c) Pursuant to section 494 of the *Local Government Act 1993*, make and levy the following Ordinary Rates for the year 1 July 2021 to 30 June 2022:

Category and Subcategory	Ad Valorem Rate	Minimum Charge	Base Amount	Base Amount %
Business Other	0.00312150	\$ 470.00		
Business Deniliquin	0.02522206	\$ 540.00		
Farmland Dry	0.00230000		\$ 550.00	28.60%
Farmland Irrigable	0.00385500		\$ 550.00	15.70%
Business Lots (Mixed Development)	0.02950000			
Residential Lots (Mixed Development)	0.01460900		\$ 355.00	25.30%
Residential Deniliquin Other	0.00724000		\$ 434.00	31.20%
Residential Other	0.00697190		\$ 185.00	36.90%
Residential Deniliquin	0.01023104		\$ 434.00	41.30%

- d) In relation to water supply charges and pursuant to sections 501 and 502 of the *Local Government Act 1993*, make and levy the following charges on all consumers connected to, or capable of being connected to, the Edward River water supply systems for water supply for the year 1 July 2021 to 30 June 2022:

Description	\$	Unit
<b>Residential - Filtered Water</b>		
Access Charge	\$374.00	Per annum
Usage charge 0-800K	\$1.03/ kl	Per kilolitre
Usage charge >-800K	\$1.46/ kl	Per kilolitre
<b>Residential – Raw Water</b>		
Access Charge	\$188.00	Per annum
Usage Charge	\$0.76/kl	Per kilolitre
<b>Residential - Non-Potable Water</b>		
Access Charge (Conargo, Wanganella, Booorban)	\$106.00	Per annum
Connection Charge to main supply (Conargo, Wanganella, Booorban)	\$337.00	Per annum
Usage Charge (Conargo, Wanganella, Booorban)	\$0.73/kl	Per kilolitre
<b>Non-Residential - Filtered and raw water</b>		
Access Charge -20mm connection size	\$312.00	Per annum
Access Charge-25mm connection size	\$506.00	Per annum
Access Charge-32mm connection size	\$651.00	Per annum
Access Charge-40mm connection size	\$832.00	Per annum
Access Charge-50mm connection size	\$1,057.00	Per annum
Access Charge-80mm connection size	\$2,055.00	Per annum
Access Charge-100mm connection size	\$2,318.00	Per annum
Raw Water Usage Charge	\$0.76/kl	Per kilolitre
Raw Water Usage Charge – Community Land	\$0.05/kl	Per kilolitre
Filtered Water Usage Charge	\$1.46/ kl	Per kilolitre

- e) In relation to sewerage service charges and pursuant to sections 501 and 502 of the *Local Government Act 1993*, make and levy the following rates and charges on all residential and non-residential consumers connected to, or capable of being connected to, the Edward River sewer system services for the year 1 July 2021 to 30 June 2022:

Description	\$	Unit
<b>Sewer Access Charges</b>		
Residential Sewer Unconnected Charge	\$452.00	Per annum
Residential Sewer Connected Charge	\$902.00	Per annum
Non-Residential Unconnected Charge	\$452.00	Per annum
Non-Residential Connected Charge	\$902.00	Per annum
Non-Residential Volume Charge	\$1.56/kl	Based on %

- f) In relation to stormwater management services and pursuant to section 496A of the *Local Government Act 1993*, make and levy the following annual charge on residential, business and industrial lots with impervious surfaces for stormwater management services for the year 1 July 2021 to 30 June 2022:

Description	\$	Unit
Residential property	\$25.00	Per annum Per Occupancy
Residential strata property	\$12.50	Per annum Per occupancy
Business property	\$25.00	Per annum Per occupancy
Business strata property (apportioned by unit entitlement for business strata lot with a minimum charge of \$5 per unit entitlement per annum)	\$5.00	Per annum Per occupancy

- g) In relation to domestic waste management service charges and pursuant to sections 496, 501, 503(2) and 504 of the *Local Government Act 1993*, make and levy the following annual charge for the provision of waste management collection services on each of the rateable properties for the year 1 July 2021 to 30 June 2022:

Description	\$	Unit
Residential and Non-residential - Domestic Waste Charge	\$374.00	Per Annum Per Property
Residential and Non-residential - Vacant Land Domestic Waste Charge	\$95.50	Per Annum
Residential and Non-residential - Additional Bin Collected	\$374.00	Per Annum Per Property

- h) In relation to liquid trade waste charges and pursuant to section 501 of the *Local Government Act 1993*, make and levy the following annual fixed and usage charges for all liquid waste other than sewerage of a domestic nature on three categories (based on the level of impact discharges have on Edward River sewerage system) for the year 1 July 2021 to 30 June 2022:

Liquid Trade Waste Fixed Charges		
Application Fees		
Description	\$	Unit
Category 1	\$120.00	Per application
Category 2	\$234.00	Per application
Category 3	\$349.00	Per application
Annual Fees		
Description	\$	Unit
Category 1 Discharger	\$120.00	Per annum
Category 2 and 2S Discharger	\$120.00	Per annum
Category 3 Discharger	\$120.00	Per annum
Industrial Discharger	\$120.00	Per annum
Pre-Inspection Fee	\$120.00	Per inspection
Liquid Trade Waste Usage Charges		

Description	\$	Unit
Category 1 Discharger with appropriate equipment	\$0.00	Per kilolitre
Category 1 Discharger without appropriate pre-treatment	\$1.81	Per kilolitre
Category 2 Discharger with appropriate equipment	\$1.81	Per kilolitre
Category 2 Discharger without appropriate pre-treatment	\$16.70	Per kilolitre
Non-Compliant Category 3 Discharger	To be Calculated	Per kilolitre
(Ph coefficient 0.38 to be calculated with equation 3 in liquid Trade waste policy) (refer to equation 4 & 5 in Trade Waste policy for other parameters)		
Excess Mass Charges:		
Food Waste	\$23.43	Per kilogram
Aluminum	\$0.83	Per kilogram
Ammonia	\$2.47	Per kilogram
Arsenic	\$83.31	Per kilogram
Barium	\$41.66	Per kilogram
Biochemical Oxygen demand - Up to 600mg/L	\$0.83	Per kilogram
(for greater than 600mg/L refer to Council's Policy for calculation)		
Boron	\$0.83	Per kilogram
Bromine	\$16.66	Per kilogram
Cadmium	\$385.69	Per kilogram
Chloride	No Charge	Per kilogram
Chlorinated Hydrocarbons	\$41.66	Per kilogram
Chromium	\$27.75	Per kilogram
Cobalt	\$16.97	Per kilogram
Copper	\$16.97	Per kilogram
Fluoride	\$4.17	Per kilogram
Formaldehyde	\$1.72	Per kilogram
Oil and Grease (Total O & G)	\$1.49	Per kilogram
Herbicides/defoliant	\$834.01	Per kilogram
Iron	\$1.72	Per kilogram
Lead	\$41.66	Per kilogram
Lithium	\$8.33	Per kilogram
Manganese	\$8.33	Per kilogram
Mercury	\$2,811.80	Per kilogram
Methylene Blue Active Substance (MBAS)	\$0.83	Per kilogram
Molybdenum	\$0.83	Per kilogram
Nickel	\$27.75	Per kilogram
Total Kjeldahl Nitrogen (TKN)	\$0.21	Per kilogram
Organoarsenic Compounds	\$835.26	Per kilogram

Pesticides General (excludes organochlorines & organophosphates)	\$835.26	Per kilogram
Petroleum Hydrocarbons (non-flammable)	\$2.78	Per kilogram
Phenolic Compounds (non-chlorinated)	\$8.33	Per kilogram
Phosphorus (Total P)	\$1.72	Per kilogram
Polynuclear Aromatic Hydrocarbons (PAHs)	\$16.97	Per kilogram
Selenium	\$58.63	Per kilogram
Silver	\$1.53	Per kilogram
Sulphate (SO4)	\$0.16	Per kilogram
Sulphide	\$1.72	Per kilogram
Sulphite	\$1.84	Per kilogram
Suspended Solids (SS)	\$1.07	Per kilogram
Thiosulphate	\$0.30	Per kilogram
Tin	\$8.33	Per kilogram
Total Dissolved Solids (TDS)	\$0.06	Per kilogram
Uranium	\$8.33	Per kilogram
Zinc	\$16.97	Per kilogram

9. Pursuant to clause 211(2) of the Local Government (General) Regulation 2005, approve expenditure and vote funds as detailed in the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, contained at Attachment 2.
10. Pursuant to sections 404 and 405 of the *Local Government Act 1993*, adopt the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, including the 2021-2022 Statement of Revenue Policy incorporating the annual budget and fees and charges, contained at Attachment.

In Favour: Crs Norm Brennan, Pat Fogarty, Marg Bull, Ashley Hall, Norm McAllister and Mac Wallace

Against: Cr Peter McCrabb

**CARRIED 6/1**



**10 NOTICES OF MOTIONS**

Nil

**11 QUESTIONS WITH NOTICE**

Nil

**12 CONFIDENTIAL MATTERS****RESOLUTION 2021/63**

Moved: Cr Mac Wallace  
Seconded: Cr Peter McCrabb

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:

**13.1 Barham Road Site - Lot 3 DP1213955**

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.

**CARRIED****13.1 BARHAM ROAD SITE - LOT 3 DP1213955****RESOLUTION 2021/64**

Moved: Cr Norm McAllister  
Seconded: Cr Peter McCrabb

That Council

1. Note this report regarding the operational requirements for a future Sewerage Treatment Plant,
2. Adopt the area along Barham Road on Lot 3 DP1213955 as the preferred location for a future Sewage Treatment Plant.
3. Note that the Barham Rd site, known as Lot 3 DP1213955, is not under consideration for sale by council in whole or in part.

**CARRIED****RESOLUTION 2021/65**

Moved: Cr Mac Wallace  
Seconded: Cr Norm McAllister

That Council moves out of Closed Council into Open Council.

**CARRIED**

**13 CLOSE OF MEETING**

The Meeting closed at 11.25am

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 17 June 2021.

.....  
**CHAIRPERSON**

**7 DISCLOSURES OF INTERESTS**

**8 MAYORAL MINUTE(S)**

Nil

**9 REPORTS OF COMMITTEES**

Nil

**10 REPORTS TO COUNCIL****10.1 MAYOR, COUNCILLORS AND GENERAL MANAGER MEETINGS****Author:** Belinda Perrett, Executive Assistant**Authoriser:** Philip Stone, General Manager**RECOMMENDATION**

That Council note the Mayor, Councillors and General Manager meetings attended during the month of May 2021, undertaken either remotely, or adhering to COVID-19 distancing regulations.

**BACKGROUND**

The report details meetings undertaken on behalf of Council by the Mayor, Councillors and the General Manager in May 2021.

**ISSUE/DISCUSSION**

<b>Mayor, Councillor and General Manager meetings May 2021</b>			
<b>Date</b>	<b>Participants</b>	<b>Topic</b>	<b>Council Reps</b>
May 6	Budget Roadshow	Facebook Interactive Q&A	Mayor, Deputy Mayor, Cr Wallace, Cr McCrabb, General Manager
May 6	Committee Members	Recreation and Community Facilities	Cr McAllister, Cr Bull
May 6	RAMJO	Murray Regional Strategy Group	Mayor, General Manager
May 6	South West Music	Board Meeting	Cr Bull
May 7	Budget Roadshow	Pretty Pine	Mayor, Cr Wallace, General Manager
May 8	2QN Live	Budget	Mayor, General Manager
May 10	Budget Roadshow	Wanganella	Cr Wallace, General Manager
May 11	RAMJO	Financial Sustainability Workshop	Mayor, General Manager
May 12	Budget Roadshow	Blighty	General Manager
May 12	RAMJO	Board Meeting	Mayor, General
May 12	Cemetery Advisory	Meeting	Cr Wallace
May 12	Budget Roadshow	Deniliquin	Mayor, Cr Bull, Cr Wallace, General Manager
May 13	Hospital Board Chair, Chief Executive	Oncology Unit	Mayor, Deputy Mayor, General Manager
May 14	RAMJO	Water Sub-Committee	Mayor
May 14	Budget Roadshow	Conargo	Cr Bull, General Manager
May 17	Murray Darling Association	77 <sup>th</sup> National Conference	Mayor

May 18	Murray Darling Association	77 <sup>th</sup> National Conference	Mayor
May 19	Country Education	Fund Meeting	Cr Bull
May 20	Bush Fire Management Committee	Mid Murray Meeting	Cr Wallace
May 20	Deniliquin Health Action Group	Meeting	Mayor
May 25	Canberra Behind the Scenes	Conference	General Manager
May 26	Canberra Behind the Scenes	Conference	General Manager
May 26	Deniliquin Historical Society	Flat Plaque	Mayor
May 27	Murray Socio Economic Activation Taskforce	Meeting	Mayor, General Manager
May 28	Cross Border Commission	Meeting	Mayor, General Manager

**STRATEGIC IMPLICATIONS**

N/A

**COMMUNITY STRATEGIC PLAN**

5.1 Our community is informed and engaged.

**FINANCIAL IMPLICATIONS**

N/A

**LEGISLATIVE IMPLICATIONS**

N/A

**ATTACHMENTS**

Nil

**10.2 RESOLUTIONS OF COUNCIL**

**Author:** Belinda Perrett, Executive Assistant

**Authoriser:** Philip Stone, General Manager

**RECOMMENDATION**

That Council note the information in the Resolutions of Council as at 9 June 2021.

**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 9 June 2021

20 May 2021	Resolution	Responsibility	Status	Expected Date of Completion
2021/54	Strategic Review of Committees – Draft Licence Agreement That Council adopt the Draft Licence Agreement for the Deniliquin Community Gardens as at Attachment 1 which, as part of the Strategic Review of Committee Framework and Community Facility Model Report, is to become Incorporated.	Director Corporate Services	Underway	June 2021
2021/55	Fraud and Corruption Prevention Policy That Council <ol style="list-style-type: none"> <li>1. Rescind the Fraud and Corruption Policy adopted 15 November 2018</li> <li>2. Adopt the updated Draft Fraud and Corruption Policy</li> </ol>	Director Corporate Services	Adopted	June 2021 Closed
2021/57	North Depot Refurbishment. That Council allocate \$150,000 from the sale of the South Depot to the redevelopment of the North Depot.	Director Infrastructure	Request budget variation Requested	June 2021 Closed
2021/62	Adoption of Combined Delivery Program 2018-2022 and Operational Plan 2021-2022 That Council <ol style="list-style-type: none"> <li>1. Note that action 5.3.4.4 has been added to the Operational Plan 2021-2022 to bring Council to a more sustainable pathway over time.</li> <li>2. Receive and note submission(s) received from Mr. Colin Bull, Ms. Deb Stockton, Mr. Clint Free (Deniliquin Rams – Football Netball Club) and Mr. Colin McCrabb on the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, contained at Attachment 1.</li> <li>3. Acknowledge and thank Mr. Colin Bull, Ms. Deb Stockton, Mr. Clint Free and Mr. Colin McCrabb for their submission(s) and request the General Manager respond to the submission(s) in accordance with this resolution.</li> <li>4. In response to submission 1 from Mr. Colin Bull, approve a gravel resheeting project to be undertaken along Carrathool Road and Mabins Well Road in the 2021-2022 financial year under the road resheet program, and note that a response will</li> </ol>	Director Corporate Services	Action added to Operational Plan.  Acknowledgement and thanks sent to Mr Bull, Ms Stockton, Mr Free and Mr McCrabb	Closed

	<p>be sent to the submitter accordingly.</p> <p>5. In response to submission 2 from Ms. Deb Stockton, the Billabong Estate, acknowledge –that work Council would undertake on a private road network will be Private Works in line with the Private Works policy, and note that a response will be sent to the submitter accordingly.</p> <p>6. In response to submission 3 from Mr. Clint Free, note that Council staff have commenced working in partnership with Deni Rams, following the opening of the clubrooms, regarding a strategic plan for the facility and are available to assist with in-kind funding support, and note that a response will be sent to the submitter accordingly.</p> <p>7. In response to submission 4 from Mr. Colin McCrabb, Capital works for Wanganella-Moulamein Road have been considered and they have been included in the 2021-2022 financial year under both the road reseal and resheet program, and note that a response will be sent to the submitter accordingly.</p> <p>8. In accordance with sections 533, 534, 535 and 536 of the <i>Local Government Act 1993</i>, make and levy the following rates and annual charges for the 2021/2022 year:</p> <p>a) In relation to Ordinary Rates, Council apply the 2.0 per cent rate increase as determined by the Independent Pricing and Remuneration Tribunal.</p> <p>b) In relation to Ordinary Rates, Council recoup \$194,000 (the postponed 2.6% Rate peg cap for the 2020-2021 rating year) due to ERC COVID-19 Economic and Resilience Response.</p> <p>c) Pursuant to section 494 of the <i>Local Government Act 1993</i>, make and levy the following <u>Ordinary Rates</u> for the year 1 July 2021 to 30 June 2022:</p> <p>9. Pursuant to clause 211(2) of the Local Government (General) Regulation 2005, approve expenditure and vote funds as detailed in the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, contained at Attachment 2.</p> <p>10. Pursuant to sections 404 and 405 of the <i>Local Government Act</i></p>			
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	1993, adopt the draft combined Delivery Program 2018-2022 and Operational Plan 2021-2022, including the 2021-2022 Statement of Revenue Policy incorporating the annual budget and fees and charges, contained at Attachment.			
<b>2021/64</b>	Barham Road Site – Lot 3 DP1213955 That Council  1. Note this report regarding the operational requirements for a future Sewerage Treatment Plant, 2. Adopt the area along Barham Road on Lot 3 DP1213955 as the preferred location for a future Sewage Treatment Plant. 3. Note that the Barham Rd site, known as Lot 3 DP1213955, is not under consideration for sale by council in whole or in part.	Director Infrastructure	Actioned	Closed
<b>15 April 2021</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2021/41</b>	Australian Local Government Association Regional Forum 2021 “Working Together for our Communities NGA21” That Council  1. Resolves to approve the attendance of the Mayor and the General Manager at the Australian Local Government Association Regional Forum 2021 June 20 – 23 at the National Convention Centre Canberra.  2. Considers the attendance of other Councillors in line with the Councillor Expenses and Facilities Policy	General Manager	Confirming attendees.  Motion rescinded	<del>30 May 2021</del>  Closed
<b>2021/42</b>	Draft Industrial Lands Strategy That Council place the draft Industrial Land Strategy on exhibition for a period of 28 days and receive a further report detailing the outcome of this exhibition.	Acting Manager Environmental Services	Submissions close 24 May 2021 Further report to June Ordinary Council Meeting Gipa received.	<del>17 June 2021</del> Closed
<b>2021/44</b>	Draft Saleyards Strategic Plan That Council place the draft Saleyards Strategic Plan on exhibition	Director Infrastructure	Submissions close 24 May 2021.	<del>17 June 2021</del> Closed

	for a period of not less than 28 days and receive a further report detailing the outcome of this exhibition.		Further report to June Ordinary Council Meeting	
<b>18 February 2021</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2021/2</b>	<p>Bob White Memorial Trust That Council:</p> <ol style="list-style-type: none"> <li>1. Discuss and endorse the establishment of the Bob White Memorial Trust and associated documents that support the formation of the Trust: <ol style="list-style-type: none"> <li>(a) The Trust Document (attachment 1)</li> <li>(b) The Conargo Memorial Hall and Recreation Ground Committee meeting minutes held in January 2021 (attachment 3)</li> </ol> </li> <li>I The submission to the Minister for Local Government (attachment 4)</li> </ol>	Director Corporate Services	<p>Placed on Public Exhibition for a period of 28 days.</p> <p>Submission sent to the Minister for Local Government</p>	April 2021 - June 2021
<b>2021/9</b>	<p>Edward River Seniors Living Precinct That Council:</p> <ol style="list-style-type: none"> <li>1. Endorse the Seniors Living Precinct sketch plans and standard unit designs for the purposes of detailed design, cost estimates and expressions of interest to the community.</li> <li>2. Note the estimated project costs and construction approach detailed in this report</li> <li>3. Proceed with more detailed design and costs for the purposes of construction.</li> <li>4. Note that, if the Building Better Regions Fund grant is successful, Council will be required to contribute at least 50% to the cost of the project, either from borrowing or reserves.</li> <li>5. Delegate authority to the General Manager to apply to the Building Better Regions Fund Infrastructure Projects Stream for at least 50% of the costs of stage 1 of the development on a 1:1 funding basis</li> <li>6. Proceed with developing an operating and management</li> </ol>	General Manager	Underway	30 June 2021

	<p>model for the project, based on a community-based, not-for-profit entity, utilising either leasehold or loan/license, for decision by Council prior to 30 June 2021.</p> <p>7. Endorse the market testing expressions of interest process underway to determine market demand in the local community.</p>			
<b>17 December 2020</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2020/234</b>	<p>Barham Road Site That Council:</p> <ol style="list-style-type: none"> <li>Note the letter received from DAX Legal Pty Ltd on behalf of the Deniliquin Ethanol Plant Pty Ltd regarding the sale of Lot 3 DP1213955, known as the Barham Road site,</li> <li>Advise DAX Legal Pty Ltd that Council are currently reviewing its operational requirements regarding Lot 3 DP1213955, and;</li> <li>Advise DAX Legal Pty Ltd that, following the operational review for the land, Council may undertake an open process regarding further use or sale of the land.</li> </ol>	General Manager	<p>Advised all correspondence to go through Council's Solicitor. Operational requirements under review. Advice given to Council's Solicitor.</p>	<p><del>March 2021</del> <del>April 2021</del> <del>June 2021</del> Closed</p>
<b>19 November 2020</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2020/236</b>	<p>328 Conroy Street That Council:</p> <ol style="list-style-type: none"> <li>Enter into an agreement with the property owners of 328 Conroy Street to close the section of the Conroy Street road reserve currently fenced into 328 Conroy Street, subject to the property owners agreeing to pay all costs relating to this matter, and;</li> <li>Commence the road closure process in accordance with the requirements of the <i>Roads Act 1993</i> for the portion of Conroy Street that is currently fenced into 328 Conroy Street, subject to the property owners entering into an agreement with Council regarding this matter.</li> </ol>	Acting Director Infrastructure	Property owner notified.	<p><del>February 2021</del> <del>30 April 2021</del> June 2021</p>

<p><b>2020/242</b></p>	<p>Purchase of one Bogie Drive Twin Steer Water Truck That Council</p> <ol style="list-style-type: none"> <li>Accept the tender submitted by Johnson Truck and Coach Service for the purchase of a Volvo FM11 370 fitted with a Barry Burrows 18,000L Steel water tank for the contract price of \$290,909.09 excluding GST</li> <li>Approve the sale of the existing truck (FM91) by Pickles Auctions.</li> </ol> <p><b>AMENDMENT</b>                  Moved: Cr Ashley Hall                  Seconded: Cr Peta Betts                  That Council</p> <ol style="list-style-type: none"> <li>Accept the tender submitted by Johnson Truck and Coach Service for the purchase of a Volvo FM11 370 fitted with a Barry Burrows 18,000L Steel water tank for the contract price of \$209,909.09 excluding GST</li> <li>Review the sale of the existing truck (FM91) by Pickles Auctions.</li> </ol>	<p>Acting Director Infrastructure</p>	<p>Letter of acceptance sent                   Waiting on delivery</p>	<p><del>February 2021</del>  <del>April 2021</del>                  June 2021</p>
<p><b>15 October 2020</b></p>	<p><b>Resolution</b></p>	<p><b>Responsibility</b></p>	<p><b>Status</b></p>	<p><b>Expected Date of Completion</b></p>
<p><b>2020/195</b></p>	<p>Minutes of the Audit Risk and Improvement Committee Meeting held on 24 September 2020                  That Council:</p> <ol style="list-style-type: none"> <li>Receive and note the Minutes of the Audit Risk and Improvement Committee Meeting held on 24 September 2020, contained at Attachment A.</li> <li>Reviews the policy regarding the financial treatment of residual value of road assets.</li> <li>Reviews the policy on the financial treatment of Grant Funding due to the changes in accounting standards</li> </ol>	<p>Director Corporate Services</p>	<p>Commenced</p>	<p>June 2021</p>
<p><b>2020/203</b></p>	<p>Planning Proposal No 10 – Lot 2DP1220715, Harfleur Street</p>	<p>Manager Environmental</p>	<p>1. Completed</p>	<p>Closed</p>

	<p>That Council:</p> <ol style="list-style-type: none"> <li><b>Endorse the Planning</b> Proposal provided as Attachment 1 .</li> <li>That Council request the Department of Planning, Industry and Environment to prepare the draft amendment to the Deniliquin Local Environmental Plan 2013 and provide Council with an Opinion that the Plan can be made.</li> <li>That Council request Parliamentary Counsel to prepare the draft Amendment to the Deniliquin Local Environmental Plan 2013 under section 3.36 (1) of the Environmental Planning and Assessment Act 1979</li> </ol>	Services (Acting)	<ol style="list-style-type: none"> <li>Completed</li> <li>Awaiting response</li> </ol>	<p>Closed</p> <p>February 2021</p>
<b>2020/213</b>	<p>Sale and Development of Lots 33, 34, 35 and 36 Saleyards Road</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Authorise the General Manager to accept the current offer of \$250,000 inc. GST the sale of the Lots 33,34, 35 and 36 Saleyards Road, Deniliquin to Rhys Tremble Concreting and Engineering.</li> <li>Require the Contract of Sale to be conditional on a development application being submitted with 12 months of signing the contract for the purposes of industrial use and development and include a buy back clause.</li> <li>Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Lots 33,34, 35 and 36 Saleyards Road, Deniliquin</li> </ol>	Manager Community & Economic Development	Conditions agreed. Contract being prepared.	<p><del>November 2020</del></p> <p><del>February 2021</del></p> <p><del>April 2021</del></p> <p>June 2021</p>
<b>20 August 2020</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2020/164</b>	<p>North Deniliquin Levee Upgrade Feasibility Report</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Adopt the North Deniliquin Levee Upgrade Feasibility Report, contained as Attachment 1 to this report, and;</li> </ol>	Manager Engineering & Assets	Underway	<p><del>October 2020</del></p> <p><del>February 2021</del></p> <p><del>April 2021</del></p>

	2. Apply to Office of Environment and Heritage for funding of the works detailed in the North Deniliquin Levee Upgrade Feasibility Report		Waiting on funding details	July 2021
<b>16 July 2020</b>	<b>Resolution</b>	<b>Responsibility</b>	<b>Status</b>	<b>Expected Date of Completion</b>
<b>2020/143</b>	That Council; <ol style="list-style-type: none"> <li>1. Approve an application for a loan facility of up to \$2.5M over the 2020/21 and 2021/22 financial years to match the funding received from the Commonwealth Regional Airport Program towards the renewal and upgrade of the runway at Deniliquin airport,</li> <li>2. Direct that officers investigate further opportunities for State funding towards this work.</li> <li>3. Make representations through the Member for Murray and the Deputy Premier seeking State Government funding towards the project as the runway upgrade is essential to providing the region with air access to medical facilities and will assist in aerial firefighting in the event of serious bush and grass fires.</li> </ol>	Manager Engineering and Assets	Representations made.  Further representations made and Advocacy Strategy delivered to appropriate Ministers	<del>30 December 2020</del>  March 2021  July 2021
<b>2020/144</b>	Asset Management Plans That Council: <ol style="list-style-type: none"> <li>1. Note the current Transport, Buildings, Open Space and Recreation, Flood Mitigation and Drainage, Water and Sewerage Asset Management Plans;</li> <li>2. Undertake a project to update the Asset Management Plans based on the outcomes from the Asset Revaluation project; and</li> <li>3. Receive a further report in October 2020 regarding the Asset Management Plans.</li> </ol>	Manager Engineering and Assets	Asset Management Plans being updated.	<del>15 October 2020</del> <del>3 December 2020</del> February 2021 April 2021 June 2021

**10.3 INVESTMENT & RESERVES REPORT MAY 2021****Author: Bruce Maunganidze, Financial Accountant****Authoriser: Suni Campbell, Director Corporate Services****RECOMMENDATION**

That That Council:

1. Note and receive the May 2021 report on Investments totalling \$44,899,088 inclusive of cash at bank for day-to-day operations.
2. Note that actual interest received for the month of May 2021 was \$13,262.
3. Note that accrued interest earned to 31 May 2021 but not yet received was \$130,900.
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report.

**BACKGROUND**

The purpose of this report is to update Council on the investment of surplus funds and performance of Council's investment portfolio for the month to 31 May 2021 as required by *Regulation No 264 (Part 19) of the Local Government Act 1993*.

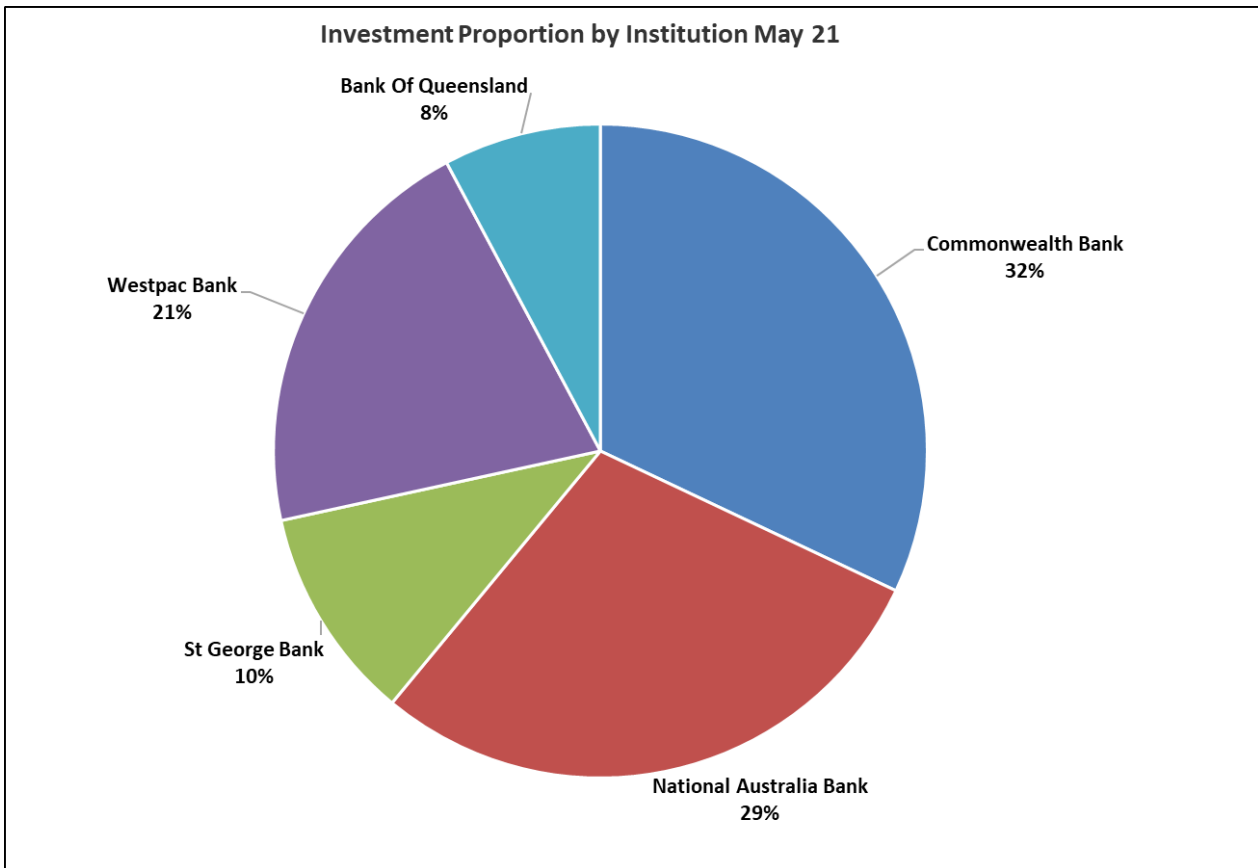
As at 31 May 2021, Council had a total of \$44,899,088 in invested funds. Interest received from investments during the month of May 2021 on a cash basis was \$13,262.

Included in this report are the following items:

- Council's Investments as at 31 May 2021
- Restrictions Applying to Investment Funds
- Investment Portfolio Performance
- Investment Commentary
- Monthly Report from Imperium Markets
- Certification by the Responsible Accounting Officer

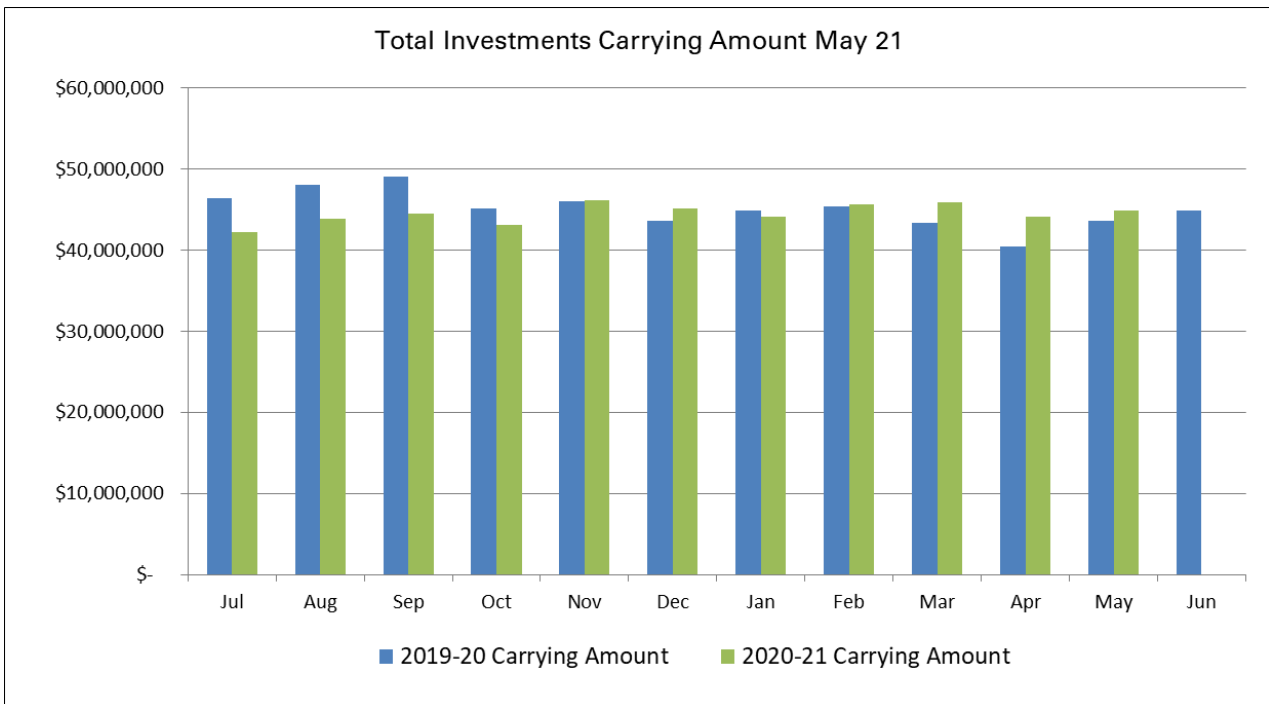
**ISSUE/DISCUSSION****Council's Investments as at 31 May 2021**

As at 31 May 2021, Council had a total of \$44,899,088 in term deposits and cash at bank exclusive of unrepresented receipts or cheques.



The details of the investments are included in **Attachment 1** – Investment Register as at 31 May 2021.

Council’s funds were invested with A1+, A1 and A2 rated Authorised Deposit Institutions (ADI’s).



The total investments balance has remained within the \$40M - \$46M range for the past 12 months, with seasonal fluctuations from month to month in line with Council’s cashflows.

One term deposit with St George Bank worth \$2.5M matured during the month, which was redeemed and reinvested with NAB for 36 months at 0.75%.



Total funds increased by \$823,446 during the month mainly due to receipt of quarterly instalments and grants, partly offset by operational and capital expenditure payments.

Summary of **cash at bank** from day to day operations:

<b>Cash Summary</b>		<b>Comment</b>
Opening cash book balance	\$ 557,136	
Plus receipts	\$ 7,176,386	Grants and Rates debtors receipts and Term Deposit maturities
Less payments	\$ 5,419,754	Capex and Opex payments and Term Deposit investments
<b>Cash book balance as at 31 May 2021</b>	<b><u>\$ 2,313,768</u></b>	
<b>Statement Summary</b>		
Opening statement balance	\$ 621,649	
Plus receipts	\$ 7,172,290	Grants and Rates debtors receipts and Term Deposit maturities
Less payments	\$ 5,550,546	Capex and Opex payments, Term Deposit investments and April unrepresented payments
<b>Bank statement balance as at 31 May 2021</b>	<b><u>\$ 2,243,393</u></b>	
plus Unrepresented receipts	\$ 78,226	Receipts not yet presented at bank
less Unrepresented payments	\$ 7,851	Payments not yet presented at bank
<b>Reconciliation balance as at 31 May 2021</b>	<b><u>\$ 2,313,768</u></b>	

### **Restrictions Applying to Investment Funds**

Total Funds were held between General, Water and Sewer Funds as follows:

<b>Fund Name</b>	<b>Bank and Investments Percentage</b>	
General	\$ 30,627,095	68.21%
Water	\$ 7,795,013	17.36%
Sewer	\$ 6,476,980	14.43%
<b>Total Funds</b>	<b><u>\$ 44,899,088</u></b>	<b><u>100.00%</u></b>

The following restrictions applied to the cash and investments balance:

**Internal Restrictions**

Infrastructure replacement	\$ 2,599,826
Plant replacement reserve	\$ 1,798,670
Recreation reserves/villages	\$ 1,113,000
Other internal reserves	\$ 851,882
Employee entitlements	\$ 692,727
Land Development Fund	\$ 385,000
Airport Development	\$ 187,447
Deposits, retentions and bonds	\$ 447,529
Seniors Living Precinct	\$ 248,262
Deniliquin Town Hall and Civic Precinct Redevelopment	\$ 412,805
<b>Total Internal Restrictions</b>	<b>\$ 8,737,148</b>

**External Restrictions**

Water supplies fund	\$ 7,795,013
Sewerage services fund	\$ 6,476,980
Tip remediation	\$ 1,300,000
Unexpended Merger funds	\$ 1,494,159
Other unexpended grant funds	\$ 955,773
Library fund	\$ 276,608
Other external reserves	\$ 159,653
<b>Total External Restrictions</b>	<b>\$ 18,458,186</b>

**Unrestricted Funds**

**\$ 17,703,754**

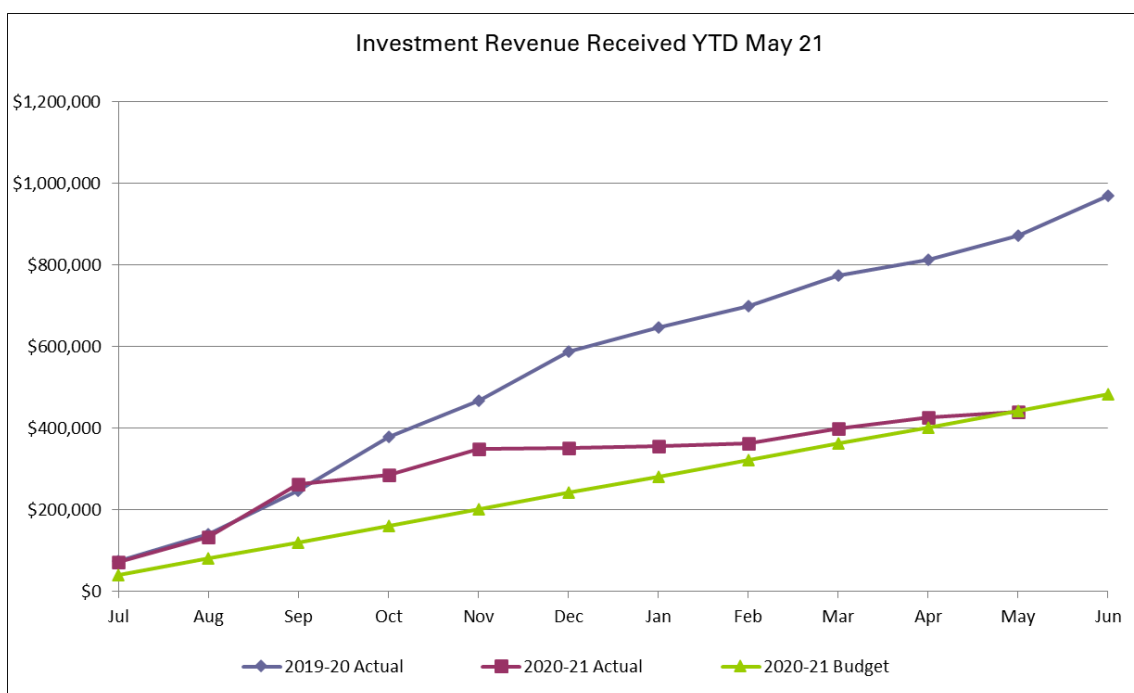
**Total Funds**

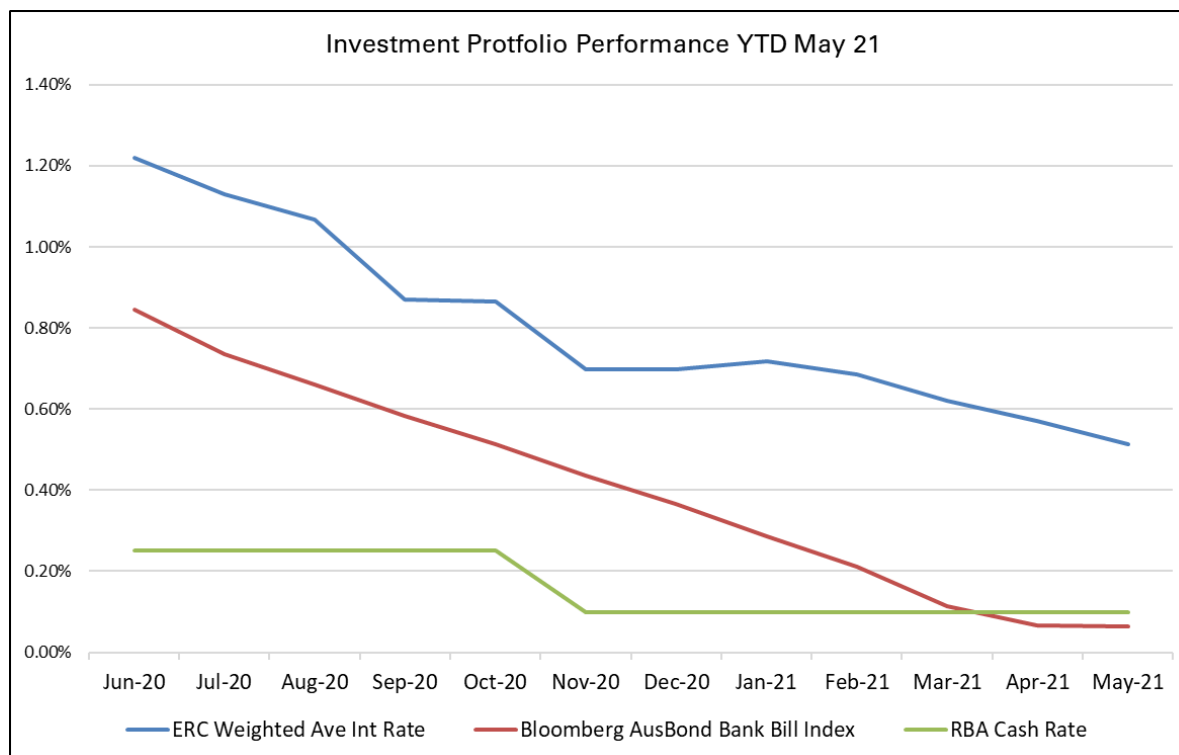
**\$ 44,899,088**

A detailed breakdown of the restrictions is provided in **Attachment 2 – Detailed Reserve Balances** as at 31 May 2021.

**Investment Portfolio Performance**

Interest received from investments during the month of May 2021 was \$13,262 consisting of \$1,649 from on-call/bank accounts and \$11,613 from term deposits.





As at 31 May 2021, Council's weighted average interest rate was 0.51%, which was 0.45% above the Bloomberg AusBond Bank Bill Index implied one-year return of 0.06%. Accrued interest of \$130,900 had been earned to 31 May 2021 but was yet to be received as these investments mature in later months.

### **Monthly Investment Review from Imperium Markets**

Council engaged Imperium Markets Pty Ltd to provide ongoing investment advisory services from May 2021 as per recommendation from Audit Risk and Improvement Committee (*resolution ARIC/2021/7*). As part of this service, Imperium provides, among other services, a monthly investment review report for Council which council uses to inform investment decisions. A copy of the report is attached in this report as **Attachment 3 - Investment Review May 2021- Imperium Markets**.

### **Investment Commentary**

As at 31 May 2021, all investments were within the defined Investment Policy limits. Council's investment portfolio consisted of term deposits (79%) and cash at bank/ on call (21%).

The Reserve Bank of Australia (RBA) elected to leave the official cash rate unchanged at a record low of 0.10% during the month whilst suggesting that conditions for an interest rate rise were "unlikely to be met until 2024 at the earliest". The low interest climate is therefore set to continue in the medium to long term.

To mitigate the re-investment risk that this poses, Council has started, following on the advice from Imperium Markets, to invest in term deposits with maturities longer than 1 year, taking into consideration council's cashflow needs. This will allow council to take advantage of the higher returns currently on the market for these investments as compared to short term ones.

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

## **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**

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

40%	A1+ rated institutions
20%	A1 rated institutions
10%	A2 rated institutions
\$250,000	Unrated authorized deposit taking institutions

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

100%	TCorp/M Funds
100%	A1+ rated institutions
40%	A1 rated institutions
30%	A2 rated institutions
5%	A3 Unrated authorized deposit taking institutions

**LEGISLATIVE IMPLICATIONS****Certification – Responsible Accounting Officer**

I hereby certify that the investments listed in the Investment Report Attachment have been made in accordance with Section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2005* and Council’s Investments Policy.

Amanda Barber  
**Responsible Accounting Officer**

**ATTACHMENTS**

1. Investment Register as at 31 May 2021
2. Detailed Reserve Balances as at 31 May 2021
3. Investment Review Report May 2021 - Imperium Markets


Schedule of Investments										
This Report is at date 31-May-2021										
Description	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	Oncall/ CMT	032-870 16-6545	A1+	N/a	N/a	365	0.00%	320,936	0.71%	Monthly
Westpac 31 Day Notice Account	Oncall/ CMT	032-870 23-2696	A1+	N/a	N/a	365	0.35%	5,929,973	13.21%	Monthly
Commonwealth Bank General Fund	Oncall/ CMT	062-533 000 000 10	A1+	N/a	N/a	365	0.00%	1,896,901	4.22%	Monthly
Commonwealth Bank Business On Line Saver	Oncall/ CMT	062-533 101 511 17	A1+	N/a	N/a	365	0.15%	1,475,722	3.29%	Monthly
Macquarie Bank - Rates	Oncall/ CMT	3005-79778	A1	N/a	N/a	365	0.00%	23,722	0.05%	Monthly
Macquarie Bank - Water	Oncall/ CMT	2643-18940	A1	N/a	N/a	365	0.00%	1,834	0.00%	Monthly
<b>Total Oncall/ CMT Accounts</b>								<b>9,649,088</b>	<b>21.49%</b>	
<b>Term Deposits</b>										
St George	TD	354775348	A1+	03-Sep-20	03-Sep-21	365	0.85%	1,500,000	3.34%	12,750.00
St George	TD	354032747	A1+	04-Nov-20	04-Nov-21	365	0.60%	1,250,000	2.78%	7,500.00
St George	TD	357226820	A1+	04-Nov-20	04-Nov-21	365	0.60%	1,000,000	2.23%	6,000.00
St George	TD	0	A1+	05-Nov-20	05-Nov-21	365	0.60%	1,000,000	2.23%	6,000.00
Westpac	TD	032-870-24-5462	A1+	26-Sep-20	26-Sep-21	365	0.70%	3,000,000	6.68%	21,000.00
National Australia Bank	TD	GMI-DEAL-10713076	A1+	24-Jul-20	26-Jul-21	367	0.92%	1,000,000	2.23%	9,250.41
National Australia Bank	TD	GMI-DEAL-10713973	A1+	30-Jul-20	30-Jul-21	365	0.85%	2,000,000	4.45%	17,000.00
National Australia Bank	TD	0	A1+	25-Aug-20	25-Jun-21	304	0.75%	2,000,000	4.45%	12,493.15
National Australia Bank	TD	75-932-6938	A1+	31-Jul-20	30-Jul-21	364	0.85%	1,500,000	3.34%	12,715.07
National Australia Bank	TD	0	A1+	10-Sep-20	10-Jun-21	273	0.72%	1,000,000	2.23%	5,385.21
National Australia Bank	TD	0	A1+	06-Nov-20	06-Nov-21	365	0.55%	3,000,000	6.68%	16,500.00
National Australia Bank	TD	0	A1+	24-May-21	24-May-24	1096	0.75%	2,500,000	5.57%	56,301.37
Commonwealth Bank	TD	0	A1+	16-Oct-20	16-Sep-21	335	0.60%	4,000,000	8.91%	22,027.40
Commonwealth Bank	TD	0	A1+	23-Oct-20	21-Oct-21	363	0.60%	4,000,000	8.91%	23,868.49
Commonwealth Bank	TD	CDA 37543602	A1+	19-Feb-21	18-Feb-22	364	0.41%	1,500,000	3.34%	6,133.15
Commonwealth Bank	TD	0	A1+	01-Apr-21	11-Apr-22	375	0.43%	1,500,000	3.34%	6,626.71
<b>Total A1+ Deposits</b>	TD							<b>31,750,000</b>	<b>70.71%</b>	
Bank Of Queensland	TD	083-01854-5526	A2	10-Dec-20	08-Dec-21	363	0.54%	1,500,000	3.34%	8,055.62
Bank Of Queensland	TD	083-01854-5527	A2	19-Mar-21	21-Mar-22	367	0.39%	2,000,000	4.45%	7,842.74
<b>Total A2 Deposits</b>								<b>3,500,000</b>	<b>7.80%</b>	
<i>Weighted Average Interest Rate</i>							0.51%	<b>44,899,088</b>	<b>100.00%</b>	

<b>ERC Detailed Reserves Balances</b>	<b>31/05/2021</b>
<b>EXTERNAL RESERVES</b>	
Developer Contributions - General	39,485
Specific Purpose Unexpended Grants	955,773
Water Supplies	7,795,013
Sewerage Services	6,476,980
Domestic Waste Management	1,300,000
Merger Operational	373,752
Merger Stronger Communities	1,120,407
Conargo Milestones/Interpretative	37,287
Conargo Oval M&R	20,000
Deniliquin Band Committee	21,419
Deniliquin Community Gardens	2,967
EPA Waste	35,915
Library Reserve	276,608
Regional Arts	2,580
<b>Total External Restrictions</b>	<b>18,458,185</b>
<b>INTERNAL RESERVES</b>	
Plant Replacement	1,798,670
Infrastructure Replacement	2,599,826
Employees Leave	692,727
Deposits, retentions and bonds	447,529
Airport Industrial Land	50,000
Asset Management	14,000
Airport Runway Development	187,447
Blighty Power Upgrade	70,000
Building Maintenance	50,000
Cemetery Upgrade	9,000
Conargo Landscaping	-
Depot office & gates upgrade	41,000
Dog Trail	3,000
Election Reserve	12,312
Fencing Conargo	7,000
Gravel Pits	14,000
Human Resources	17,674
Internal Audit	6,000
Land Development	385,000
Landscaping plan	90,000
Recreation Reserves/Villages (Landscaping Plans)	1,113,000
Risk Management	44,686
Wanganella Community Hall	5,000
Shire Entrance Signs	5,000
Tourism/Industry Promotion	13,000
Town Planning Plan, Surveys & Studies	102,662
Waste Facilities	63,300
Water Supply Network	57,000
Website Development	1,750
Seniors Living Precinct	248,262
Conargo and Pretty Pine Rural Landfills	25,497
Deniliquin Town Hall and Civic Precinct Redevelopment	412,805
North Depot Redevelopment	150,000
<b>Total Internal Restrictions</b>	<b>8,737,148</b>
<b>Total Restrictions</b>	<b>27,195,333</b>



## Investment Review

May 2021

 <p>IMPERIUM MARKETS</p>	<p>Imperium Markets Pty Ltd ABN: 87 616 579 527 Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718 Phone: +61 2 9053 2987 Email: <a href="mailto:michael.chandra@imperium.markets">michael.chandra@imperium.markets</a> Level 9 Suite 02, 3 Spring Street, Sydney NSW 2000</p>
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### Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

With regards to financial markets, shares (equities) experienced a significant correction in March 2020 but have since, recovered substantially due to the unprecedented fiscal and monetary policy support from global central banks and governments. **The RBA cut rates to record lows on 3<sup>rd</sup> November 2020 to 0.10%.** Equities have continued their rally over the course of 2021 with the accelerated rollout of multiple vaccines and ongoing fiscal stimulus. Longer-term bond yields have also risen over the past few months on the prospects of higher inflation over coming years.

With regards to the medium-longer term outlook for financial markets, of importance is the RBA's outlook and stance on the current situation:

1. The RBA's official cash rate will remain unchanged at its emergency level of 0.10% until its objectives of full employment and inflation are reached.
2. They suggested the NAIKU could be in the low 4s, or even the high 3s, well below the current unemployment rate of ~5½%;
3. **The Board does not expect the conditions for a rate hike "to be met until 2024 at the earliest".**

The largest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~79% of Council's total investment). **The biggest risk that Council faces over the medium-longer term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.**

Council's term deposit portfolio was yielding 0.64% p.a. at month-end, with a weighted average duration of around 207 days or ~7 months. **This short average duration will provide some income protection against the low interest rate environment over the immediate future.** As existing deposits mature however, they will inevitably be reinvested at much lower prevailing rates.

**Given official rates have fallen to record lows, Council is likely to see a rapid decline in interest income over future financial years. Its budgeted income over the medium-longer term needs to be revised to reflect the low interest rate environment. Returns between 0.40%-0.80% p.a. may potentially be the "norm" over the next few financial years, especially if rolling the majority of surplus funds for terms less than 2-3 years.** Yields may in fact be lower if electing to invest for terms under 12 months.





## Council’s Portfolio & Compliance

### Asset Allocation

The portfolio is mainly directed to fixed term deposits (78½%). The remainder of the portfolio is held in various overnight cash accounts with the major banks (21½%) and Macquarie Bank earning a low rate of return. We recommend opening the ‘accelerator’ cash account with Macquarie Bank (A+), which is currently paying an overnight rate of 0.40% p.a. for balances up to \$10m (and 0.20% p.a. for balances greater than \$10m).

**With the RBA cutting interest rates in November 2020 to 0.10% and flagging no rate hikes “at least until 2024”, the priority should be to lock in any remaining attractive medium-longer dated fixed deposits that may still be available to address reinvestment risk as margins continue to compress.**



### Term to Maturity

**The portfolio remains highly liquid with around 94% maturing within 12 months.** The weighted average duration of the deposit portfolio is around 7 months, resulting in a high level of reinvestment risk. We commend Council’s decision to place a term deposit with NAB (AA-) for 3 years at 0.75% during the month.

We recommend continuing to diversify the maturity profile to mitigate the rapid loss of income and address reinvestment risk (rolling over deposits at lower prevailing rates). The biggest risk that the local government sector has faced over the post-GFC era has been the dramatic fall in interest rates from 7¼% to the historical levels currently experienced at 0.10%. Rollover risk has been the major detriment to Council’s performance and interest income over the past decade and will continue to do so going forward.

We highly recommend a more diversified maturity profile and take advantage of the capacity in the 1-5 year investment horizon. This will address Council’s biggest threat going forward being reinvestment risk in the low interest rate environment.





Where there is (counterparty) capacity to invest in attractive medium-longer term investments, we recommend this be allocated to medium-term fixed deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$42,399,088	94.43%	50%	100%	\$2,500,000
✓	1 – 2 years	\$0	0.00%	0%	50%	\$22,449,544
✓	2 – 5 years	\$2,500,000	5.57%	0%	20%	\$6,479,818
		<b>\$44,899,088</b>	<b>100.00%</b>			

### Counterparty

As at the end of May, Council did not have an overweight position to any single ADI. Overall, the portfolio is lightly diversified across the investment grade credit spectrum, with no exposure to the unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	CBA	A-1+	\$14,372,623	32.01%	40.00%	\$3,587,012
✓	NAB	A-1+	\$13,000,000	28.95%	40.00%	\$4,959,635
✓	Westpac (SGB)	A-1+	\$14,000,909	31.18%	40.00%	\$3,958,726
✓	Macquarie	A-1	\$25,556	0.06%	20.00%	\$8,954,261
✓	BoQ	A-2	\$3,500,000	7.80%	10.00%	\$989,909
			<b>\$44,899,088</b>	<b>100.00%</b>		

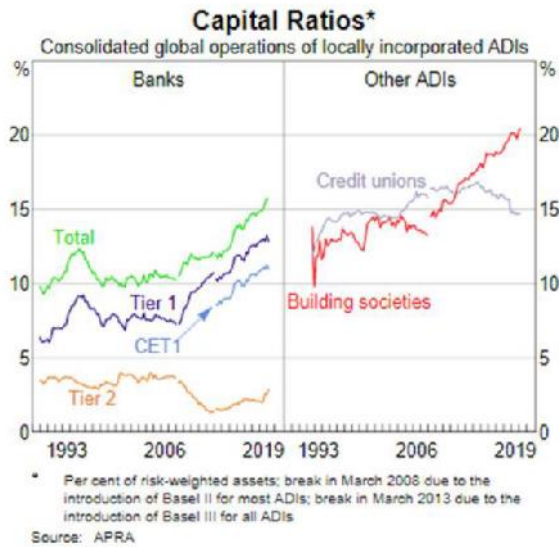
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

APRA's Chairman affirmed that the banks had satisfactorily moved towards an '*unquestionably strong*' capital position and that bank's stress testing contingency plans were now far better positioned than was previously the case years ago. ***RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks now have cash, are well capitalised and are acting as "shock absorbers" in the current pandemic crisis.***

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns.

In the current environment of high regulation and scrutiny, all domestic ADIs continue to carry high levels of capital, particularly amongst the lower ("BBB") and unrated ADIs. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. ***APRA's mandate is to "protect depositors" and provide "financial stability".***

***The biggest single risk that depositors face in the current low interest rate environment is not capital or credit risk, but reinvestment risk. Interest rates are now at their effective lower bound of 0.10%.***



**Credit Quality**

The portfolio remains diversified from a credit ratings perspective. The entire long term portfolio is spread amongst the investment grade spectrum.

Council’s maximum limit of 30% in aggregate with the “A-2” rated ADIs remains fairly conservative compared to some other NSW local government clients who have a maximum limit of 40%. From a ratings perspective, the “A-2” rated banks now generally dominate the number of ADIs issuing deposits within the investment grade space. However, given most banks are fully liquid during the current pandemic, most of the “A-2” rated and Unrated ADIs are currently not seeking wholesale funding.

As such, in the interim, we could see a shift towards a larger proportion of assets being directed towards the higher rated ADIs given the lack of appetite amongst the lower rated ADIs.

All aggregate ratings categories are within the Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$41,373,532	92%	100%	\$3,525,556
✓	A-1 Category	\$25,556	0%	40%	\$17,934,079
✓	A-2 Category	\$3,500,000	8%	30%	\$9,969,726
✓	A-3 / Unrated Category	\$0	0%	5%	\$2,244,954
		<b>\$44,899,088</b>	<b>100.00%</b>		



### Performance

Council's performance (excluding cash holdings) for the month ending 31 May 2021 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.03%	0.05%	0.14%	0.16%
AusBond Bank Bill Index	0.00%	0.01%	0.01%	0.06%	0.06%
Council's T/D Portfolio <sup>^</sup>	0.05%	0.17%	0.36%	0.85%	0.99%
<b>Outperformance</b>	<b>0.05%</b>	<b>0.16%</b>	<b>0.35%</b>	<b>0.80%</b>	<b>0.92%</b>

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.16%	0.16%
AusBond Bank Bill Index	0.05%	0.04%	0.02%	0.06%	0.06%
Council's T/D Portfolio <sup>^</sup>	0.65%	0.68%	0.73%	0.93%	0.99%
<b>Outperformance</b>	<b>0.60%</b>	<b>0.64%</b>	<b>0.71%</b>	<b>0.87%</b>	<b>0.92%</b>

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month of May, the portfolio (excluding cash) provided a return of +0.05% (actual) or +0.65% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.00% (actual) or +0.05% p.a. (annualised). The outperformance continues to be anchored by a combination of those medium-longer dated deposits locked-in for a term of 6 months or longer.

We note that investments are being reinvested at lower prevailing rates as the cash rate has reached the RBA's effective lower bound of 0.10% and likely to stay at these depressed levels for the foreseeable future.

Investors using the Imperium Markets platform (an ASIC Licensed Market) have reduced the invisible costs associated with brokerage, and thereby lift client portfolio returns as investors are able to deal in deposits directly with the ADIs and execute at the best price possible.



**Council's Term Deposit Portfolio & Recommendation**

As at the end of May 2021, Council's deposit portfolio was yielding 0.64% p.a. (down 1bp from the previous month), with a weighted average duration of around 207 days (~7 months).

We strongly recommend Council extends this average duration. We reiterate that in the low interest rate environment, the biggest collective risk that the local government sector has faced over the post-GFC era has been the dramatic fall in interest rates - from 7¼% to the historical low levels of 0.10%.

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	1.40% p.a.
NAB	AA-	5 years	1.30% p.a.
ICBC, Sydney	A	4 years	1.12% p.a.
NAB	AA-	4 years	1.00% p.a.
ICBC, Sydney	A	3 years	0.85% p.a.
NAB	AA-	3 years	0.80% p.a.
ICBC, Sydney	A	2 years	0.60% p.a.
NAB	AA-	2 years	0.60% p.a.

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk in the low interest rate environment.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):



ADI	LT Credit Rating	Term	T/D Rate
ME Bank	BBB	12 months	~0.50% p.a.
BoQ	BBB+	6 months	0.45% p.a.
BoQ	BBB+	9-12 months	0.40% p.a.
CBA	AA-	12 months	~0.38% p.a.
AMP Bank	BBB	9-12 months	0.35% p.a.^
NAB	AA-	12 months	0.35% p.a.
Westpac	AA-	12 months	~0.35% p.a.
Bendigo	BBB+	9-12 months	0.35% p.a.

^ AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown

Amongst the investment grade sector, short-dated term deposits (maturing less than 12 months) are yielding under 0.50% p.a. (most are under 0.40% p.a.). We believe there is not much value being offered in short-dated deposits.

In contrast, there is an upward pick-up in yield for investors that can take advantage of 2-5 year fixed T/Ds whilst official rates are stuck at depressed levels for the foreseeable future. If Council does not require high levels of liquidity and can stagger its investments longer-term, it will be rewarded over coming years if it can roll for a minimum term of 2 years (rolling for 3-5 years is even better, where possible), potentially yielding, on average, more than double or triple the return compared to those investors that purely invest in short-dated deposits.

#### Council's At-Call Account

Should any of Council's at-call accounts be earning less than 0.40% p.a., we recommend opening the **Macquarie Bank (A+) accelerator cash account** which is currently being offered at a rate of **0.40% p.a. for balances up to \$10m**. If interested, please get in contact with us and we can introduce Council with the relevant staff at Macquarie Bank to open up this account.



### Senior FRNs Review

Over May, amongst the senior major bank FRNs, physical credit securities widened by around 5bp at the long-end of the curve. Secondary market securities remain relatively expensive on the back of the RBA announcing its \$200bn quantitative easing (QE) package (doubled in Feb 2021).

**A new 5 year senior major bank FRN would now be issued around the +50bp, which remains tight on a historical basis.** We may finally see some primary issuances in Q3-Q4 this year from the major banks as the RBA's term funding facility (TFF) ends as of 30 June 2021. The lack of supply from new (primary) issuances has played a major role with the rally in credit markets over the past year.

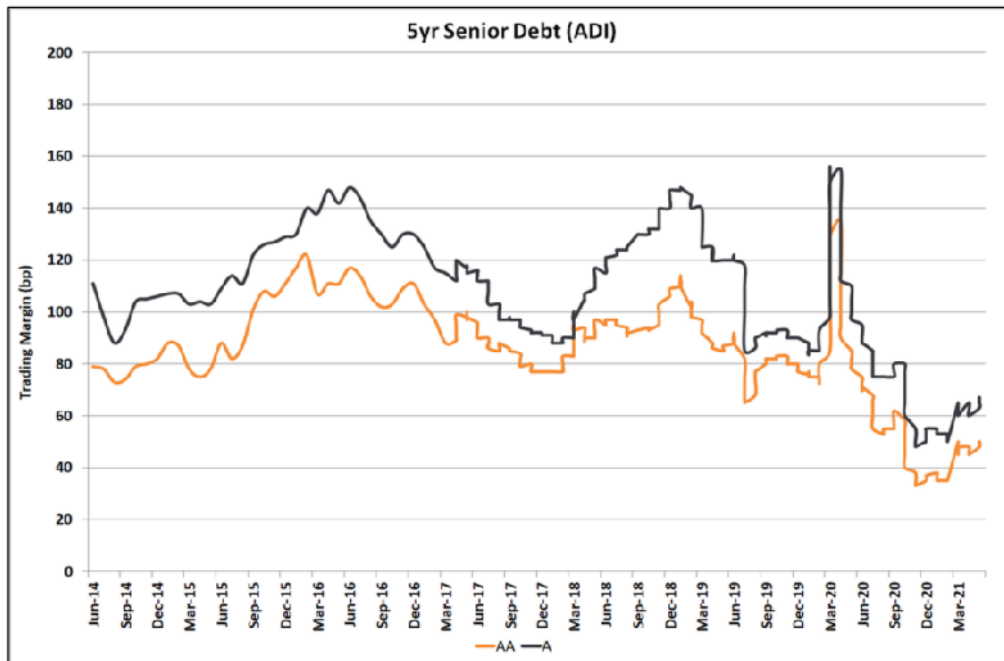
During the month, HSBC Sydney Branch (AA-) issued a new 3 year senior FRN at +42bp, printing \$500m, tightening from initial guidance of +50bp, after receiving orders in excess of \$1.4bn. While it tightened 8bp from initial guidance, relative to where the domestic major banks were being marked, we thought this was issued at a relatively fair level. Separately, China Everbright Bank, Sydney Branch (BBB+) issued a 3 year senior FRN deal at +68bp, tightening from +73bp and printed \$300m.

Amongst the "A" and "BBB" rated sector, the securities were also marked around 2-5bp wider at the long-end of the curve. While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside "mid" levels over recent months.

Credit securities remain tight on a historical level but are looking slightly more attractive following the widening experienced over the past few months. FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	31/05/2021	30/04/2021
"AA" rated – 5yrs	+50bp	+45bp
"AA" rated – 3yrs	+27bp	+27bp
"A" rated – 5yrs	+67bp	+60bp
"A" rated – 3yrs	+45bp	+42bp
"BBB" rated – 3yrs	+55bp	+52bp

Source: IBS Capital



Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- On or before mid-2024 for the "AA" rated ADIs (domestic major banks);
- On or before mid-2022 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last 1-2 years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so.

*FRNs remain expensive in this environment and we continue to favour longer-dated fixed investments (term deposits).*





## Economic Commentary

### International Market

**Despite ongoing concerns regarding inflation and higher commodity prices, equity markets continued their positive momentum in May, providing positive returns across most major markets.**

In the US, the S&P 500 Index gained +0.55%, while the tech-heavy NASDAQ Index fell -1.53%. Equities finished positively across Europe's main indices, led by France's CAC (+2.83%), Germany's DAX (+1.88%) and UK's FTSE (+0.76%).

The US payroll numbers in April disappointed, coming in at 266k against expectation of 1 million. **The unemployment rate unexpectedly ticked up from 6.0% to 6.1%** against expectations of a fall to 5.8%.

**The US April core PCE deflator rose to +3.1% from +1.9%, its highest annual rate since 1992** and a little above the 2.9% expected.

President Biden outlined his Budget plan for FY22, proposing US\$6 trillion of spending that would significantly boost discretionary spending and sharply raise taxes on corporates and high-income households.

**European GDP data confirmed their recession with Q1 GDP at -0.6% q/q.** With the vaccination programme back on track in the region and restrictions likely to ease, Q2 is expected to be much better.

**The UK economy contracted by -1.5% q/q in Q1,** but the monthly track showed a decent pick-in in growth in March, confirming that a strong rebound is underway as lockdown restrictions ease. The Bank of England kept all its policy settings unchanged, including its £875bn government bond buying target.

**China's monthly activity data did not provide any support to risk appetite, with retail sales coming in weaker than expected (17.7% y/y vs 25% expected).** The unemployment rate fell to 5.1% (the lowest since November 2019), while new home prices were up +0.5% m/m in April.

**The RBNZ surprised the market by re-introducing its forecasts for their Official Cash Rate** (held steady at 0.25%) into their Monetary Policy statement. **OCR forecasts point to a sequence of hikes from the Q3 of 2022.**

The MSCI World ex-Aus Index rose +1.22% for the month of May:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+0.55%	+10.31%	+38.10%	+15.83%	+14.93%	+12.07%
MSCI World ex-AUS	+1.22%	+9.15%	+38.37%	+12.59%	+12.31%	+8.42%
S&P ASX 200 Accum. Index	+2.34%	+8.48%	+28.23%	+9.95%	+10.11%	+8.82%

Source: S&P, MSCI



### Domestic Market

**The RBA kept its rates and guidance unchanged at its meeting in May, however it upgraded its baseline forecasts for economic growth and substantially reduced its unemployment forecasts.** The RBA has lowered its unemployment rate forecasts to 4.5% by the end of 2022 (previously 5.5%), which is at the bottom end of model-based NAIRU estimates (NAIRU is pegged around 4.5-5.0%).

The RBA indicated it will not extend their 3yr yield target from the April 2024 bond to the November 2024 bond, which could signal their intention to announce a tapered QE3.

The underlying cash deficit for 2020-21 was revised almost \$40bn lower to \$161bn (7.8% of GDP) from \$213.7bn (11%) at the previous budget in October 2020, on the back of the better-than-expected labour market recovery and elevated iron ore price. Deficits are forecast all the way to 2031-32. Gross debt is expected to be \$829bn (40.2% of GDP) in 2020-21 before stabilising at around 51% of GDP in the medium term.

In terms of spending, the largest item was the Government's aged care package – at around \$17.7bn over the forward estimates. But there were other big spends in the areas of Infrastructure (\$15bn) and NDIS (\$13.2bn). The Low and Middle-Income tax offset was extended a year (\$7.8bn) and the Investment Asset Write Off was also extended.

**Headline employment fell -30.6k in April, well below expectations of +20k.** The unemployment rate fell by 0.2% to 5.5% from an upwardly revised 5.7%, partially driven by falling participation from 66.3% to 66.0%. Interestingly, youth unemployment fell 1.1% to 10.6%, its lowest since 2009. Underemployment also fell by 0.2% to 7.8%, its lowest level since May 2014.

**The Wage Price Index (WPI) rose +0.6% q/q and +1.5% y/y in March,** one-tenth higher than the consensus.

The trade surplus fell by \$2.0bn to \$5.6bn in March, driven mostly by higher imports (+4% m/m or \$1.3bn).

**Australia has now administered vaccine doses equivalent to 14.9% of the population, while only 2% of the population is now fully vaccinated.**

**The Australian dollar fell -0.66%, finishing the month at US77.25 cents** (from US77.76 cents the previous month).

### Credit Market

The main credit indices remained flat over May. The indices now trade back to their levels experienced in late 2020:

Index	May 2021	April 2021
CDX North American 5yr CDS	51bp	50bp
iTraxx Europe 5yr CDS	50bp	50bp
iTraxx Australia 5yr CDS	59bp	61bp

Source: Markit



## Fixed Interest Review

### Benchmark Index Returns

Index	May 2021	April 2021
Bloomberg AusBond Bank Bill Index (0+YR)	+0.00%	+0.00%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.26%	+0.56%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.07%	+0.07%
Bloomberg AusBond Credit Index (0+YR)	+0.22%	+0.54%
Bloomberg AusBond Treasury Index (0+YR)	+0.30%	+0.57%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+0.90%	+1.61%

Source: Bloomberg

### Other Key Rates

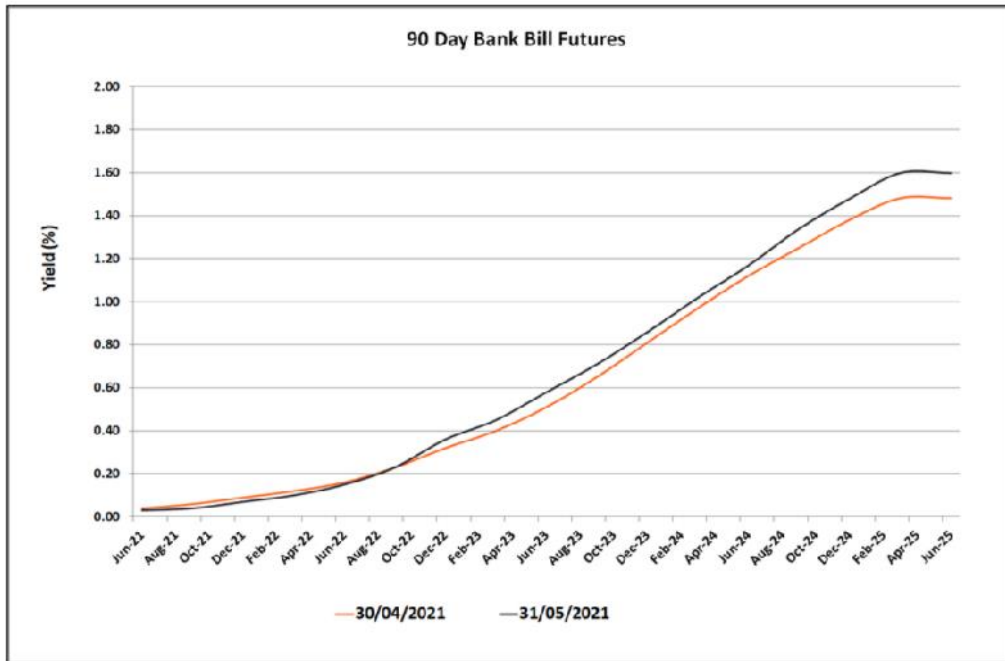
Index	May 2021	April 2021
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.04%	0.04%
3yr Australian Government Bonds	0.10%	0.10%
10yr Australian Government Bonds	1.61%	1.65%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.58%	1.65%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over May, bill futures marginally rose across the board on anticipation of a tapering in QE programs and rising inflationary expectations. Overall, bill futures continue to depict a low rate environment over the long-run, despite the steepening curve in recent months:



Source: ASX



## Fixed Interest Outlook

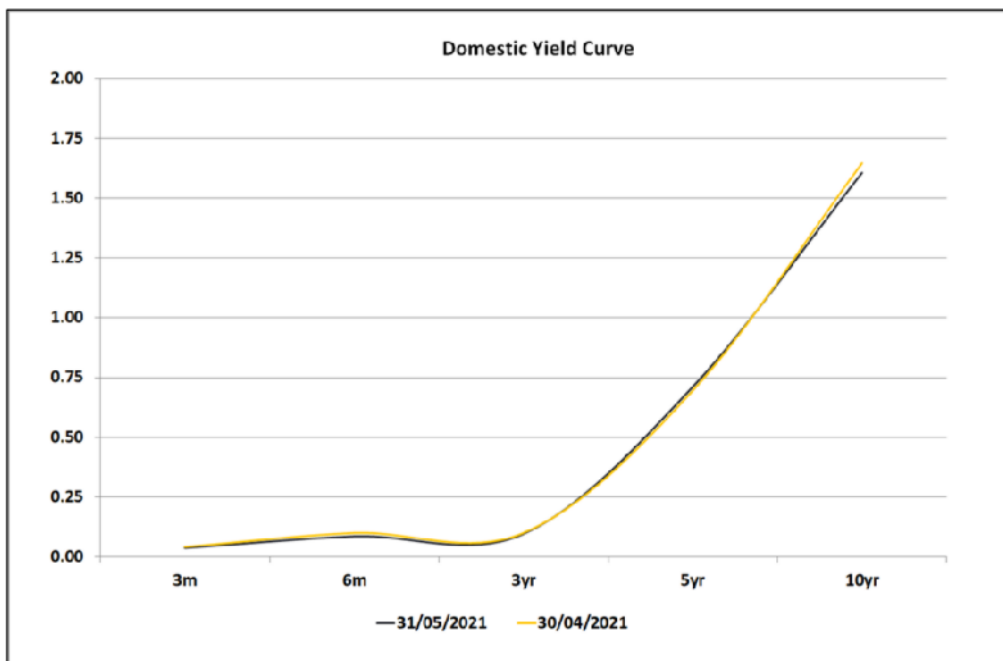
The unprecedented fiscal support for the global economy and the accelerated vaccine rollout in countries such as the US and the UK has aided financial markets. Further significant stimulus packages are also being proposed in the US, with President Biden announcing a \$US2.25 trillion infrastructure plan – about half of it for physical infrastructure and the other half for social infrastructure.

US Fed Chair Powell appeared to be more optimistic on the outlook, saying “we feel like we’re at a place where the economy’s about to start growing much more quickly and job creation coming much more quickly”. Powell remains cautious and has made it clear that it was “not time yet” to have a conversation about tapering its US\$120bn monthly QE bond buying programme. He emphasised that the US was “not close to” the substantial progress toward its employment and price stability goals that has been set as the condition for contemplating its first steps of tapering.

Global central banks (including the RBA) have stressed that they will look through temporary increases in inflation from base effects and supply chain disruptions.

Domestically, the RBA is of the view that “a materially lower unemployment rate” (NAIRU of low 4s or even 3s) is needed to generate wages growth in excess of 3%, which is the level the RBA thinks is needed to deliver inflation sustainably within the 2-3% inflation target. The Bank does not see this occurring “until 2024 at the earliest”, which underpins their rates guidance.

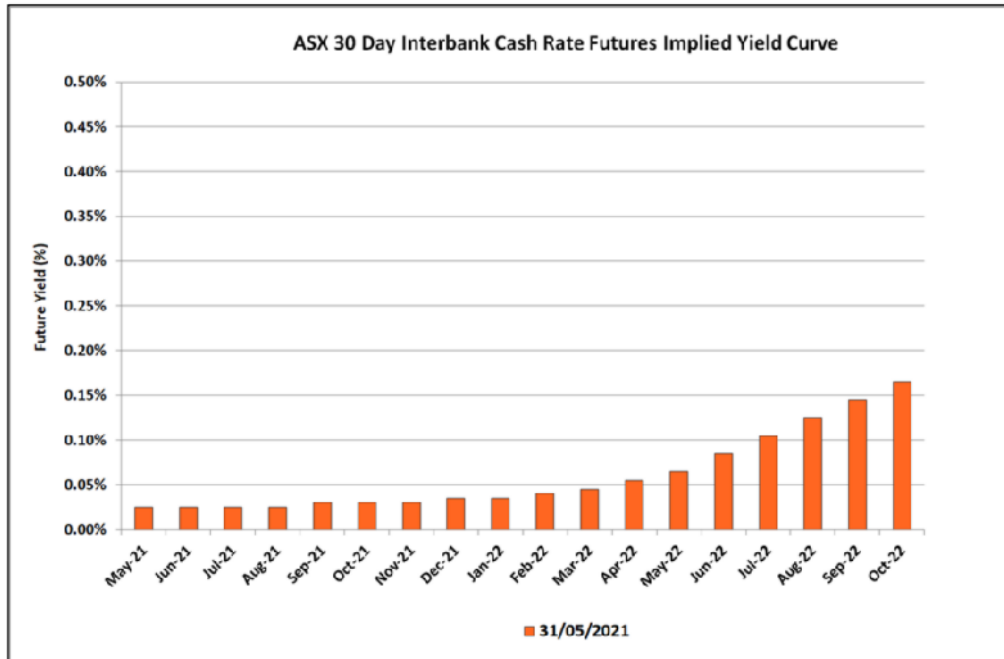
The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields fell around 4bp at the long-end of the curve:



Source: AFMA, ASX, RBA



**RBA Governor Lowe has pushed back on market pricing of rate hikes as early as late 2022. Dr Lowe reiterated his ‘best guidance’ was that it is “unlikely to see wages growth consistent with the inflation target before 2024. This is the basis for our assessment that the cash rate is very likely to remain at its current level until at least 2024”:**



Source: ASX

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**10.4 DEBT RECOVERY AND FINANCIAL HARDSHIP POLICY****Author:** Rindayi Matienga, Senior Accountant**Authoriser:** Suni Campbell, Director Corporate Services**RECOMMENDATION**

That Council

1. Adopt the Debt Collection and Hardship Policy with an interim amendment for a 12-month period detailing provision for payment arrangements due to rates harmonisation impacts.
2. Note that the interim clause will be reviewed after June 2022.

**BACKGROUND**

The Debt Recovery and Hardship Policy was adopted by Council on 18/10/2018. There were two interim revisions for COVID-19 related financial hardships adopted by Council on 16/04/20 and 26/06/20, that expired in December 2020.

The policy is now due for review to accommodate and is proposed to be adjusted to include ***Rates Harmonisation financial hardships***.

**ISSUE/DISCUSSION**

The policy has now been reviewed to include a special rates harmonisation amendment. This special amendment clause is a temporary amendment and will be reviewed by Management and Council on or after 30 June 2022.

Debt Recovery and Hardship Policy applies to debts owed to Council through the non-payment of council rates, annual charges, interest and sundry debtors. It also outlines how Council may assist ratepayers who experience exceptional and genuine financial difficulties to pay their rates and charges.

The interim policy is presented to council for formal adoption.

**STRATEGIC IMPLICATIONS**

Revenue is a key requirement for Council to deliver its priority projects and obligations to the community as outlined in its strategic plans. Rates are a major source of Council revenue and must be recovered in accordance with the Local Government Act 1993.

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 Local Government Act requirements.

**COMMUNITY STRATEGIC PLAN**

This Policy aligns with the Community Strategic Plan outcome 5.3 Our local government is efficient, innovative and financially sustainable

**FINANCIAL IMPLICATIONS**

Debt management and timely collection ensures sufficient revenue is raised.

**LEGISLATIVE IMPLICATIONS**

Council is required under the Local Government Act 1993 to collect revenue in accordance with the legislation and regulations. This Policy is compliant with these statutory requirements.

Section 712(1) of the Local Government Act 1993 and Division 4 of the Legal proceedings for the recovery of rates and charges, requires Proceedings for the recovery of a rate or charge may be commenced at any time within 20 years from the date when the rate or charge became due and payable.

**ATTACHMENTS**

1. Draft Interim Debt Recovery and Hardship Policy





## POLICY OBJECTIVE

The objectives of this policy are to:

- Ensure debts for outstanding rates, annual charges, service usage charges, interest and sundry debtors owed to Council are recovered in a timely, efficient and effective manner to finance Council's operations and deliver services.
- Provide a formal administrative process to objectively determine and assist those ratepayers who are experiencing genuine financial hardship.
- Ensure Council compliance with the relevant statutory requirements of the Local Government Act 1993 (the Act).

## SCOPE

This policy applies to debts owed to Edward River Council through the non-payment of Council rates, annual charges, service usage charges, interest and sundry debtors. It also outlines how Council may help ratepayers who experience exceptional and genuine financial difficulties to pay their rates and charges.

## LEGISLATIVE REQUIREMENTS

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Valuation of Land Act 1916 NSW
- Privacy and Personal Information Protection Act 1998

## POLICY STATEMENT

Edward River Council aims to ensure effective and efficient financial management over outstanding debts. This includes overdue rates, annual and service usage charges, interest and sundry debtors.

## SPECIAL AMENDMENT – RATES HARMONISATION

Edward River Council (ERC) has taken time to review its Debt Recovery and Hardship policy in regard to the RATES HARMONISATION process. ERC has initiated an Interim Debt Recovery and Hardship policy containing an amendment.

Council appreciates that some ratepayers, have been and will be adversely affected by the RATES HARMONISATION process, while Edward River Council acknowledges current financial difficulties, possibly caused due to RATES HARMONISATION, it also must consider the adequacy of payments offered to meet the requirement that the debt will be cleared within an acceptable timeframe.

Council is introducing financial assistance measures to assist ratepayers as a result of RATES HARMONISATION. Whilst Local Government Legislation restricts the waiving of



rates, interest and charges, Edward River Council has implemented separate assistance measures, due to the impact of the RATES HARMONISATION on Ratepayers in Edward River. ERC has implemented the following guidelines:

- Any Ratepayer/s who believe that they have suffered financial hardship due to the ERC Rates Harmonisation process (effective from 1st July 2021) should make a Hardship Application to ERC on the approved Hardship Application form:
- The application, when received, will be considered, reviewed by council staff and the ratepayer will be advised of the outcome. If hardship is granted to the ratepayer/s the following conditions and obligations will apply:

#### **Ratepayer Obligations**

- Ratepayer/s must enter into a mutually agreeable Payment Plan between Council and the Ratepayer/s:
- The agreed Payment Plan is to be completed and signed by Ratepayer/s on the approved form. (form available from Council's website):
- The payment Plan must be adhered to by the Ratepayer/s:
- Ratepayer/s must advise Council in writing of any request to vary the Agreed Payment Plan:
- If the agreed Payment Plan is adhered to by the Ratepayer, then no interest charges will be raised by ERC on any outstanding amounts as they fall due:

**NOTE:** Interest will be raised and become due and payable should any agreed payment be missed without written request to Council by the ratepayer/s.

#### **ERC Obligations**

- If the agreed Payment Plan is adhered to by the Ratepayer/s, then no interest charges will be raised by ERC on any outstanding amounts as they fall due:
- This interest waiver will be in force for the duration of the mutually agreed payment plan:
- Council to consider any variation in writing and advise the ratepayer/s of the outcome:
- Interest will be raised and become due and payable should any agreed payment be missed, without written request to Council by the ratepayer/s.

The special Amendment clause relating to RATES HARMONISATION is a temporary amendment and will be reviewed by Management and Council on or after 30 June 2022.



## RECOVERY OF RATES AND CHARGES

Council issues rates and charges notices in accordance with section 562 of the Local Government Act 1993 in July each year. An annual rate notice is issued on or before 31 July. They can be paid in full by 31 August or via four instalments due 31 August, 30 November, 28 February, and 31 May each year. Rate instalment reminder notices are issued on or before 31 October, 31 January and 30 April.

### Arrangements to Repay Rates and Charges

In accordance with section 564 of the Act, a ratepayer may at any time arrange with Council officers to enter into a weekly, fortnightly, or monthly payment arrangement to repay the rates and charges with Council.

Failure to make payments as per the agreement voids the agreement and may result in Council referring the account for debt management. All ratepayers who enter into an arrangement will continue to have interest charged on the outstanding amount in accordance with Section 566 of the Act. Rates are required to be paid in full prior to the end of the rating year.

Applications to repay rates by set regular repayments are to be made and forwarded to Council on the approved form available from Council's Customer Service Centre or on Council's website.

### Interest Charges

Council charges overdue rates and water accounts with the maximum allowable interest rate in accordance with Section 566 of the Act and may write off interest charges on overdue rates in accordance with the Act, by resolution or by delegation of authority of the General Manager.

### Recovery Action Referral to an External Agency

Where rates, annual charges and water charges continue to remain unpaid without a formal repayment arrangement in place Council may refer outstanding debts to an external agency for collection. Council will utilise the services of a debt recovery agent appointed by the Council where required for this purpose.

## FINANCIAL HARDSHIP IN EXCEPTIONAL CIRCUMSTANCES

Council recognises that there are some cases of genuine and exceptional financial hardship experienced by individual ratepayers due to unforeseen circumstances such as a declared event /disaster i.e. drought and flood, which may require compassion and consideration by Council in these special circumstances.



While Council will not reduce rates or annual charges, it will consider alternative available approaches to assist with cases of financial hardship. This policy establishes guidelines for assessment of residential rates and charges financial hardship applications.

#### General Principles in Determining Hardship

Council considers the principles of fairness, integrity, confidentiality and its obligations under the Act and other related legislation when determining hardship applications.

Financial assistance may take the form of:

- Arrangement of a payment agreement or schedules;
- Extending the period in which the outstanding rates may be repaid;
- Reducing or writing off accrued interest.

Each individual case will be considered on its merits. The criteria for assessment will be, but is not limited to, the following:

1. The ratepayer must own and occupy the property as their principal place of residence;
2. The property for which the ratepayer/s is requesting assistance is the ratepayer/s principal place of residence and the property must be land categorised as either residential or farmland for rating purposes;
3. The residential component of mixed developments will only be considered for the hardship provision assistance;
4. The ratepayer is required to provide Council with details of all income and expenses from all sources, with supporting evidence;
5. The ratepayer is to provide reasons and reasonable proof of financial hardship

#### Applications for Hardship Assistance

Applications must be made on the Hardship Assistance Application Form available from Council's Customer Service Centre and on Council's website.

In accordance with the Act, Council has several options available to it when considering a Hardship Application. These include:

a) Entering a Payment Plan

Under Section 564 of the Act, Council may:

- Negotiate with the applicant a suitable repayment plan.

b) Transfer of Land in lieu of Payment of Rates and Charges

Under Section 570 of the Act, Council may:



- Accept a transfer of the land in respect of which rates or charges or accrued interest is due and payable in full satisfaction of the rates, charges or accrued interest.

c) Sale of Property for Overdue Rates

Under Section 713 of the Act, Council may:

- Sell any land (including vacant land) on which any rate or charge has remained unpaid for more than five (5) years from the date on which it became payable.
- Sell any vacant land on which any rate or charge has remained unpaid for more than one (1) year, provided that the amount of such rates and charges are more than the land valuation it received from the NSW Valuer-General;
- Any sale will be carried out by public auction in accordance with the process outlined in the Local Government Act 1993.

d) Write off Rates and Charges

In accordance with regulation 131 of the Local Government (General) Regulation 2005 Council may write off rates and charges:

- To correct a clerical error; or
- If the amount is not legally recoverable; or
- If a court orders the amount to be written off; or
- the General Manager believes it would not be cost effective to attempt to recover the amount outstanding

**RECOVERY OF UNPAID SUNDRY DEBTS**

Sundry debtor accounts and invoices will be created when information becomes available and printed and posted weekly. The payment due date will be 30 days after the invoice issue. A statement will be issued within seven days of month's end.

Overdue Sundry Debtors

The following process applies to recovery of overdue sundry debtor accounts:

- A reminder notice will be issued 14 days after due date;
- A statement will be issued at the end of the month and serve as the 2<sup>o</sup> reminder;
- If full payment is not received after issue of the 2<sup>o</sup> reminder, then an overdue sundry debtor account letter requesting payment or the making of a satisfactory arrangement to pay will be sent to the debtor;
- The overdue sundry debtor account letter will advise that the recovery of the overdue account will be referred to Council's debt collection agency if the account is not paid within 14 days.



**Edward  
River**  
COUNCIL

## Interim Debt Recovery and Financial Hardship Policy

Council Policy  
Finance Department  
Director Corporate Services

### PRIVACY

Council is committed to ensuring that privacy will be maintained in accordance with the principles established under the *Privacy and Personal Information Protection Act 1998*.

### POLICY VERSION CONTROL

Title	Interim Debt Recovery and Hardship Policy			
ECM Doc Set ID				
Date Adopted	16/04/2020			
Council Minute No.				
Responsible Officer	Amanda Barber			
Version Number	Modified By	Modifications Made	Date modified and Approved by Council	Council Minute Number

DRAFT

**10.5 COUNCILLOR AND MAYOR FEES 2021/22****Author:** Amanda Barber, Manager Finance**Authoriser:** Suni Campbell, Director Corporate Services**RECOMMENDATION**

That Council

1. Fix the annual fee for the mayor \$27,060 in accordance with the appropriate determination of the Remuneration Tribunal effective from 1 July 2021.
2. Fix the annual fees of \$12,400 for the councillors in accordance with the appropriate determination of the Remuneration Tribunal effective from 1 July 2021.
3. Note the option to make Superannuation payments to mayors and councillors effective from 1 July 2022.

**BACKGROUND**

The Local Government Act 1993 (The LG Act) requires the Local Government Remuneration Tribunal (The Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors and chairpersons and members of county councils.

The Tribunal's determinations take effect from 1 July each year.

The Local Government Amendment Act 2021 (Amendment Act) was passed by the NSW Parliament on 13 May 2021 and has come into effect. This Amendment Act includes reforms to ensure a fairer and more flexible rating system for councils and ratepayers, councillor superannuation and minor changes that relate to council elections and the terms of office of chairs of county councils and joint organisations.

**ISSUE/DISCUSSION**Fixing the annual fees for the mayor and councillors

The Local Government Remuneration Tribunal has determined an increase of 2 per cent to mayoral and councillor fees for the 2021-22 financial year. Councillor remuneration is set independently of the Government, following consultation with the local government sector. Each year, the Local Government Remuneration Tribunal independently determines the minimum and maximum fees to be paid to councillors and mayors in NSW. The increase for 2020-21 is the same as that awarded to council employees under the *Local Government (State) Award 2020*. The tribunal determination can be found in **Attachment 1**.

Council is required under the Local Government Act 1993 to pay annual fees for mayor and councillors in accordance with the legislation and regulations.

Individual councils are required to resolve to adopt all, part or none of the maximum allowable increase to mayoral and councillor fees from July 1 as per the *LG Act 248 and 249*- Fixing and payment of annual fees for councillors and mayors.

- The level of fees paid will depend on what category the council is in.
  11. *Determination No.1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021 – Edward River Council has been categorised as Rural Council*
  - 12.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal. If a council does not fix a fee, the council must pay the minimum fee determined by the

Tribunal.

Determination No.2 – Fees for Councillors and Mayors as section 241 of LG Act effective from 1 July 2021.

Category		Councillor/Member Annual Fee (\$) effective 1 July 2021		Mayor/Chairperson Additional Fee* (\$) effective 1 July 2021	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils - Metropolitan	Principal CBD	28,190	41,340	172,480	226,960
	Major CBD	18,800	34,820	39,940	112,520
	Metropolitan Large	18,800	31,020	39,940	90,370
	Metropolitan Medium	14,100	26,310	29,950	69,900
	Metropolitan Small	9,370	20,690	19,970	45,110
General Purpose Councils - Non-Metropolitan	Major Regional City	18,800	32,680	39,940	101,800
	Major Strategic Area	18,800	32,680	39,940	101,800
	Regional Strategic Area	18,800	31,020	39,940	90,370
	Regional Centre	14,100	24,810	29,330	61,280
	Regional Rural	9,370	20,690	19,970	45,140
	Rural	9,370	12,400	9,980	27,060
County Councils	Water	1,860	10,340	4,000	16,990
	Other	1,860	6,180	4,000	11,280

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Mayoral and Councillor fees are currently set as for financial year 20/21

- Councillor fees 12,160 pa
- Mayoral fees 26,530 pa

A 2% increase of the fees for 21/22

- Councillor fees 12,400 pa
- Mayoral fees 27,060 pa

### Superannuation contribution

The *Local Government Amendment Act 2021* (which can be found in **Attachment 2**) has provided councils with the option to make superannuation payments to mayors and councillors in addition to their annual fees from 1 July 2022 equivalent in amount to superannuation guarantee payments.

*Message from Message from Minister Hancock, "This is in recognition of the high workload and responsibilities of councillors, as well as enhancing remuneration to attract more people, particularly women and youth, to stand for their community."*

The decision on whether to make superannuation contributions will be left to each council, taking into account financial considerations, the views of councillors and the expectations of their local community. Councils will be required to make the decision to pay councillors superannuation by resolution at an open meeting of the council, thereby ensuring public accountability and transparency.



**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 Local Government Act requirements.

**FINANCIAL IMPLICATIONS**

Council has adopted a budget of 145K for Councillor and Mayoral Fees for the 2021/22 year and there will be no impact on the budgeted figures.

**LEGISLATIVE IMPLICATIONS**

Local Government ACT 1993

- 248 Fixing and payment of annual fees for councillors
- 249 Fixing and payment of annual fees for the mayor

The Local Government Amendment Act 2021 (Amendment Act)

- 254B Payment for superannuation contributions for councillors

**ATTACHMENTS**

1. **2021 -Local Government Remuneration Tribunal**
2. **The Local Government Amendment Act 2021 (Amendment Act)**

# Local Government Remuneration Tribunal

Annual Report and  
Determination

*Annual report and determination under sections  
239 and 241 of the Local Government Act 1993*

**23 April  
2021**

[NSW Remuneration Tribunals website](#)

## Local Government Remuneration Tribunal

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## Local Government Remuneration Tribunal

### Executive Summary

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The *Local Government Act 1993* (the LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

#### Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

#### Fees

The Tribunal determined a 2 per cent increase in the minimum and maximum fees applicable to each category.

## Local Government Remuneration Tribunal

### Section 1 Introduction

1. Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.
2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
3. Section 242A (1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
4. However, the Tribunal can determine that a council be placed in another existing or a new category with a higher range of fees without breaching the Government's wage policy as per section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July in each year.

### Section 2 2020 Determination

6. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years.
7. The Tribunal undertook an extensive review of the categories and allocation of councils into each of those categories as part of the 2020 review.
8. Like the review undertaken in 2017, the Tribunal examined a range of statistical and demographic data and considered the submissions of councils, Local Government NSW (LGNSW) and Regional Cities NSW.
9. The Tribunal determined to retain a categorisation model which differentiates councils primarily based on their geographic location and the other factors including population, the sphere of the council's economic influence and the degree of regional servicing.
10. The categories of general purpose councils were determined as follows:

<b>Metropolitan</b>	<b>Non-Metropolitan</b>
<ul style="list-style-type: none"> <li>• Principal CBD</li> <li>• Major CBD</li> <li>• Metropolitan Large</li> <li>• Metropolitan Medium</li> <li>• Metropolitan Small</li> </ul>	<ul style="list-style-type: none"> <li>• Major Regional City</li> <li>• Major Strategic Area</li> <li>• Regional Strategic Area</li> <li>• Regional Centre</li> <li>• Regional Rural</li> <li>• Rural</li> </ul>

11. Given the impact of the bushfires and the COVID-19 pandemic on the state and federal economies and wellbeing of communities, the Tribunal determined no increase in the minimum and maximum fees applicable to each existing category.
12. The Determination was made on 10 June 2020 in accordance with the Local Government (General) Amendment (COVID-19) Regulation 2020 which extended the

### Local Government Remuneration Tribunal

time for making of the determination to no later than 1 July 2020.

13. On 10 August 2020 the Tribunal received a direction from the Minister for Local Government, the Hon Shelley Hancock MP, to review the categorisation of Bayside Council. The Tribunal found that Bayside met the criteria to be classified as Metropolitan Large – having both a resident and non-resident working population (minimum 50,000) exceeding 200,000.
14. The Tribunal's 2020 determination was amended by the special determination on 17 August 2020 for Bayside Council be re-categorised as Metropolitan Large for remuneration purposes with effect from 1 July 2020.

## Section 3 2021 Review

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### 2021 Process

15. The Tribunal wrote to all mayors or general managers and LGNSW in February 2021 to advise of the commencement of the 2021 review and invite submissions. This correspondence advised that the Tribunal completed an extensive review of categories in 2020 and as this is only required every three years, consideration would be next be given in 2023. Submissions received requesting to be moved into a different category as part of the 2021 review would only be considered were there was a strong, evidence-based case.
16. Eighteen submissions were received – seventeen from individual councils and a submission from LGNSW. It was not possible from some submissions to ascertain if they had been council endorsed. The Tribunal also met with the President and Chief Executive of LGNSW.
17. The Tribunal discussed the submissions at length with the assessors.
18. The Tribunal acknowledged difficulties imposed by COVID19 and, on some councils the bushfires and floods.
19. Submissions from councils in regional and remote locations that raised the unique challenges experienced by mayors and councillors which included difficulties with connectivity and the travel required in sometimes very difficult circumstances were also acknowledged.
20. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

### Categorisation

21. Nine council submissions requested recategorisation. Four of these requests sought the creation new categories.
22. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.
23. A summary of the individual council submissions that sought recategorisation is below.

### Metropolitan Large Councils

24. Blacktown City Council requested the creation of a new category of Metropolitan Large – Growth Area.
25. Penrith City Council requested the creation of a new category Metropolitan Large –

### Local Government Remuneration Tribunal

Growth Centre.

26. Liverpool City Council requested recategorisation to Major CBD.
27. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023. The Tribunal noted that the criteria required for recategorisation was not yet met and that current council allocations remained appropriate.

#### Metropolitan Small Councils

28. The City of Canada Bay sought recategorisation to Metropolitan Medium. The Tribunal noted that the criteria required for recategorisation was not yet met.

#### Major Regional City Councils

29. The City of Newcastle requested review and creation of a new category of "Gateway City" with comparable characteristics to the Major CBD category and a similar fee structure. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023.

#### Regional Centre

30. Tweed Shire Council requested recategorisation to Regional Strategic Area. The Tribunal noted that the criteria required for recategorisation was not yet met.

#### Rural Councils

31. Federation Council requested recategorisation into a new category of Regional.
32. Narromine Shire Council sought recategorisation but did not specify a category for consideration.
33. Yass Valley Council sought recategorisation to Regional Rural.
34. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023. The Tribunal noted that the criteria required for recategorisation was not yet met and that current council allocations remained appropriate.

#### Fees

35. The Tribunal determined a 2.0 per centage increase in the minimum and maximum fees applicable to each category. A summary of the matters the Tribunal considered when making this determination is outlined below.
36. Submissions that addressed fees sought an increase of 2.5 per cent or greater. These submissions raised similar issues to warrant an increase which included the significant workload, responsibilities, capabilities, duties and expanding nature of mayor and councillor roles. Some submissions also suggested that an increase in remuneration may assist in improving the diversity of potential candidates.
37. The 2021-22 rate peg for NSW Councils was set at 2.0 per cent by the Independent Pricing and Regulatory Tribunal (IPART). The rate peg is the maximum percentage amount by which a council may increase its general income for the year.
38. Employees under the *Local Government (State) Award 2020* will receive a 2.0 per cent increase in rates of pay from the first full pay period to commence on or after 1 July 2021.
39. Section 242A of the LG Act provides that when determining the fees payable in each of the categories, the Tribunal is required to give effect to the same policies on increases in remuneration as the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or

### Local Government Remuneration Tribunal

varying awards or orders relating to the conditions of employment of public sector employees.

40. The current government policy on wages pursuant to section 146C(1)(a) of the IR Act is articulated in *the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014* (IR Regulation 2014). The IR Regulation provides that public sector wages cannot increase by more than 2.5 per cent. As such, the Tribunal has discretion to determine an increase of up to 2.5 per cent.
41. On 31 March 2021, Premiers Memorandum M2021-09 issued the *NSW Public Sector Wages Policy 2021* reflecting the Government's decision to provide annual wage increases of up to 1.5 per cent. The IR Regulation has not been amended to reflect this position.

### Conclusion

42. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Mr Tim Hurst.
43. It is the expectation of the Tribunal that in the future all submissions have council endorsement.
44. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.
45. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021



## Local Government Remuneration Tribunal

**Section 4 2021 Determinations**

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta
Metropolitan Large (12)	Metropolitan Medium (8)
Bayside	Campbelltown
Blacktown	Camden
Canterbury-Bankstown	Georges River
Cumberland	Hornsby
Fairfield	Ku-ring-gai
Inner West	North Sydney
Liverpool	Randwick
Northern Beaches	Willoughby
Penrith	
Ryde	
Sutherland	
The Hills	
Metropolitan Small (8)	
Burwood	
Canada Bay	
Hunters Hill	
Lane Cove	
Mosman	
Strathfield	
Waverley	
Woollahra	

## Local Government Remuneration Tribunal

Table 2: General Purpose Councils - Non-Metropolitan

Major Regional City (2)		Major Strategic Area (1)		Regional Strategic Area (1)	
Newcastle		Central Coast		Lake Macquarie	
Wollongong					

Regional Centre (24)		Regional Rural (13)	
Albury	Mid-Coast	Bega	
Armidale	Orange	Broken Hill	
Ballina	Port Macquarie-Hastings	Byron	
Bathurst	Port Stephens	Eurobodalla	
Blue Mountains	Queanbeyan-Palerang	Goulburn Mulwaree	
Cessnock	Shellharbour	Griffith	
Clarence Valley	Shoalhaven	Kempsey	
Coffs Harbour	Tamworth	Kiama	
Dubbo	Tweed	Lithgow	
Hawkesbury	Wagga Wagga	Mid-Western	
Lismore	Wingecarribee	Richmond Valley Council	
Maitland	Wollondilly	Singleton	
		Snowy Monaro	

Rural (57)			
Balranald	Cootamundra-Gundagai	Junee	Oberon
Bellingen	Cowra	Kyogle	Parkes
Berrigan	Dungog	Lachlan	Snowy Valleys
Bland	Edward River	Leeton	Temora
Blayney	Federation	Liverpool Plains	Tenterfield
Bogan	Forbes	Lockhart	Upper Hunter
Bourke	Gilgandra	Moree Plains	Upper Lachlan
Brewarrina	Glen Innes Severn	Murray River	Uralla
Cabonne	Greater Hume	Murrumbidgee	Walcha
Carrathool	Gunnedah	Muswellbrook	Walgett
Central Darling	Gwydir	Nambucca	Warren
Cobar	Hay	Narrabri	Warrumbungle
Coolamon	Hilltops	Narrandera	Weddin
Coonamble	Inverell	Narromine	Wentworth

**Local Government Remuneration Tribunal**

<b>Rural (57)</b>	
	Yass

**Table 3: County Councils**

<b>Water (4)</b>	<b>Other (6)</b>
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021

### Local Government Remuneration Tribunal

#### Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2021

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2021 as per section 241 of the *Local Government Act 1993* are determined as follows:

**Table 4: Fees for General Purpose and County Councils**

Category		Councillor/Member Annual Fee (\$) effective 1 July 2021		Mayor/Chairperson Additional Fee* (\$) effective 1 July 2021	
		Minimum	Maximum	Minimum	Maximum
		General Purpose Councils - Metropolitan	Principal CBD	28,190	41,340
Major CBD	18,800		34,820	39,940	112,520
Metropolitan Large	18,800		31,020	39,940	90,370
Metropolitan Medium	14,100		26,310	29,950	69,900
Metropolitan Small	9,370		20,690	19,970	45,110
General Purpose Councils - Non-Metropolitan	Major Regional City	18,800	32,680	39,940	101,800
	Major Strategic Area	18,800	32,680	39,940	101,800
	Regional Strategic Area	18,800	31,020	39,940	90,370
	Regional Centre	14,100	24,810	29,330	61,280
	Regional Rural	9,370	20,690	19,970	45,140
	Rural	9,370	12,400	9,980	27,060
County Councils	Water	1,860	10,340	4,000	16,990
	Other	1,860	6,180	4,000	11,280

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021

## Local Government Remuneration Tribunal

### Appendices

#### Appendix 1 Criteria that apply to categories

##### Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

##### Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

### Local Government Remuneration Tribunal

#### Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

#### Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

### Local Government Remuneration Tribunal

#### Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

#### Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

#### Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

### Local Government Remuneration Tribunal

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

#### Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

#### Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.



**Local Government Remuneration Tribunal****Regional Rural**

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

**Rural**

Councils categorised as Rural will typically have a residential population less than 20,000.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

**County Councils - Water**

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

**County Councils - Other**

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

Passed by both Houses



New South Wales

## Local Government Amendment Bill 2021

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*I certify that this public bill, which originated in the Legislative Assembly, has finally passed the Legislative Council and the Legislative Assembly of New South Wales.*

*Clerk of the Legislative Assembly,  
Legislative Assembly,  
Sydney,*

*, 2021*



New South Wales

## Local Government Amendment Bill 2021

Act No \_\_\_\_\_, 2021

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An Act to amend the *Local Government Act 1993* to give effect to certain recommendations made by the Independent Pricing and Regulatory Tribunal and make other amendments concerning the local government rating system; to make further provision about local government elections and certain terms of office and about council area amalgamations; to provide for superannuation contributions for councillors; and for related purposes.

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*I have examined this bill and find it to correspond in all respects with the bill as finally passed by both Houses.*

*Assistant Speaker of the Legislative Assembly.*

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Local Government Amendment Bill 2021 [NSW]

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**The Legislature of New South Wales enacts—**

**1 Name of Act**

This Act is the *Local Government Amendment Act 2021*.

**2 Commencement**

- (1) This Act commences on the date of assent to this Act, except as provided by this section.
- (2) The following provisions of this Act commence on a day or days to be appointed by proclamation—
  - (a) Schedule 1.1[2]–[4] and [7]–[11],
  - (b) Schedule 1.1[13]–[15] and [17],
  - (c) Schedule 1.1[19]–[31],
  - (d) Schedule 1.1[33].

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Local Government Amendment Bill 2021 [NSW]  
 Schedule 1 Amendment of Local Government Act 1993 No 30

## Schedule 1 Amendment of Local Government Act 1993 No 30

### 1.1 Amendments concerning local government rating system

#### [1] Section 218CC

Insert after section 218CB—

#### 218CC Proposals for de-amalgamations

- (1) The new council may, within 10 years of the constitution of the new area, submit a written business case to the Minister setting out—
  - (a) a proposal for the de-amalgamation of the new area, whether by reconstituting the former areas or constituting different areas, and
  - (b) the reasons in support of the proposal.
- (2) The Minister must, within 28 days after the business case is submitted, refer the de-amalgamation proposal to the Boundaries Commission with a direction that it conduct an inquiry and report on the proposal.
- (3) Without limiting subsection (2) or section 263, the Boundaries Commission may in its report recommend that—
  - (a) the de-amalgamation proposal be supported, or
  - (b) the de-amalgamation proposal be rejected, or
  - (c) a different de-amalgamation proposal be supported.
- (4) The Minister must ensure that the report of the Boundaries Commission is publicly released within 48 hours after it is provided to the Minister.
- (5) The Minister must, within 28 days after the report is provided to the Minister, provide a written response to the new council setting out—
  - (a) whether or not the Minister supports the de-amalgamation proposal or a different de-amalgamation proposal recommended by the Boundaries Commission, and
  - (b) the reasons for the Minister's decision, and
  - (c) if the Minister supports the de-amalgamation proposal or the different de-amalgamation proposal—the anticipated time frame for giving effect to the proposal.
- (6) The Minister is, by making grants under section 620 or using money otherwise appropriated by Parliament for the purpose, to ensure that the cost of any de-amalgamation of the new area resulting from a business case submitted under this section is fully funded.
- (7) This section extends to new areas constituted before the commencement of this section.
- (8) In this section—
 

**new area** means the area constituted by the amalgamation of areas (*former areas*) by the relevant proclamation.

**new council** means the council of a new area constituted by section 219.

**relevant proclamation** means the proclamation made pursuant to Chapter 9, Part 1 that amalgamates former areas into the new area and constitutes the new council.

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**[2] Section 493 Categories of ordinary rates and categories of land**

Omit “4 categories” wherever occurring in section 493(1). Insert instead “5 categories”.

**[3] Section 493(1)**

Insert after the first dot point—

- environmental

**[4] Section 495 Making and levying of special rates**

Insert at the end of section 495 after the note—

- (3) Without limiting subsection (1) or (2), a special rate may be levied for or towards meeting the costs of works, services, facilities or activities (the *intergovernmental project*) provided or undertaken, or proposed to be provided or undertaken, by the council together with one or more government entities (a *project partner*).
- (4) The following provisions apply for a special rate levied for an intergovernmental project—
  - (a) before the rate is levied, the council must include the following information in the draft operational plan for the year in which it is proposed to be levied—
    - (i) the anticipated benefits to the council’s area or local community of the intergovernmental project,
    - (ii) the basis of the council’s opinion, under subsection (2), for the different application of the rate, if any, in relation to different land,
    - (iii) the estimated cost of the intergovernmental project, both for the year and in total,
    - (iv) the estimated contributions to the intergovernmental project, including financial and in-kind contributions, to be made by the council and each project partner, both for the year and in total,
    - (v) the amount of money estimated to be levied by the rate, both for the year and in total,
  - (b) the intergovernmental project does not need to be works, services, facilities or activities within the functions of the council and the rate levied may exceed the value of the part of the project with the council’s functions,
  - (c) if the cost of the intergovernmental project is partly funded by another person or under another arrangement, charge or contribution—the rate levied may be limited to what is needed to fund the proportion of the cost for which the council is responsible,
  - (d) money raised from the rate may be used only for the purpose of funding the intergovernmental project,
  - (e) money raised from the rate is not to be treated as part of the general income of the council,
  - (f) the annual report of the council is to include the following information—
    - (i) the actual cost of the intergovernmental project, and the actual contributions to the intergovernmental project made by the council and each project partner, during the year of the report,

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- (ii) a statement explaining the difference, if any, between the actual cost and contributions and the estimated cost and contributions in the council's draft operational plan,
  - (iii) the total revenue generated by the rate during the year of the report,
  - (iv) the outcomes of the project, and the benefits to the council's area and the local community of the project, during the year of the report,
  - (g) despite sections 498(3)(b) and 499(4)(b), the Minister does not need to approve the different application of the rate, if any, in relation to different land.
- (5) Subsection (4) applies despite any other provision of this Act to the contrary.
- (6) In this section—  
*another Australian jurisdiction* means the Commonwealth or another State or a Territory.  
*government entity* means each of the following—
- (a) the State or another Australian jurisdiction, including the Crown in right of the State or another Australian jurisdiction,
  - (b) a Minister of the government of the State or another Australian jurisdiction,
  - (c) a government sector agency within the meaning of the *Government Sector Employment Act 2013* or a Department or other agency of another Australian jurisdiction,
  - (d) a public authority of the State or another Australian jurisdiction,
  - (e) a person acting on behalf of the State or another Australian jurisdiction or of the Crown in right of the State or another Australian jurisdiction,
- but does not include a council, county council or joint organisation, or a local authority of another Australian jurisdiction, unless the regulations declare the council, organisation or authority to be a government entity for this section.

**[5] Section 505 Application of Part**

Insert after section 505(a)(vi)—

- (vii) fire and emergency service levies payable under the *Fire and Emergency Services Levy Act 2017*, and

**[6] Section 506 Variation of general income**

Insert at the end of the section—

- (2) Without limiting subsection (1), the order may—
  - (a) specify different percentages for different areas of councils, and
  - (b) specify a methodology for calculating a percentage rather than specifying a particular percentage, including by specifying a base percentage to which an additional figure may be added in specified circumstances.

**[7] Section 514 Categorisation of land for purposes of ordinary rates**

Insert after the first dot point in section 514—

- environmental

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**[8] Section 514, note**

Insert “environmental,” after “farmland.”.

**[9] Section 515A**

Insert after section 515—

**515A Categorisation as environmental**

- (1) Land is to be categorised as *environmental* if—
  - (a) it is a parcel of rateable land, and
  - (b) its use is constrained because of one or more of the following—
    - (i) development cannot be carried out on the land,
    - (ii) the land has low development potential for business, residential, mining or farming activity, and
  - (c) it is subject to geographical restrictions or regulatory restrictions, and
  - (d) it is used for a purpose that would not be more appropriately categorised as farmland, residential, mining or business.
- (2) In determining whether the matters mentioned in subsection (1)(b) apply, the council must consider—
  - (a) whether the uses permitted on the land are consistent with—
    - (i) the protection, management and restoration of areas of high ecological, scientific, cultural or aesthetic values, and
    - (ii) the prevention of development that could destroy, damage or otherwise have an adverse effect on those values, and
  - (b) matters that may be prescribed by the regulations.
- (3) In this section—

*geographical restrictions*, in relation to land, include the water areas, mud flats, swamps, marshlands, steep slopes or other terrain resulting in physical limitations preventing the carrying out of all, or almost all, residential or commercial development on the land.

*regulatory restrictions* mean restrictions imposed by an Act, environmental planning instrument, conservation agreement, or in some other way, specified by the regulations.

**[10] Section 518 Categorisation as business**

Insert “environmental,” after “farmland.”.

**[11] Section 519 How is vacant land to be categorised?**

Omit “section 515, 516 or 517”. Insert instead “sections 515–517”.

**[12] Section 529 Rate may be the same or different within a category**

Omit section 529(2). Insert instead—

- (2) A sub-category may be determined as follows—
  - (a) for the category “farmland”—according to—
    - (i) the location of the land, or
    - (ii) the intensity of land use, or
    - (iii) the irrigability of the land, or
    - (iv) economic factors affecting the land,



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- (b) for the category “residential”—according to—
    - (i) whether the land is rural residential land, or
    - (ii) whether the land is in a centre of population, or
    - (iii) whether the land is in a residential area or in part of a residential area,
  - (c) for the category “mining”—according to the kind of mining involved,
  - (d) for the category “business”—according to a centre of activity.
  - (2A) A sub-category may be determined for subsection (2)(b)(iii) only if the council is satisfied on reasonable grounds that it is necessary to identify residential areas because of significant differences between the areas in relation to access to or demand for, or the cost of providing, services or infrastructure.
  - (2B) A sub-category must be identified by reference to geographical names or another way prescribed by the regulations for the sub-category if—
    - (a) the sub-category is identified by reference to the location of the land, or
    - (b) the sub-category is identified by reference to the factor mentioned in subsection (2)(b)(iii).
- [13] Section 529(2)(a1)**  
Insert after section 529(2)(a), as inserted by item [12]—
- (a1) for the category “environmental”—according to 1 or both of the following—
    - (i) the location of the land,
    - (ii) whether the land is subject to regulatory restrictions,
- [14] Section 529(2)(d)**  
Omit the paragraph, as inserted by item [12]. Insert instead—
- (d) for the category “business”—according to 1 or more of the following—
    - (i) whether the land is in a centre of commercial or industrial activity,
    - (ii) whether the land is industrial land,
    - (iii) whether the land is non-industrial land.
- [15] Section 529(2AA)**  
Insert after section 529(2A), as inserted by item [12]—
- (2AA) For subsection (2)(d)(ii) and (iii)—
    - (a) land is industrial land if the activities carried out on the land are predominately industrial activities,
    - (b) land is non-industrial land if the activities carried out on the land are predominately not industrial activities.
- [16] Section 529(5) and (6)**  
Insert after section 529(4)—
- (5) The regulations may make provision for or with respect to the following—
    - (a) the factors that may or may not be taken into account in determining a sub-category for a category of land for which a sub-category may be determined,

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- (b) public consultation requirements to be followed by councils in determining a sub-category, including by applying, with or without modification, provisions of the Act, the regulations or guidelines concerning the preparation, exhibition and publication of strategic council planning documents.
- (6) In this section—  
*geographical name* has the same meaning as in the *Geographical Names Act 1966*.  
*regulatory restrictions* mean restrictions imposed by an Act, environmental planning instrument, conservation agreement, or in some other way, specified by the regulations.  
*strategic council planning document* means a community strategic plan, resourcing strategy, delivery program or operational plan mentioned in Chapter 13, Part 2.

**[17] Section 529(5)(c)**

Insert after section 529(5)(b), as inserted by item [16]—

- (c) the kinds of activities that are, or are not, industrial activities or non-industrial activities for the purposes of this section.

**[18] Section 530**

Insert after section 529—

**530 Special provisions for residential sub-categories**

- (1) This section applies in relation to determining a sub-category (a *residential sub-category*) under section 529 for the category “residential” for rateable land in a council’s area.
- (2) The Minister may, from time to time, issue guidelines for the determination of ordinary rates for rateable land in contiguous urban areas.
- (3) Without limiting subsection (2), the guidelines may provide for when an area is, or is not, a contiguous urban area for this section.
- (4) The highest ordinary rate for rateable land in a contiguous urban area must not exceed the average ordinary rate payable for other rateable land in the area by the factor, if any, prescribed by the regulations.
- (5) Despite subsection (4), the Minister may, by written instrument given to a council on its application—
  - (a) determine a factor for the council that is greater than the factor mentioned in subsection (4), and
  - (b) impose conditions in relation to the use of the determined factor.
- (6) The Minister may, by a further written instrument given to a council, vary or revoke a determination, or a condition of a determination, made or imposed for the council under subsection (5).
- (7) If a council decides to make different ordinary rates for residential sub-categories, the council must—
  - (a) publish the reasons for doing so on its website as soon as practicable after making the rates, and
  - (b) set out the reasons in the council’s statement of revenue policy in its operational plan for the year concerned.

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- (8) The Minister may, from time to time, issue written directions to councils concerning—
  - (a) the factors or circumstances that may, or may not, be used by councils in determining a residential sub-category or the ordinary rate for a residential sub-category, and
  - (b) matters to be included in reasons published for subsection (7)(a).
- (9) A council must comply with the guidelines and directions given by the Minister under this section.

**[19] Section 555, heading**

Insert “, other than water supply special rates and sewerage special rates” after “rates”.

**[20] Section 555(1)**

Insert “, other than water supply special rates and sewerage special rates” after “all rates”.

**[21] Section 555(1)(b) and (b1)**

Omit the paragraphs. Insert instead—

- (b) land reserved or acquired under the *National Parks and Wildlife Act 1974*,
- (b1) subject to subsection (3), land that is the subject of a conservation agreement unless it is a kind of conservation agreement excluded by the regulations,

**[22] Section 555(1A)**

Insert after section 555(1)—

- (1A) Without limiting subsection (1), the following land is also exempt from all rates, other than water supply special rates and sewerage special rates—
  - (a) land that is a public place,
  - (b) land used for a public reserve and vested in the Crown, a public body or trustees,
  - (c) land used for a common and vested in the Crown, a public body or trustees,
  - (d) land used for a public cemetery and vested in the Crown, a public body or trustees,
  - (e) land used solely for a free public library and vested in the Crown, a public body or trustees,
  - (f) land acquired under an environmental planning instrument for the public purpose specified in the instrument and not leased for private purposes,
  - (g) land that is held under a lease from the Crown for private purposes and is the subject of a mineral claim granted under Part 9, Division 4 of the *Mining Act 1992* and that the council has declared is not rateable,
  - (h) land that belongs to a public benevolent institution or public charity and is used or occupied by the institution or charity for the purposes of the institution or charity,
  - (i) land that belongs to a public hospital,
  - (j) land that is vested in the Minister for Health and Medical Research, the Health Administration Corporation or the New South Wales Health Foundation,

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- (k) land that is vested in a local health district constituted under the *Health Services Act 1997*,
- (l) land that is vested in a university, or a university college, and is used or occupied by the university or college solely for its purposes,
- (m) land that is vested in the Crown or Venues NSW and is described in Schedule 4A, Part 1, 2 or 3 of the *Sporting Venues Authorities Act 2008* and is used or occupied for the purposes of or in accordance with that Act,
- (n) land that is vested in the Crown or the Zoological Parks Board and is used or occupied by the Board for its purposes,
- (o) land that—
  - (i) is vested in the mines rescue company, within the meaning of the *Coal Industry Act 2001*, and
  - (ii) is used for the purposes of a mine rescue station controlled by that company,
- (p) land that is managed by the Teacher Housing Authority and on which a house is erected,
- (q) land that is leased to the Crown for the purpose of cattle dipping,
- (r) land that is specified or described in the regulations as being exempt from all rates, other than water supply special rates and sewerage special rates,
- (s) land that is vested in an Aboriginal Land Council and that is reserved under Part 4A of the *National Parks and Wildlife Act 1974*.

**[23] Section 555(3)**

Omit “within the meaning of the *National Parks and Wildlife Act 1974*”.

**[24] Section 555(4)**

Insert “or (1A)(h)–(o)” after “subsection (1)(e), (f), (g) and (g1)”.

**[25] Section 555(5)**

Omit the subsection. Insert instead—

- (5) A parcel of rateable land is to be valued in accordance with section 28A of the *Valuation of Land Act 1916* to enable rates to be levied on a part of the parcel that is not exempt from rates under this section if it is—
  - (a) a parcel belonging to a religious body partly occupied and used in a way described in subsection (1)(e) and partly in a way that would result in part of the parcel not being exempt from rates under this section, or
  - (b) a parcel belonging to a public benevolent institution or public charity partly used or occupied by the institution or charity for its own purposes and partly for a purpose that would result in part of the parcel not being exempt from rates under this section.

**[26] Section 556**

Omit sections 556 and 557. Insert instead—

**556 What land is exempt from water supply special rates and sewerage special rates?**

- (1) Water supply special rates may not be levied on land to which the council has resolved not to supply water.

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- (2) Sewerage special rates may not be levied on land which the council has resolved not to connect to the council's sewers.
- (3) Subject to subsection (4), water supply special rates and sewerage special rates may be levied on land that is the subject of a conservation agreement unless it is a kind of conservation agreement excluded by the regulations.
- (4) If part of a single parcel of land is the subject of a conservation agreement, any rate levied on that whole parcel is to be reduced by the following percentage—

$$P = \frac{CA}{WA}$$

where—

*P* is the percentage, and

*CA* is the area of that part of the parcel that is the subject of the conservation agreement, and

*WA* is the area of the whole parcel.

**Example.** If a parcel of land would normally be subject to a rate of \$1,000, but 40% of the area of the land is subject to a conservation agreement, that rate is to be reduced by 40% to \$600.

**[27] Section 558, heading**

Omit "water supply special rates and sewerage special".

**[28] Section 558(1)**

Omit "water supply special rates and sewerage special".

**[29] Chapter 15, Part 8, Division 2**

Omit the note at the beginning of the Division. Insert instead—

**Note—**

This Division enables a ratepayer to apply for a postponement in certain cases of hardship.

This Division also entitles particular public bodies to a 25% rebate for ordinary rates payable for certain land.

Other rating concessions may be provided under other Acts. For example, section 127 of the *Heritage Act 1977* provides for rates to be levied on heritage valuations determined in accordance with that Act instead of on other valuations.

**[30] Section 591**

Omit the section. Insert instead—

**591 Postponement of rates**

- (1) A council must, in accordance with this section, postpone the payment of rates for land in a rating year where a change in the zoning or other designation of the land under an environmental planning instrument mentioned in section 585 happens if—
  - (a) the change happened within the period of 20 years before the application for postponement is made, and
  - (b) a determination or redetermination made by the Valuer-General of the attributable part of the land value having regard to the change is in force, and
  - (c) the rateable person making the application—
    - (i) occupies the land when the application is made, and

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- (ii) owned the land when the change happened, but did not initiate or request the change, and
  - (d) the council is satisfied on reasonable grounds that the case falls within a category of hardship for which the council has determined payment should be postponed.
- (2) The amount of the rate postponed is to be the increase in the amount of the rate resulting from the zoning or other designation of the land compared with the rate the would have been payable if the zoning or other designation had not happened.

**[31] Section 595**

Omit the section. Insert instead—

**595 Postponed rates may be written off after 5 years**

- (1) This section applies if 5 years have elapsed since the commencement of a rating year for which part of the rates levied on land have been postponed under this Division.
- (2) The council may write off the part postponed and any interest accrued on that part.
- (3) This section does not affect the right of the council to recover rates and interest, even though they have been written off under this section, if it subsequently appears to the council that they should not have been written off.

**[32] Schedule 8 Savings, transitional and other provisions consequent on the enactment of other Acts**

Insert after Part 40—

**Part 41 Provisions consequent on enactment of Local Government Amendment Act 2021**

**Division 1 Interpretation**

**126 Definitions**

In this Part—

*amending Act* means the *Local Government Amendment Act 2021*.

*equalisation process*—see clause 128.

*gradual harmonisation*—see clause 127.

*harmonisation period*—see clause 127.

*harmonisation resolution*—see clause 127.

*immediate harmonisation*—see clause 127.

*rating category* means a category mentioned in section 514, including as amended by the amending Act.

*rating sub-category* for a rating category means a sub-category for the rating category of a kind permitted under Chapter 15, Part 3, including as amended by the amending Act.

*relevant council* means a council to which a determination of the Minister under section 218CB applied immediately before the day on which Division 2 of this Part commences.

*sub-categorisation process*—see clause 128.

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## Division 2 Rate harmonisation

### 127 Rate harmonisation for ordinary rates

- (1) A relevant council must harmonise the ordinary rates for each of its rating categories in accordance with this Part.
- (2) A relevant council may decide to harmonise ordinary rates by passing a resolution (a *harmonisation resolution*)—
  - (a) for the harmonisation to happen from the next rating year occurring after the day on which this Division commences (an *immediate harmonisation*), or
  - (b) for the harmonisation to happen over a period, not exceeding 8 years, specified by the resolution (the *harmonisation period*) after the day on which this Division commences (a *gradual harmonisation*).
- (3) A council is taken to have passed a harmonisation resolution for the purposes of this Part even if the resolution is passed before the day on which this Division commences.

### 128 Ways in which ordinary rates may be harmonised

- (1) Ordinary rates may be harmonised by a relevant council for a rating category by using—
  - (a) an equalisation process, or
  - (b) a sub-categorisation process.
- (2) An *equalisation process* involves revising the council's existing ordinary rating structure so that it applies consistently within each rating category used by the council.

**Example.** Creating the same rating structure for all land categorised as residential.
- (3) A *sub-categorisation process* involves revising the council's existing ordinary rating structure by adopting rating sub-categories for rating categories used by the council.

### 129 Process for gradual harmonisation

- (1) A relevant council must not pass a harmonisation resolution for gradual harmonisation unless—
  - (a) the council has undertaken the consultation process specified by this clause, and
  - (b) the resolution specifies each of the following—
    - (i) the length of the harmonisation period,

**Note.** Clause 127(2)(b) provides that the period cannot exceed 4 years.
    - (ii) the rating structure for each rating category or rating sub-category that will come into effect when the harmonisation period ends,
    - (iii) the percentage of the increase in rates for each rating category or sub-rating category that will occur in each rating year over the harmonisation period.
- (2) Subject to the regulations, the consultation process to be followed for a gradual harmonisation proposal is to be the consultation process for the adoption of an operational plan under Chapter 15, Part 4.
- (3) The consultation process mentioned in subclause (2) may be followed in combination with the adoption of an operational plan or separately.

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- (4) The relevant council must ensure that each annual variation in the amount of an ordinary rate for a rating category or rating sub-category during the harmonisation period for a gradual harmonisation does not exceed 50% of the difference between—
- (a) the ordinary rate structure at the beginning of the harmonisation period, and
  - (b) the ordinary rate structure at the end of the harmonisation period.
- (5) A gradual harmonisation may not be altered by a further resolution of the council—
- (a) to increase the harmonisation period beyond 8 years, or
  - (b) to make changes to the harmonisation process in contravention of subclause (4).
- (6) In this clause—  
**ordinary rate structure** means the amount of the rate comprised by the total of the amounts referred to in section 497.

#### 130 Relationship of Division with other provisions

This Division applies despite anything to the contrary in other provisions of this Act, particularly section 218CB and Chapter 15, Part 3 as amended by the amending Act.

### Division 3 Conservation agreements

#### 131 Existing exemptions for conservation agreements

- (1) Section 555(1)(b1), as in force immediately before the day of its substitution by the amending Act, continues to apply to—
- (a) a conservation agreement in force immediately before the day, and
  - (b) a conservation agreement entered into on or after the day if entering the agreement was a condition of—
    - (i) a development consent granted under the *Environmental Planning and Assessment Act 1979* before the day, or
    - (ii) an approval granted under the *Environment Protection and Biodiversity Conservation Act 1999* of the Commonwealth before the day.
- (2) In this clause—  
**conservation agreement** has the same meaning as in the *National Parks and Wildlife Act 1974*.

### Division 4 Postponed rates and unpaid rates or charges

#### 132 Application of amendment concerning postponements

- (1) Chapter 15, Part 8, Division 2, as in force immediately before the day section 591 is substituted by the amending Act, continues to apply—
- (a) to applications for postponement of rates made, but not finally determined, before the day, and
  - (b) to postponements of rates granted before the day that have not lapsed, and
  - (c) to postponements of rates granted before the day that have lapsed, whether before, on or after the day.

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- (2) Subclause (1), in its application to subclause (1)(c), applies for the period of 20 years.

## **Division 5 Statutory review**

### **133 Minister to review amendments**

- (1) This Minister is to review the amendments made by the amending Act to determine whether—
- (a) the policy objectives of the amendments remain valid, and
  - (b) the terms of the provisions inserted, substituted or amended by the amending Act remain appropriate for securing those objectives.
- (2) The review is to be undertaken as soon as possible after the end of the period of 2 years following the commencement of this clause.
- (3) A report on the outcome of the review is to be tabled in each House of Parliament as soon as practicable after the review is completed.

### **[33] Dictionary**

Insert in alphabetical order—

*conservation agreement* means—

- (a) a conservation agreement within the meaning of the *National Parks and Wildlife Act 1974*, or
- (b) another agreement relating to the conservation of the land of a kind prescribed by the regulations.

## **1.2 Amendments concerning elections and terms of office**

### **[1] Section 291A Countback to be held instead of by-election in certain circumstances**

Omit section 291A(4)(a)–(c). Insert instead—

- (a) if the election at which the person whose departure created the casual vacancy was elected was administered by the Electoral Commissioner—by a returning officer appointed by the Electoral Commissioner, or
- (b) if the election at which the person whose departure created the casual vacancy was elected was administered by a returning officer appointed by an electoral services provider engaged by the council—by a returning officer appointed by the electoral services provider.

### **[2] Section 291A(5A)**

Insert after section 291A(5)—

- (5A) If an electoral services provider engaged by the council is unable to appoint a returning officer for the purposes of subsection (4)(b), a by-election in accordance with this Part must be held to fill the casual vacancy.

### **[3] Section 310A Postal votes**

Omit section 310A(a). Insert instead—

- (a) the postal vote is received by the returning officer before the time and day following the close of the poll prescribed by the regulations, and

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**[4] Section 391 The chairperson**

Omit section 391(2) and (3). Insert instead—

- (2) The chairperson holds office for 2 years, subject to this Act.
- (3) The office of chairperson—
  - (a) commences on the day the person elected to the office is declared to be elected, and
  - (b) becomes vacant on the earliest of the following—
    - (i) when the person's successor is declared to be elected to the office,
    - (ii) on the occurrence of a casual vacancy in the office,
    - (iii) the polling day of the ordinary election of councillors of which the person is a councillor.

**[5] Section 400V Chairperson**

Omit section 400V(4). Insert instead—

- (4) The office of chairperson—
  - (a) commences on the day the person elected to the office is declared to be elected, and
  - (b) becomes vacant on the earliest of the following—
    - (i) when the person's successor is declared to be elected to the office,
    - (ii) on the occurrence of a casual vacancy in the office,
    - (iii) the polling day of the ordinary election of councillors of which the person is a councillor.

### 1.3 Amendments concerning superannuation payments for councillors

**Section 254B**

Insert after section 254A—

**254B Payment for superannuation contributions for councillors**

- (1) A council may make a payment (a *superannuation contribution payment*) as a contribution to a superannuation account nominated by a councillor, starting from the financial year commencing 1 July 2022.
- (2) The amount of a superannuation contribution payment is the amount the council would have been required to contribute under the Commonwealth superannuation legislation as superannuation if the councillor were an employee of the council.
- (3) A superannuation contribution payment is payable with, and at the same intervals as, the annual fee is payable to the councillor.
- (4) A council is not permitted to make a superannuation contribution payment—
  - (a) unless the council has previously passed a resolution at an open meeting to make superannuation contribution payments to its councillors, or
  - (b) if the councillor does not nominate a superannuation account for the payment before the end of the month to which the payment relates, or
  - (c) to the extent the councillor has agreed in writing to forgo or reduce the payment.

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- (5) The Remuneration Tribunal may not take superannuation contribution payments into account in determining annual fees or other remuneration payable to a mayor or other councillor.
- (6) A person is not, for the purposes of any Act, taken to be an employee of a council and is not disqualified from holding civic office merely because the person is paid a superannuation contribution payment.
- (7) A superannuation contribution payment does not constitute salary for the purposes of any Act.
- (8) Sections 248A and 254A apply in relation to a superannuation contribution payment in the same way as they apply in relation to an annual fee.
- (9) In this section—  
*Commonwealth superannuation legislation* means the *Superannuation Guarantee (Administration) Act 1992* of the Commonwealth.  
*superannuation account* means an account for superannuation or retirement benefits from a scheme or fund to which the Commonwealth superannuation legislation applies.

**10.6 EDWARD RIVER SENIORS LIVING PRECINCT****Author: Mark Goode, Project Manager****Authoriser: Phil Stone, General Manager****RECOMMENDATION**

That Council:

1. Endorse the initial Business Case for the Edward River Council Seniors Living Precinct (SLP) with the following principles and assumptions:
  - a. The capital and operational financial model, updated with the recent \$1m Murray Darling Basin grant, shows an operating surplus estimated for year 5, depending on demand.
  - b. Marketing dwellings “off the plan” to confirm the number of dwellings required for construction in the first stage.
  - c. Operating the SLP under a “Deferred Management Fee (DMF)” structure with a lifetime loan/lease/license arrangement.
  - d. Initially adopting a 40% DMF over an 8-year term.
2. Adopt six standard floor plans: Designs A, N and X – 3 Bedroom dwellings, and Designs C, D and Q – 2 Bedroom dwellings, for detailed design by the architect.
3. Commence the development of a Section 355 Committee as the initial governance mechanism of the SLP, noting that:
  - a. the terms of reference and appointment of the committee members are to be developed for future Council approval.
  - b. the governance structure may change in future depending on how Council wishes to manage the SLP in the longer term.
4. Seek expert advice to assist in establishing the Entry Price of the various dwelling designs offered for sale.
5. Engage an independent agent to market and pre-sell dwellings for the initial project stages.
6. Proceed to tender for design and construction of dwellings and civil infrastructure to further firm up the financials of the business case and budgets, noting civil and dwelling designs are well advanced.
7. Design and install a new sign at the site of the project, showing the architect’s impression of the village in full operation.
8. Develop designs for a gateway/entrance to the precinct.
9. Make budget provision for SLP capital reserves such as dwelling refurbishment and future capital development from the DMF fees and grants.

**BACKGROUND**

This Council report and attachments provide Council with an update since its previous Council Report in February 2021 and Workshop on 3 June 2021 and recommends the next steps to progress the project.

In summary, the committee has met twice, civil designers have been engaged. The architect has further developed documents, and a lawyer has provided advice on legal and governance aspects of owning and operating a Seniors Living Precinct.

**Project Update - Summary**

- The financial model is reasonably well developed and models capital and operational scenarios using several assumptions which will need testing in the market. At this stage, the financial models in confidential attachment 5 show a business case with a surplus in year 4-5 of the project.
- Civil designers (CAF) have been engaged and have commenced investigations, soil testing and the development application. They are presently on track with investigations and DA works in progress, including designs for infrastructure.
- The architect proposes to specify which dwelling are built on specific building sites. See site plan in attachment 1.
- The committee has recommended Designs A, N and X as 3 Bedroom options, and Designs C, D and Q as 2 Bedroom options shown in attachment 2 with estimated construction costs in confidential attachment 3. Dwelling designers (R Pickett) have been advised of the Committees six preferred designs.
- Kell Moore Lawyers were contacted and provided with a brief outlining the project objective, specific governance questions and a request for simple expedient options to allow the appropriate delivery of the project. The advice was received 28 May 2021, and this report has been updated based on their advice.

### ISSUE/DISCUSSION

There are many capital and operating variables. Council decisions on matters such as once off dwelling sale price (“Entry Contribution”), weekly operational contribution, exit payment terms (Deferred Management Fee - DMF) as well as capital and operating costs will progressively refine capital and operating budgets. Further information on these variables are provided in confidential attachment 4.

A financial model has been developed to consider various scenarios and is provided in confidential attachment 5, and it is updated as new information becomes available (such as construction or sale prices).

It is likely that entry contributions will minimise the capital requirements of the project, however it is to be expected that the operation will run at a loss for several years until exit fees (DMF) are received at the time of dwellings being “turned over”. At this time, the operation retains the deferred management fee which can be used to offset capital deficits. It is suggested that operational contributions meet the actual operational costs, however this may not be achievable in the early stages of the project. It will be more achievable once most dwellings are built and occupied.

### Preliminary Timelines

Subject to Council elections, Council approvals, funding, tender responses and contractor availability, the following timelines are preliminarily estimated. This is a *“fast track” project milestone estimate* and relies on all stages to proceed without delays:

1. May – dwelling & civil design - commenced
2. June – Input/sign off from ERC on designs - commenced
3. June – Finalise village cost assumptions
4. July-August - Tender for construction of dwellings and civil
5. May - November – marketing, sign up residents, secure deposits, determine number of dwellings required.
6. June-August – Tender for construction (dwellings and civil). ERC award contracts in October
7. October-November - Construction commences - subject to unanticipated delays and contractor availability

8. Mid 2022 – Occupancy – subject to tender responses, council approvals, and contractor availability.

**STRATEGIC IMPLICATIONS**

The Edward River Local Government Area does not have a retirement village, leading residents to seek this living environment in other locations. There have been strong community indications for Council to facilitate such a development in the town centre

**COMMUNITY STRATEGIC PLAN**

The Edward River 2030 Community Strategic Plan, Outcome 1 – “A Great Place to Live”, has the objective, “Our community has access to essential services”.

**FINANCIAL IMPLICATIONS**

Council has purchased land and provided infrastructure to the site. It has also set aside \$325,000 in a reserve to meet preliminary project costs.

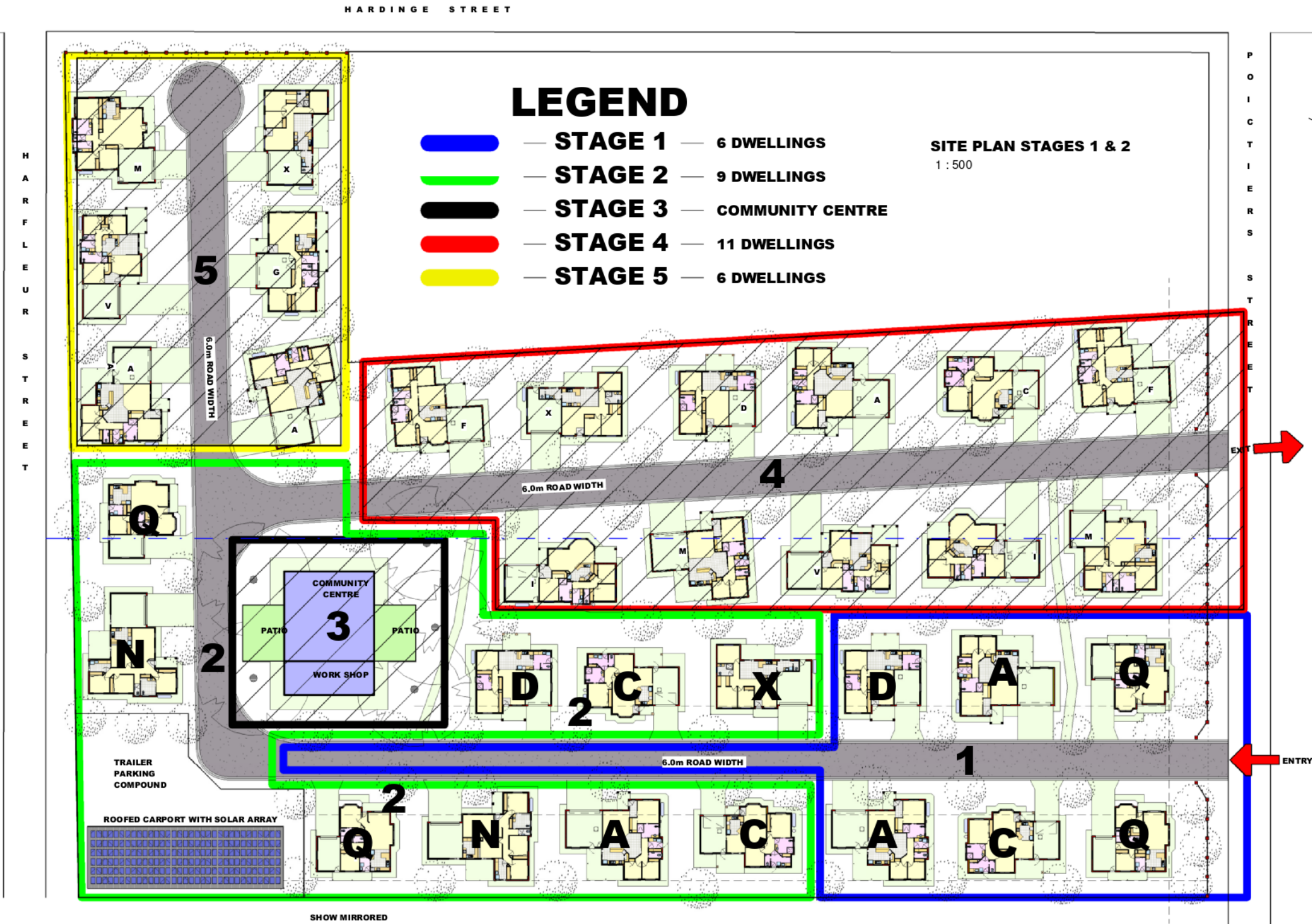
It is estimated that the project may cost approximately \$11-12m to develop the whole site over time. With the operating and management models suggested, this may need financing by Council initially but the financial exposure to council should be minimised through prudent marketing and staging of the development.

Council recently received a \$1m MDEF grant that improves the capital budget forecasts.

See attached financial models of the capital and operating forecasts in confidential attachment 5.

**ATTACHMENTS**

1. **7208DA Site Plan**
2. **Unit Plan Type Set**
3. **Home Unit Approx. Costs - Confidential**
4. **Supporting Information - Confidential**
5. **Seniors Living Precinct capital and operating financial projections - Confidential**



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**PROPOSED RETIREMENT VILLAGE  
FOR EDWARD RIVER COUNCIL  
82-86 HARDINGE STREET DENILQUIN NSW.**



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**Sketch: FOUR**  
**Sheet: A01**  
**Date: 24/05/21**  
**Job No: 7208**

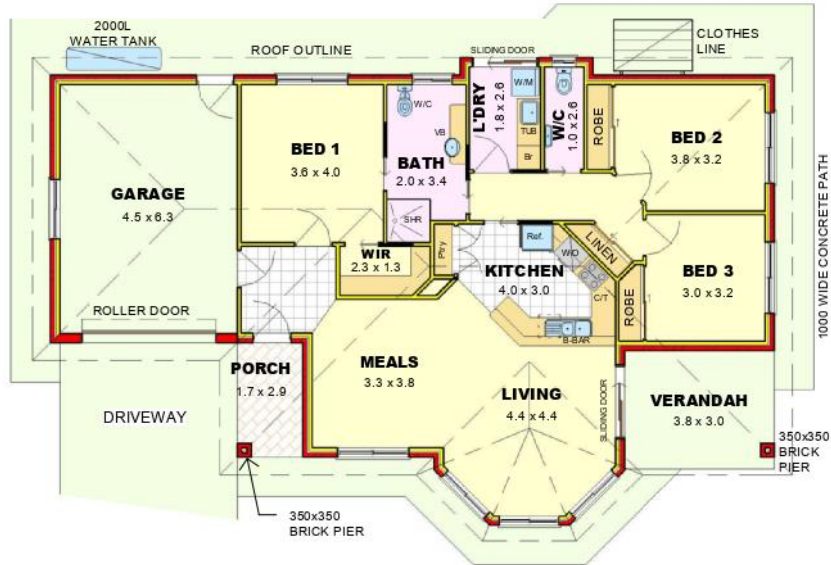
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**FLOOR PLAN**

**AREA TABULATION:**

LIVING	...: 124.3m <sup>2</sup> = 13.4 sqrs
GARAGE	...: 32.1m <sup>2</sup>
VERANDAH	...: 11.4m <sup>2</sup>
PORCH	...: 4.8m <sup>2</sup>
<b>TOTAL</b>	<b>...: 172.5m<sup>2</sup></b>



**TYPE 'H' PLAN**





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## **PLAN - I**

LIVING	...: 124.3m <sup>2</sup> = 13.4 sqrs
GARAGE	...: 32.1m <sup>2</sup>
VERANDAH	...: 11.4m <sup>2</sup>
PORCH	...: 4.8m <sup>2</sup>
<b>TOTAL</b>	<b>...:172.5m<sup>2</sup></b>



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## **PLAN - L**

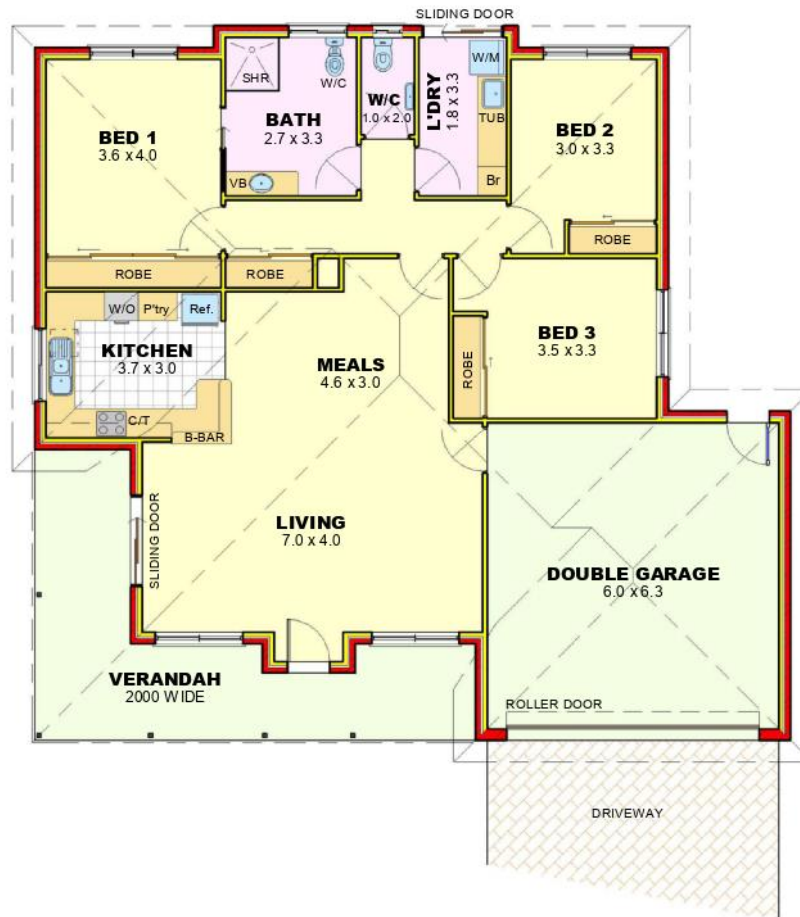
LIVING	....: 124.8m <sup>2</sup> = 13.4 sqrs
DOUBLE GARAGE	....: 40.4m <sup>2</sup>
VERANDAH	....: 21.0m <sup>2</sup>
PORCH	....: 4.5m <sup>2</sup>
<b>TOTAL</b>	<b>....: 190.8m<sup>2</sup></b>



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## PLAN - M

LIVING	.... 139.0m <sup>2</sup> = 14.9 sqrs
DOUBLE GARAGE	.... 41.9m <sup>2</sup>
VERANDAH	.... 24.7m <sup>2</sup>
<b>TOTAL</b>	<b>....205.6m<sup>2</sup></b>



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## PLAN - N

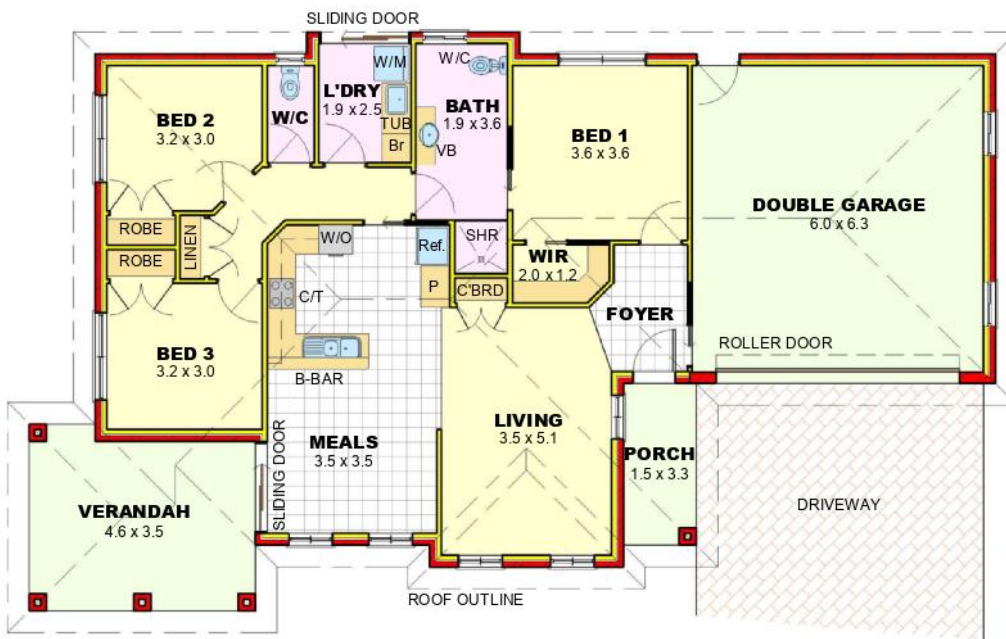
LIVING	...	140.8m <sup>2</sup> = 15.1 sqrs
DOUBLE GARAGE	...	41.6m <sup>2</sup>
VERANDAH	...	19.0m <sup>2</sup>
PORCH	...	7.3m <sup>2</sup>
<b>TOTAL</b>	...	<b>208.6m<sup>2</sup></b>



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## PLAN - V

LIVING	...	115.5m <sup>2</sup> = 12.4 sqrs
DOUBLE GARAGE	...	42.9m <sup>2</sup>
VERANDAH	...	16.7m <sup>2</sup>
PORCH	...	4.8m <sup>2</sup>
<b>TOTAL</b>	...	<b>179.8m<sup>2</sup></b>



# PLAN X

**AREA TABULATION. APPROX AREAS. BUILDER TO...**

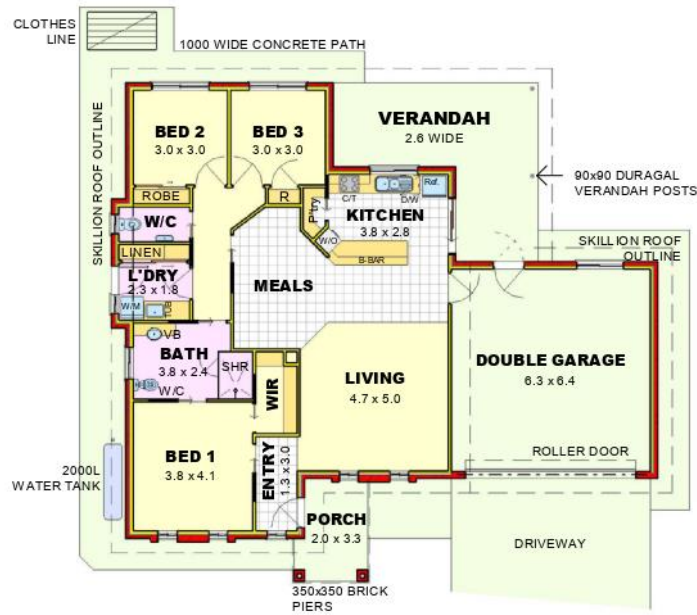
NAME	AREA
1 - LIVING	114.6 m <sup>2</sup>
2 - GARAGE	43.5 m <sup>2</sup>
3 - VERANDAH	16.5 m <sup>2</sup>
4 - PORCH	6.9 m <sup>2</sup>
	181.5 m <sup>2</sup>



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**FLOOR PLAN**

**AREA TABULATION:**

LIVING	... 132.3m <sup>2</sup> = 14.2 sqrs
DOUBLE GARAGE	... 44.8m <sup>2</sup>
VERANDAH	... 23.5m <sup>2</sup>
PORCH	... 7.0m <sup>2</sup>
<b>TOTAL</b>	<b>...:207.7m<sup>2</sup></b>



**TYPE 'A' PLAN**



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**FLOOR PLAN**

**AREA TABULATION:**

LIVING	...	125.5m <sup>2</sup> = 13.5 sqrs
DOUBLE GARAGE	...	48.2m <sup>2</sup>
VERANDAH	...	15.3m <sup>2</sup>
PORCH	...	6.1m <sup>2</sup>
<b>TOTAL</b>	<b>...</b>	<b>195.1m<sup>2</sup></b>



**TYPE 'B' PLAN**

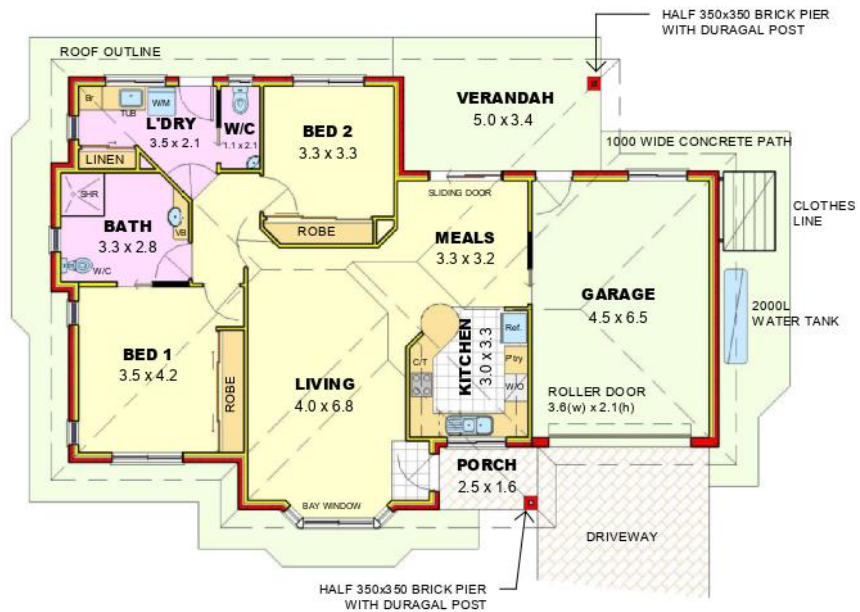




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**FLOOR PLAN**

**AREA TABULATION:**

LIVING	.... 114.3m <sup>2</sup> = 12.3 sqrs
GARAGE	.... 33.1m <sup>2</sup>
VERANDAH	.... 17.2m <sup>2</sup>
PORCH	.... 4.0m <sup>2</sup>
<b>TOTAL</b>	<b>....168.6m<sup>2</sup></b>



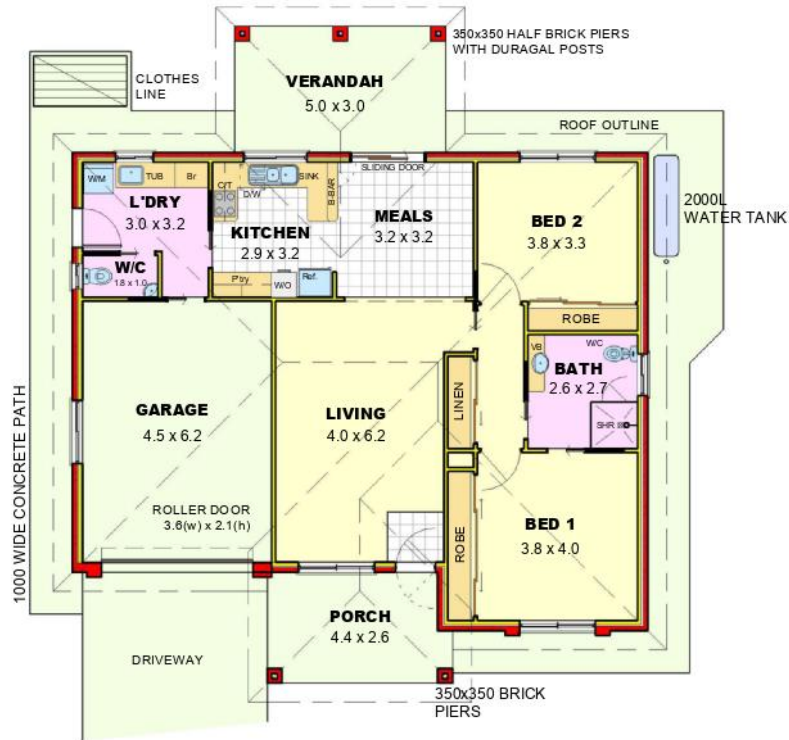
**TYPE 'C' PLAN**



Edward River  
COUNCIL



ROB PICKETT DESIGN



**AREA TABULATION:**

LIVING	.... 112.6m <sup>2</sup> = 12.1 sqrs
GARAGE	.... 30.5m <sup>2</sup>
VERANDAH	.... 15.0m <sup>2</sup>
PORCH	.... 11.1m <sup>2</sup>
<b>TOTAL</b>	<b>....169.2m<sup>2</sup></b>

**FLOOR PLAN**



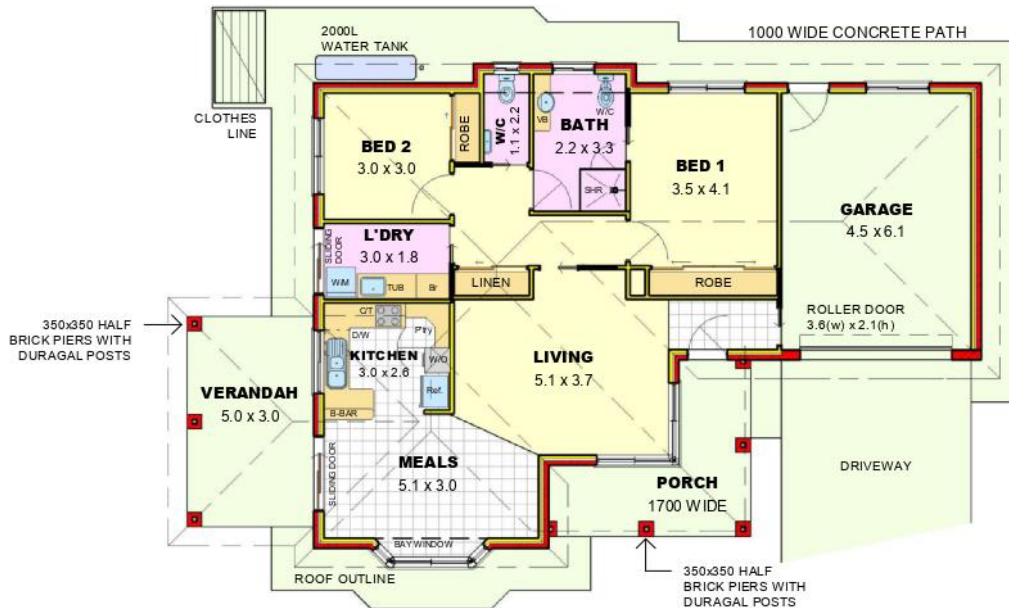
**TYPE 'D' PLAN**



Edward River  
COUNCIL



ROB PICKETT DESIGN



**FLOOR PLAN**

**AREA TABULATION:**

LIVING	.... 108.5m <sup>2</sup> = 11.6 sqrs
GARAGE	.... 31.1m <sup>2</sup>
VERANDAH	.... 15.0m <sup>2</sup>
PORCH	.... 12.4m <sup>2</sup>
<b>TOTAL</b>	<b>....167.0m<sup>2</sup></b>



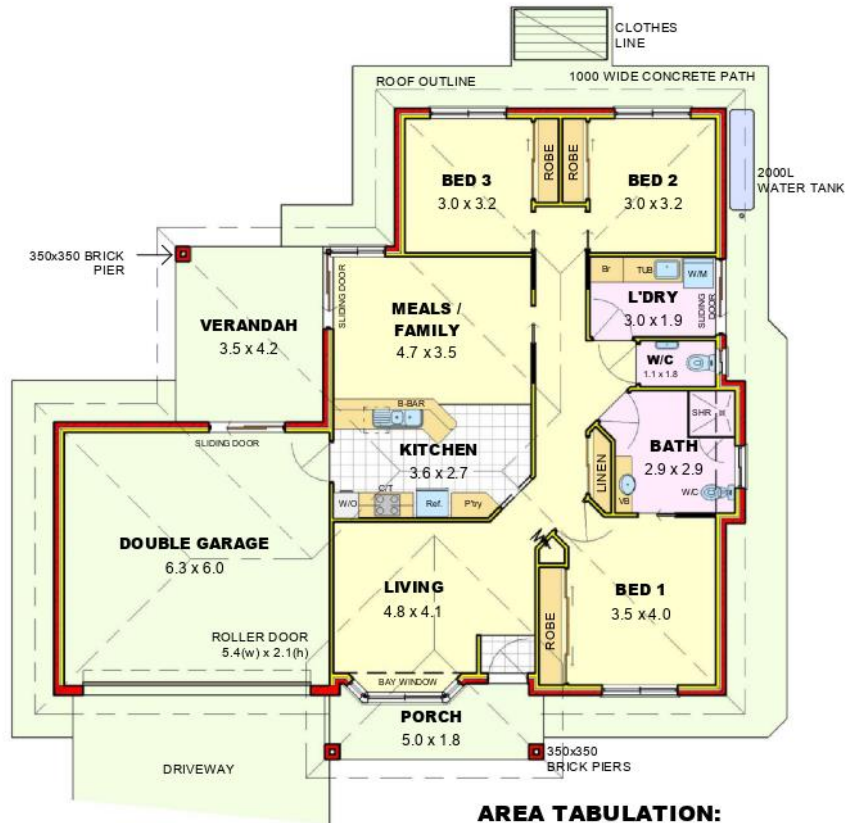
**TYPE 'E' PLAN**



Edward River  
COUNCIL



ROB PICKETT DESIGN



**AREA TABULATION:**

LIVING	.... 128.1m <sup>2</sup> = 13.8 sqrs
DOUBLE GARAGE	.... 42.4m <sup>2</sup>
VERANDAH	.... 14.6m <sup>2</sup>
PORCH	.... 7.7m <sup>2</sup>
<b>TOTAL</b>	<b>....192.8m<sup>2</sup></b>

**FLOOR PLAN**



**TYPE 'F' PLAN**



**Edward River**  
COUNCIL



ROB PICKETT DESIGN



**AREA TABULATION:**

LIVING	.... 131.9m <sup>2</sup> = 14.2 sqrs
DOUBLE GARAGE	.... 39.9m <sup>2</sup>
VERANDAH	.... 19.7m <sup>2</sup>
PORCH	.... 5.3m <sup>2</sup>
<b>TOTAL</b>	<b>....191.5m<sup>2</sup></b>

**FLOOR PLAN**



**TYPE 'G' PLAN**

**ROB PICKETT DESIGN**

Building Design & Management Service

Albury - Wodonga. PHONE 02 6021 1355

email: rob@rpdesign.com.au

SUBJECT: **HOME UNIT PLAN Q**

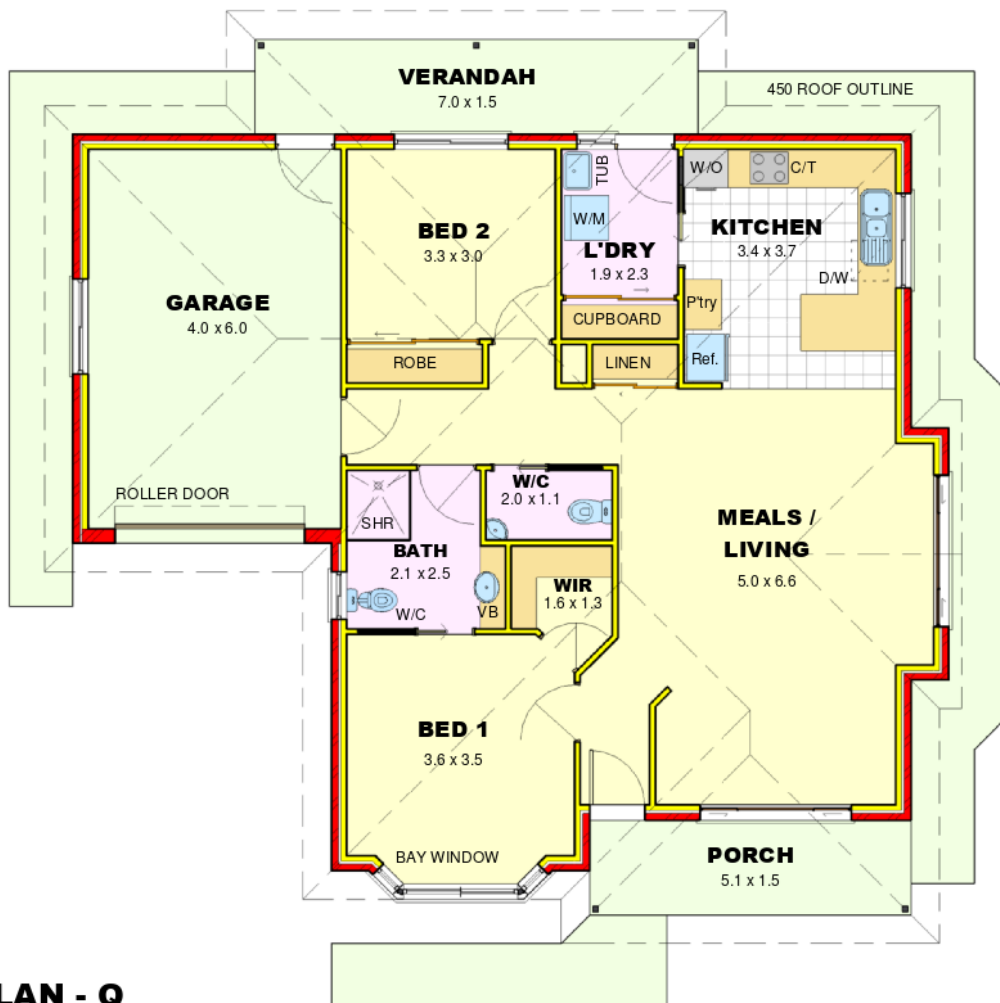
CLIENT:

Enter address here

JOB No:

DATE:

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**PLAN - Q**

LIVING	...: 105.2m <sup>2</sup> = 11.3 sqrs
GARAGE	...: 27.4m <sup>2</sup>
VERANDAH	...: 10.5m <sup>2</sup>
PORCH	...: 7.6m <sup>2</sup>
<b>TOTAL</b>	<b>...:150.7m<sup>2</sup></b>

Incredible Ideas Pty. Ltd. (A.B.N. 72 003 725 246) Trading as: Rob Pickett Design

**10.7 2021-2023 MOU - DENI PLAY ON THE PLAINS FESTIVAL LTD.**

**Author:** Erica Singleton, Community and Economic Development Project Officer

**Authoriser:** Michelle Cobb, Manager Community and Economic Development

**RECOMMENDATION**

That Council:

1. Approve the 2021-2023 Memorandum of Understanding (MoU) agreement between Edward River Council and Deni Play on the Plains Festival Ltd.
2. Authorises the General Manager to provide written confirmation to Deni Play on the Plains Festival Ltd. to enact this MoU.

**BACKGROUND**

The existing 2018-2020 MoU between Edward River Council and Deni Play on the Plains Festival Ltd. has expired.

The purpose of this report is to renew the Memorandum of Understanding (MoU) between Edward River Council and Deni Play on the Plains Festival Ltd. over the next three years (2021-2023).

**ISSUE/DISCUSSION**

The previous MoU provided Deni Play on the Plains Festival Ltd. with the following sponsorship package:

- \$25,000 as an annual cash contribution towards marketing the Deni Ute Muster, and;
- Up to \$60,000 of in-kind support annually - including traffic control, road and access maintenance, food inspections and receipt of sewage waste from the site

On the basis of Deni Play on the Plains Festival Ltd. delivering a second annual event, Play on the Plains music festival, several amendments are recommended for the new 2021-2023 MoU, including:

- An increased financial contribution from Edward River Council of \$10,000 for years two and three of the agreement (2022 and 2023).
- An increased in-kind contribution of \$15,000 per annum, representing a total in-kind value of \$25,000 over the three-year period.
- Updates to the annual sponsorship entitlements to better reflect marketing expectations.
- Minor updates to in-kind support and MoU formatting changes.

**STRATEGIC IMPLICATIONS**

There are no strategic implications arising from this MoU.

**COMMUNITY STRATEGIC PLAN**

The 2021-2023 MoU and partnership with Deni Play on the Plains Festival Ltd. aligns with the following outcomes in Council's Community Strategic Plan:

- 2.1: Our economy is strong and diverse.
- 2.2: We develop our key assets to enhance agriculture, boost tourism and support existing business.
- 5.2: We collaborate and pursue partnerships that achieve great outcomes for our community.

**FINANCIAL IMPLICATIONS**

Support for Deni Play on the Plains Festival Ltd. was considered through the development of Councils 2021-22 budget. In the budget is an allowance of \$60,000 for in-kind support and \$25,000 cash support. The proposed 2021-2023 MoU will result in an additional \$15,000 in-kind expenditure in the 2021-22 budget.

If approved, the MoU financial and in-kind support must be accounted for in Council's budget over the next three years.

**LEGISLATIVE IMPLICATIONS**

There are no legislative requirements to consider within this report.

**ATTACHMENTS**

1. **2021-2023 MoU**
2. **2018-2020 MoU**
3. **Festival Information and Statistics**



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**EDWARD RIVER COUNCIL & DENI PLAY ON THE PLAINS FESTIVAL LTD.  
2021-2023 MEMORANDUM OF UNDERSTANDING (MoU)**

---

**JUNE 2021**

THIS MoU is made on [insert date]

**BETWEEN:**

**Edward River Council**

and

**Deni Play on the Plains Festival Ltd.**

## **RECITALS**

Edward River Council (ERC) will provide financial and in-kind support to Deni Play on the Plains Festival Ltd. over a three-year period from 2021-2023 to ensure two safe and successful events can be delivered, generating significant economic and tourism benefits to the Edward River region.

Deni Play on the Plains Festival Ltd. (The Festival) will acknowledge Edward River Council's support by promoting Visit Deni and the Edward River region to event patrons, with a vision to increase overnight stays either side of the two events and encouraging future visitation.

**THE PARTIES AGREE as follows:**

### **1. DEFINITIONS AND INTERPRETATION**

In this MoU, unless the context otherwise requires:

**Agreement** means this MoU, including its recitals and any schedules or annexures (if any).

**Approved Purpose** means the purpose or purposes set out in items.

**Business Day** means a day other than a Saturday, Sunday or public holiday in New South Wales.

**Party** means Deni Play on the Plains Festival Ltd. or Edward River Council as the context requires and **Parties** means both of them.

### **2. PARTNERSHIP SUPPORT FROM EDWARD RIVER COUNCIL**

Edward River Council will provide annual financial and in-kind support to Deni Play on the Plains Festival Ltd., to support the following two events:

- Deni Ute Muster
- Play on the Plains

#### **2.1 Financial support:**

##### **2021:**

Deni Ute Muster \$25,000 (plus GST)

##### **2022:**

Deni Ute Muster \$25,000 (plus GST)

Play on the Plains \$10,000 (plus GST)

**2023:**

Deni Ute Muster \$25,000 (plus GST)  
Play on the Plains \$10,000 (plus GST)

**Total cash contribution 2021 – 2023: \$95,000 (plus GST)**

Any monetary contribution received from Edward River Council will contribute towards Deni Play on the Plains Festival Ltd.'s marketing expenditure.

**2.2 In-kind support:**

Edward River Council will provide in-kind support up to a maximum value of \$225,000 over the three-year period (2021-2023).

Deni Play on the Plains Festival Ltd. has the ability to use the in-kind allowance as needed (e.g. varying amounts each year). Edward River Council acknowledges the annual amount may fluctuate depending on factors such as weather.

Edward River Council will report in-kind usage costs to Deni Play on the Plains Festival Ltd. after each event and will confirm the remaining in-kind balance.

Once the total allowance of \$225,000 has been reached, no further in-kind support will be provided, unless special approval has been granted by Edward River Council.

Costings for the in-kind support will be determined by Council based on the actual costs of labour, plant and materials.

**Total in-kind contribution 2021 – 2023: \$225,000****In-kind support may include:****Grant application support**

Edward River Council Officer support and assistance with event, tourism and infrastructure grant applications is sought. Deni Play on the Plains Festival Ltd. is continuously identifying new revenue opportunities and seeks the Council's support in the identification of funding opportunities, the provision of information and assistance with grant writing. The expertise available to Council will increase our capacity to attract funding to ensure the on-going growth and sustainability of the Festivals and the site.

**Heavy Machinery Equipment**

The use of Edward River Council equipment and personnel is sought for site maintenance throughout the year. While the support required will be somewhat dependent on weather conditions and usage, the following is expected:

- a. Heavy vehicle grader to grade roads on site, twice a year (timing dependent on weather, and required in the months leading up to the Festivals).
- b. Machinery and personnel for maintenance.

**Traffic Management Plan**

Provision of Edward River Council traffic personnel, equipment, vehicles and personnel to implement the Traffic Management Plan during the Festivals.

**Waste Management**

Edward River Council to supply garbage trucks e.g. (1 x 18m side loader, 1 x 6m rear loader, 1x 2m side loader) on site over the events with supervisor and operations to provide garbage collection of wheelie bins and general garbage/litter pick up of garbage bags in the camping areas in accordance with the Waste Management Plan.

**Liquid Waste**

Pump outs of liquid waste from the Festival site by the company contracted by Deni Play on the Plains Festival Ltd., disposed at dump points at Edward River Council sewerage facility in accordance with the Waste Management Plan.

**Water Trucks**

Provision of water trucks and personnel to assist in the management of settling dust from roads within the Festival site (weather dependent).

**3. PARTNERSHIP SUPPORT FROM DENI PLAY ON THE PLAINS FESTIVAL LTD.**

Deni Play on the Plains Festival Ltd. will provide Edward River Council, and Council's tourism brand Visit Deni, the following benefits:

**3.1 Promotion:****Year-round on-site signage**

Deni Play on the Plains Festival Ltd. will provide Edward River Council with the opportunity to install permanent signage at the Muster Site, including:

- Corporate Centre – ERC and Visit Deni logos to be included on Media Wall.
- Merchandise Shed – ERC and Visit Deni logos to be included on shed.
- Camping access road off Main Drive used by all reserved and general camping patrons – ERC branded sign on fence.
- ERC and Visit Deni swing signage.

This signage will allow Edward River Council to have an association with the event on a year-round basis and remind users of the site of Edward River Council's support of the Festival. The users of the site throughout the year include both locals and external hirers, and we are working to ensure usage is increased throughout the year.

**Signage during the Festival**

In addition to the permanent on-site signage, during the Festival the Edward River Council will be provided the following signage opportunities:

- Up to six banners/flags in prominent locations, two of which to be placed at gate two.
- Two banners in Corporate Hospitality area.
- Visit Deni scrim to be placed around Festival Arena.
- 15 x Deni Ute Muster flags placed around Deniliquin leading up to and over the Festival, which include ERC or Visit Deni logo (flags will be provided by the Deni Ute Muster).

**Signage Note:** *Edward River Council will cover the costs of design, manufacturing and installation of the signs. The Festival will approve the content, design, size and type of signage prior to installation.*

**Event Activation – Trade Site**

Edward River Council will be provided the opportunity to undertake an activation activity during the event through the provision of a large prominent, powered trade site (Edward River Council to provide their own branded marquee and furniture). This will provide Edward River Council with an opportunity to showcase tourism and community information at the event. Edward River Council can use the site to distribute marketing and other information relating to Deniliquin, the region, or to communicate local messages.

**Corporate Tickets**

The Corporate Area will provide Edward River Council with the opportunity to meet community leaders, state government partners (Destination NSW) and our other event partners and stakeholders.

Deni Play on the Plains Festival Ltd. will annually supply Edward River Council:

- 12 x Deni Ute Muster Corporate Weekend Passes (valued at \$7,800).
- 12 x Play on the Plains Corporate Passes (valued at \$3,000).

**General Admission Tickets**

Deni Play on the Plains Festival Ltd. will annually supply Edward River Council:

- 12 x Deni Ute Muster General Admission Adult Passes (valued at \$3,228.00).
- 12 x Play on the Plains General Admission Adult Passes (valued at \$1,200).

Edward River Council is not eligible to any prize draws linked to General Admission or Corporate Tickets.

**Deni Ute Muster Website**

Edward River Council will be noted as a Major Sponsor on the Partners and Sponsors festival website pages, including a logo link to Edward River Council's website.

A dedicated tourism page will be included on the Deni Ute Muster and Play on the Plains websites, under the About Tab highlighting the experiences people can enjoy in the Edward River region and will redirect people to Council's official tourism website, Visit Deni.

Website copy to be provided by Edward River Council.

**Smartphone APP**

Edward River Council and Visit Deni logos will feature on the Sponsors and Partners page of the Deni Ute Muster APP with a link to the Edward River Council and Visit Deni websites. The smart phone APP will be available year-round from the APP Store and will feature relevant content over this period.

**Direct Marketing – Email**

Deni Ute Muster has an active email database of more than **35,000 people**. Edward River Council will have the opportunity to contribute email content up to six times each year:

- Two emails prior to the event
- A minimum of four emails throughout the year.

**Social Media Opportunities**

- **Facebook** - Edward River Council will receive a minimum of four posts each year on the official Deni Ute Muster Facebook page and a minimum of two posts each year on the official Play on the Plains Facebook page.

- **Instagram** - Edward River Council will receive a minimum of four grid posts and a minimum of 12 IG stories each year on the official Deni Ute Muster (@deniutemuster) Instagram account and a minimum of two grid posts and a minimum of 6 IG stories each year on the official Play on the Plains (@playontheplains) Instagram account.

Lock out period for Deni Ute Muster social media opportunities Mid-September - Second Week in October.

### **Pocket Program**

Edward River Council will receive a full-page advert in the Deni Ute Muster festival pocket guide each year.

Deadline for content 30 June. Content to be provided by Edward River Council prior to publication deadline.

### **Promotions**

The festival run a series of prize related promotions in the lead up to the event. Edward River Council will be invited to contribute prizes to these promotions.

### **Big Screen**

Edward River Council and Visit Deni logos and television commercial (TVC) will be included on the Big Screens either side of the Main Stage at the event.

### **Trade Sites**

Edward River Council and Visit Deni material will be included in all other Events and Festivals that the Deni Ute Muster attends for promotional purposes over the three-year partnership.

### **Festival Site Use**

Edward River Council will have the opportunity to utilise the expansive Deni Play on the Plains Festival Ltd. site twice a year.

Times and purpose of use will need to be agreed upon with Deni Play on the Plains Festival Ltd.

Edward River Council may not assign or sublease the Festival site without approval and written consent by Deni Play on the Plains Festival Ltd.

Set up and clean up are at the expense of Edward River Council.

## **3.2 Media Coverage:**

### **Radio - Deni Ute Muster, Play on the Plains TBC**

The Festival will run radio advertising covering the following regions:

- Albury/Wodonga, Wangaratta, Orange, Wagga Wagga, Bendigo, Mildura, Swan Hill, Geelong, Warrnambool, Shepparton, Ballarat and Sale/Traralgon.
- KIX Country network covers music lovers across VIC, NSW and QLD.
- Major local sponsorship with Edge 102.5.
- Triple M Melbourne & Regional Victoria Rush Hour Promotion.
- Moonmans Waiting For A Male Promotion Sydney.
- Triple M Melbourne Metro & Regional, Sydney and Adelaide.

While direct recognition of Edward River Council cannot be provided due to the medium and time limits, the adverts will promote Deniliquin. All radio interviews will encourage visitation to Deniliquin and the region.

**Television – Deni Ute Muster, Play on the Plains TBC**

The festival will run TV advertising covering the following regions:  
Regional NSW, VIC & TAS.

**Newspapers and Magazines**

The Festival will seek to obtain editorial support through local, state and national newspapers and magazines. Using a professional public relation company, our paid advertising and editorial reach includes publications such as the Weekly Times, Country News, Daily Advertiser and a range of regional newspapers and niche magazines. Deniliquin will be promoted in these opportunities.

**Media Release**

Edward River Council will be acknowledged in media releases, and where possible, linkages will be made. While we cannot guarantee Edward River Council will be specifically mentioned, our expert publicist will ensure Deniliquin and the Edward River region is heavily promoted.

**4 OBLIGATIONS OF DENI PLAY ON THE PLAINS FESTIVAL LTD.****4.2 Use of monetary support funds**

Deni Play on the Plains Festival Ltd. will use the monetary support funds for the Approved Purpose noted in item 2.1.

**4.3 Acknowledgement of Edward River Council**

4.4 Deni Play on the Plains Festival Ltd. will acknowledge Edward River Council in the manner set out in item 3.

**4.5 Request for Information**

Deni Play on the Plains Festival Ltd. is to provide Edward River Council with any documents or information relating to this MoU within ten (10) business days of receiving such a request.

**4.6 Accounts and Invoicing**

Deni Play on the Plains Festival Ltd. will invoice Edward River Council for the specified amounts in item 2.1 one month before each event.

Payment will be processed by Edward River Council within 30 days.

**5 REVIEW AND EVALUATION**

5.2 Edward River Council will assess the achievements against the outcomes within this MoU.

5.3 Deni Play on the Plains Festival Ltd. will attend a post event evaluation meeting with Edward River Council and other authorities following the conduct of the Festivals.

5.4 Deni Play on the Plains Festival Ltd. will provide a report to Council within eight weeks of the conclusion of the Festivals detailing the following information:

- (a) Attendance numbers for the Festivals.
- (b) Details of the origin and estimated length of stay of visitors to the Festivals.
- (c) Estimates of the economic and tourism impact of the Festivals applying a jointly agreed methodology used to produce results.
- (d) Impact assessment on the Deniliquin community (positive and negative impacts).
- (e) Media and marketing obtained for the Edward River region as a result of the Festivals.
- (f) Detailed Festivals budget, including estimates of direct spend and fundraising contribution to the local community.
- (g) Details of specific event operational and other issues associated with the Festivals including recommendations for improvements in future years.

**5 DISPUTE RESOLUTION**

5.2 In the event of a dispute arising out of a failure to meet any of the obligations required by this MoU, either party may give the other party written notice specifying the details of the dispute. Within seven days, a representative of both parties will agree to meet to resolve the issue.



- 5.3 If a dispute occurs within two weeks of the event date, both parties will agree to meet to resolve the issue within two working days of the notice.
- 5.4 If the dispute is unable to be resolved, the matter will be referred to any form of alternative dispute resolution procedure on which the parties agree. Where a mediator is involved, the parties must agree to comply with the mediators instructions.
- 5.5 The charges for the mediation will be paid equally by the parties.
- 5.6 Edward River Council will not enter into a dispute resolution procedure for the following issues:
- (a) The level of Edward River Council's financial and in-kind contribution

## 6 TERMINATION OF MoU

- 6.2 If Deni Play on the Plains Festival Ltd. is unable to deliver the outcomes specified in this MoU, Edward River Council may review the level of sponsorship and in-kind support provided to the event.
- 6.3 If Edward River Council or Deni Play on the Plains Festival Ltd. is in breach of the terms of this MoU this MoU may be terminated in writing by the General Manager of Edward River Council.

---

### Executed by the Parties hereto:

#### For and on behalf of Edward River Council:

\_\_\_\_\_  
Signature of Authorised Person Philip Stone

Dated \_\_\_\_\_ General Manager

#### For and on behalf of Deni Play on the Plains Festival Ltd.:

\_\_\_\_\_  
Signature of Authorised Person Vicky Lowry

Dated \_\_\_\_\_ General Manager

**SCHEDULE 1 –DETAILS**

**1. Notice Addresses**

(a) Edward River Council

General Manager  
Edward River Council  
PO Box 270  
Deniliquin NSW 2710

Email: [council@edwardriver.nsw.gov.au](mailto:council@edwardriver.nsw.gov.au)

(b) Deni Play on the Plains Festival Ltd.

Vicky Lowry  
Deni Play on the Plains Festival Ltd.  
Deniliquin Festival Site  
Conargo Road  
Deniliquin NSW 2710  
Email: [gm@deniutemuster.com.au](mailto:gm@deniutemuster.com.au)

**PARTNERSHIP PROPOSAL  
2018 - 2020**



**Edward  
River  
COUNCIL**

**JOIN US FOR OUR 20TH ANNIVERSARY AND THE  
BIGGEST MUSTER YET!**



[www.deniutemuster.com.au](http://www.deniutemuster.com.au)

Document Set ID: 72266  
Version: 3 Version Date: 06/01/2021

At the 19 July 2018 Council meeting, Edward River Council approved entering into this MOU with the Deniliquin Ute Muster for a three-year period, being the 2018, 2019 and 2020 events

Executed by Deniliquin Ute Muster )  
)  
)


\_\_\_\_\_  
Authorised Representative

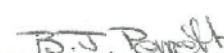
\_\_\_\_\_  
Witness signature


\_\_\_\_\_  
Name of authorised representative


\_\_\_\_\_  
Name of witness

Executed by Edward River Council by its) duly authorised delegate )  
)

  
\_\_\_\_\_  
Signature of delegate

  
\_\_\_\_\_  
Witness signature

  
\_\_\_\_\_  
Name of delegate

  
\_\_\_\_\_  
Name of witness

## Contact.

**Vicky Lowry**

General Manager – Deni Play on the Plains Festival Ltd.

62-64 Hardinge Street

PO Box 170

Deniliquin NSW 2710

P – 03 5881 3388 | M – 0448 832 104

E – [gm@deniutemuster.com.au](mailto:gm@deniutemuster.com.au)

**Julia Druitt**

Media & Marketing Co-ordinator – Deni Play on the Plains Festival Ltd.

62-64 Hardinge Street

PO Box 170

Deniliquin NSW 2710

P – 03 5881 3388 | M – 0448 832 104

E – [media@deniutemuster.com.au](mailto:media@deniutemuster.com.au)

<b>Contact</b>	<b>2</b>
<b>Proposal outline</b>	<b>4</b>
<b>Creating a mutually beneficial partnership</b>	<b>5</b>
<b>About the Deni Ute Muster</b>	<b>7</b>
<b>Profile</b>	<b>9</b>
<b>Festival Management</b>	<b>11</b>
<b>Awards</b>	<b>12</b>
<b>Benefits to the Edward River Council</b>	<b>13</b>
<b>Media Coverage</b>	<b>16</b>
<b>Partnership support from Edward River Council</b>	<b>17</b>
<b>Monetary Sponsorship</b>	<b>19</b>

## Proposal Outline.

The Deni Ute Muster presents this proposal to Edward River Council (ERC) for support of the 2018-2020 Deni Ute Musters (the Festival). The proposal is for Edward River Council to become a Major Event Partner and in return for the investment, we will deliver substantial economic and social benefits to our local community and a variety of benefits directly to ERC. The benefits and opportunities delivered to both ERC and the community are outlined in the proposal.

The Festival will continue to seek the support of other government and corporate sector organisations. If additional support is obtained, the Festival will commit to providing Edward River Council Major Event Partner status and will deliver the benefits outlined.

## Creating a mutually beneficial partnership.

Edward River Council's support of the Deni Ute Muster will enable the event to continue to deliver outstanding economic, tourism and community benefits, and will directly deliver several of Council's core objectives and priorities including:

- **Building the local economy** – The Festival is a major tool in building our local economy, through employment, the support of local businesses and the generation of tourism and positive publicity for Deniliquin. The Festival has, and will continue to be Deniliquin's major tourism marketing tool, providing direct visitation outcomes and year-round marketing. The direct economic contribution of the festival is anywhere between \$10million - \$15million per annum. The marketing value that the Deni Ute Muster Currently holds from 2017 is \$3,459,908 with a Social Media Value at \$309,036 (*Please note this value will increase as the valuation process is still in progress*) currently totalling at \$3,768,944.
- **Supporting our community** – The Festival delivers significant community outcomes including volunteer engagement opportunities for a diverse cross section of the local community, substantial fundraising for community organisations (over \$60,000 per annum), and skill development and work experience opportunities for local people, including young people. It contributes to community wellbeing, brings our community together and creates a sense of pride in Deni.
- **Our Environment** – The Muster site is a significant asset and we are seeking to develop a partnership with ERC to ensure the asset is more accessible to the local community and to Council.

Partnering with the Festival will also provide ERC with an opportunity to provide brand recognition of the newly named Edward River Council and the Visit Deni Campaign, this will directly communicate messages to thousands of people throughout the region and the state. Full details of the benefits and opportunities to ERC are outlined in this proposal.



### Supporting a strong and sustainable future for the Muster and Deniliquin.

A mutually beneficial partnership with ERC will enable the Deni Ute Muster to achieve its mission, and at a relatively low cost to Council, the event will continue to deliver outstanding economic and community outcomes through the reinvigorated Festival.

The goals in our Strategic Plan are closely correlated to Councils, thus creating the ideal partnership opportunity.

### Our Mission:

To deliver an exceptional music and entertainment festival the celebrates Australian culture, places Deniliquin on the map and provides significant economic and social benefits to our local community.

### Outcomes delivered by the Muster:

- We will generate substantial community and social capital benefits.
- We will deliver exceptional profile, economic and tourism benefits for our community.
- We will deliver outstanding programming and beneficial partnerships.

### Key Goals and Actions:

1. **Financial sustainability** – Build a strong and financially stable and sustainable organisation, including reducing debt and costs, identifying new revenue sources and implementing financial controls.
2. **Building our audiences** – Grow and retain our audiences to achieve a “sell-out” event.
3. **Vibrant program** – Deliver high quality programming celebrating rural life and introducing new content to reinvigorate and excite our audiences.
4. **Community and partnerships** – Strengthen and reinvigorate relationships with our key partners, including Council and the local community.
5. **Governance and management** – Implement good governance and management practices.
6. **Site and event operations** – Effectively manage and continuously improve the event operations and the Muster site, including improving community usage of the site, and involvement in the event operations.

## About the Deni Ute Muster.

The Deni Ute Muster encapsulates the diversity and uniqueness of Australian heritage, culture and the fun-loving nature of rural communities. It has made Deni the "Ute Capital of the World". It delivers an extensive, vibrant and diverse entertainment program that attracts mega stars like Alan Jackson, Cold Chisel, Kelly Clarkson and Keith Urban. It also supports and promotes local and country music talent, and provides a unique opportunity to bring rural people together. Far more than just an entertainment event, the Festival is a major business and community asset for Deniliquin and the region, as the following statistics reveal.

## Brief History

**First Muster:** 1999

**Years of continuous operation:** 19years

**Estimated attendance per annum (1999-2017):** 6,000 to 20,000

## Economic impact

**Estimated annual economic impact of event:** \$10-\$15million

**Estimated economic contribution over 19 festivals:** \$197 Million

**Festival spend on local suppliers and businesses (2017):** \$965,500

*\*Economic impact data is collected through research conducted in conjunction with Destination NSW, the event ticketing system, and post event evaluations.*

*(The Muster has a policy of sourcing locally where products and services are available)*

## Muster Audience (2017)

**Number of attendances over 2 days:** 15,030

**Percentage of visitors from Interstate:** 61%

**Percentage of visitors from NSW:** 23% outside the region

**Percentage of visitors from Event Region:** 16%

**Number of overseas visitors:** 7

## Community and Social Capital Benefits

**Number of local volunteers involved:** Approx. 1,000 (individuals, sporting and community groups, providing social connections and generating community spirit throughout the year and over the festival)

**Total Volunteer Hours per annum:** 67,200

**Donations to community groups in 2016:** \$61,000 donated to 22 groups

**Donations to community since 2008:** \$604,000

**Value of passes and merchandise provided for fundraising in 2017:** \$15,000

**Program support:** Deniliquin High School run the Breathalyser over the festival to help fund Learner Driver Education Programs.

**Charity Support:**

2017 – Can Assist Deniliquin – Can Assist are committed to ensuring that all people in NSW, regardless of where they live, have access to cancer treatment and care. Can Assist Deniliquin Raised Approx. \$8685.

2017 – Deniliquin Mental Health Group

2017 – Navorina Nursing Home

2017 – Burrumbuttock Hay Runners

## Profile.

The Festival is one of Australia's most iconic regional events. It is recognised by tourism and media organisations throughout Australia and has more than any other activity, put Deniliquin on the map. The Festival promotes Deniliquin and the Southern Riverina region, and is a key tourism tool in attracting awareness and visitation to the region.

***The 2017 event media coverage reached 10,448,904 individuals.***

### 2017 Media Breakdown

- A total of **1,878** media reports mentioned the Deni Ute Muster during this period. This coverage had an audience/circulation of **10,448,904**.
- Almost half of this coverage was from internet outlets (**866 articles**, or 47.2% of total coverage), however press coverage accounted for the majority of the potential audience/circulation (**5,489,412**).
- The Majority of the press mentions appeared in New South Wales media outlets (**155 articles**). Most radio and television coverage also appeared in New South Wales outlets with **37** and **224** reports respectively.

- There were also 651 television reports (or 34.7%), 252 press reports (13.4%), and 89 radio reports (4.7%) that mentioned the Muster.
- The Festival was mentioned most on television by Channel 7, with 51 reports, followed by Channel 9, with 21 reports. The leading television comperes were Larry Emdur and Kylie Gillies on Channel 7's Morning Show, with 387 syndicated reports broadcast nationally.

## Festival Management.

Deni Play on the Plains Festival Limited is overseen by a constitution, it is governed by a volunteer board of six highly skilled and experienced Directors and a Core management team including a General Manager, Arena Co-ordinator, Media & Marketing Co-ordinator, Finance & Administration Office and an Administration & Merchandise Co-ordinator.

The Festival contracts a wide range on contractors and suppliers, and receives significant community and volunteer support in delivering the event.

## Awards.

### 2017

Meetings and Events Australia – Regional Event of the Year - **TBA**

### 2016

NSW Tourism Awards – Festivals and Events – **Finalist**

### 2015

NSW Tourism Awards – Festival & Events – **Bronze Winner**

Australian Event Awards – **Finalist for Australia's Favourite Event**

Australian Event Awards – **Finalist for Best Regional Event**

NSW/ACT Regional Achievement and Country Awards – **Finalist**

### 2014

Australian Event Awards – Best Regional Event – **Winner**

Deniliquin Business Chamber Awards – Excellence in Innovation – **Winner**

### 2013

Inland Tourism Awards – Festivals and Events – **Inducted into Hall of Fame for consecutively winning this category for 3 years running**

### 2012

Australian Tourism Awards – Festivals and Events – **Gold Winner**

NSW Tourism Awards – Festival and Events – **Gold Winner**

Inland Tourism – Festival and Events – **Gold Winner**

Deniliquin Business Chamber Awards – Tourism Excellence of the year, Festival and Events – **Winner**

### 2011

NSW Tourism Awards – Festival and Events – **Bronze Award**

Inland Tourism Awards Festival and Events – **Gold Winner**

Inland Tourism Awards – Inland Champion – **Winner**

Deniliquin Business Chamber Awards – Most Popular Business - **Winner**

Deniliquin Business Chamber Awards – Excellence in Presentation and Marketing – **Winner**

### 2010

Inland Tourism Awards – Festival and Events – **Gold Winner**

Deniliquin Business Chamber Awards – Excellence in Presentation and Marketing – **Winner**

Deniliquin Business Chamber Awards – Business of the year – **Winner**

## Benefits available to the Edward River Council.

Below are benefits the Deni Ute Muster can provide to the Edward River Council as a Major Event Partner of the Festival. We would be pleased to further negotiate the benefits and opportunities we can deliver for Council and the community.

### Year- Round on-site Edward River Council signage

The Festival will provide Edward River Council with the opportunity to install permanent signage at the Muster Site, including:

- Corporate Centre – ERC logo to be included on Media Wall.
- Merchandise Shed – ERC branded sign on shed.
- Camping access road off Main Drive used by all reserved and general camping patrons – ERC branded sign on fence.

This signage will allow Council to have an association with the event on a year-round basis, and remind users of the site of Council's support of the Festival. The users of the site throughout the year include both locals and external hirers, and we are working to ensure usage is increased throughout the year.

### Signage during the Festival

In addition to the permanent onsite signage, during the Festival the Edward River Council can be provided with the following signage opportunities:

- Up to 6 banners/flags in prominent locations, 2 of which to be placed at gate 2.
- 2 banners in Corporate Hospitality area.
- Scrim to be placed around Festival Arena.
- 15x Deni Ute Muster flags placed around Deniliquin leading up to and over the Festival, which include ERC or Visit Deni Ute logo (flags will be provided by the Deni Ute Muster).

**Signage Note:** It is expected Council will cover the costs of design, manufacturing and installation of the signs. The Festival management will approve the content, design, size and type of signage prior to installation.



### Event Activation – Trade Site

Edward River Council will be provided with the opportunity to undertake an activation activity during the event through the provision of a large prominent, powered trade site (ERC to provide their own branded marquee and furniture). This will provide ERC with an opportunity to showcase tourism and community information at the event. ERC can use the site to distribute marketing and other information relating to Deniliquin, the region, or to communicate local messages.

### Corporate Tickets

The Festival will provide Edward River Council with 12 Corporate Weekend Passes (valued at \$7,800). The Corporate Area will provide ERC with the opportunity to meet community leaders, state government partners (Destination NSW) and our other event partners and stakeholders.

### General Admission Tickets

The Festival will provide Edward River Council with 12 General Admission Adult Passes (valued at \$2,988.00)

### Deni Ute Muster Website

The Deni Ute Muster website has on average **45,916** page views per month. This number is expected to grow and a Search Engine Marketing (SEM) campaign will be expanded in 2018.

We will feature Edward River Council as a Major Sponsor on the Partners and Sponsors page, including a logo link to the Council's website. In addition, we offer a "Deniliquin" page under "About" which includes details about Deniliquin and ERC.

### Direct Marketing – Email

The Festival has an active email database of more than **30,000 people** used to promote the event. We will provide Edward River Council with the opportunity to contribute content and images to a minimum of 2 post prior to the event date and a minimum of 4 posts throughout the year.

### Social Media Opportunities

**Facebook** - The Festival currently has over 99,000 fans with 100,000 predicted by the Festival. In 2017, to date the Facebook reach was 8,466,158 individuals, with the Facebook paid advertising campaign reaching over 2 million people. The Edward River Council will receive posts upon request given that it works in conjunction with the Deni Ute Muster.

**Instagram** - The Festival currently has around 16,000 followers on Instagram. Throughout the year the Deni Ute Muster will post content that encourages visitation to Deniliquin throughout the year. The Edward River Council will receive posts upon request given that it works in conjunction with the Deni Ute Muster.

### Pocket Program

The Festival will produce a pocket program and will provide Edward River Council with a one page advert (2018 final design is to be provided by 4<sup>th</sup> July to allow for distribution to commence in August), and equivalent advertising space in 2019 and 2020 publications.

### Promotions

The Festival will run a series of prize related promotions in the lead up to the event. These promotions can include information provided by Edward River Council.

### Big Screen

The Edward River Council or Visit Deni Campaign logo and television commercial (TVC) will be included on the Big Screens either side of the Main Stage. (TVC to be provided by ERC).

### Trade Sites

The Edward River Council or Visit Deni Campaign material will be included in all other Events and Festivals that the Deni Ute Muster attends for promotional purposes over the three-year partnership.

### Festival Site Use

Edward River Council will have the opportunity to utilise our expansive Deni Ute Muster site twice a year.

Times and purpose of use will need to be agreed upon with Deni Play on the Plains Festival Ltd. Edward River Council may not assign or sublease the Deni Ute Muster Site without approval and written consent by Deni Play on the Plains Festival Ltd.

Set up and clean up are at the expense of Edward River Council.

## Media Coverage.

### Radio

The Festival will run radio advertising covering the following regions:

- Albury/Wodonga, Wangaratta, Orange, Wagga Wagga, Bendigo, Mildura, Swan Hill, Geelong, Warrambool, Shepparton, Ballarat and Sale/Traralgon.
- KIX Country network covers much lovers across VIC, NSW and QLD.
- Major local sponsorship with Edge 102.5.
- Off the Beach Sydney & AFL Nation on air and via social media.
- Nova100 Melbourne Metro Area.

While direct recognition of Edward River Council cannot be provided due to the medium and time limits, the adverts will promote Deniliquin. All radio interviews will encourage visitation to Deniliquin and the region.

### Newspapers and Magazines

The Festival will seek to obtain editorial support through local, state and national newspapers and magazines. Using a professional public relation company, our paid advertising and editorial reach includes publications such as the Weekly Times, Country News, Daily Advertiser and a range of regional newspapers and niche magazines. Deniliquin will be promoted in these opportunities.

### Media Release

Edward River Council will be acknowledged in media releases, and where possible, linkages will be made. While we cannot guarantee Edward River Council will be specifically mentioned, our expert publicist will ensure Deniliquin is heavily promoted.

### Smart Phone APP

Edward River Council will feature a logo on the Sponsors and Partners page of the APP with a link to the ERC website or Visit Deni Campaign Website. The smart phone APP will be available year-round from the APP Store and will feature relevant content over this period.

## Partnership support from Edward River Council.

The Deni Ute Muster is seeking the following support on an annual basis from Edward River Council. In return for this support, the Festival will provide a range of benefits. We would be pleased to discuss other benefits and support available from Council.

As part of the Partnership, we would be pleased to discuss how we can improve access to the event site by the community, and Council if required. This includes the building of the Office/Museum and Coffee shop complex and future plans for the development of an Emergency Management Centre at the site.

### In-Kind support prior to the Festival

Edward River Council will provide the following in-kind support up to a maximum value of \$60,000 annually. Once the \$60,000 in-kind support is allocated or utilised no further in-kind support will be provided. Costings for the in-kind support will be determined by Council based on the actual costs of labour, plant and materials.

#### 1. Grant application support

Council Officer support and assistance with event, tourism and infrastructure grant applications is sought. The Festival is continuously identifying new revenue opportunities and seeks the Council's support in the identification of funding opportunities, the provision of information and assistance with grant writing. The expertise available to Council will increase our capacity to attract funding to ensure the on-going growth and sustainability of the Festival and the site.

#### 2. Heavy Machinery Equipment

The use of Council equipment and personnel is sought for site maintenance throughout the year. While the support required will be somewhat dependent on weather conditions and usage, the following is expected.

- a. Heavy vehicle grader to grade roads on site, twice a year (timing dependent on weather, and required in the months leading up to the Festival).
- b. Machinery and personnel for maintenance.

#### 3. Traffic Management Plan

Provision of ERC traffic personnel, equipment, vehicles and personnel to implement the Traffic Management Plan during the event.

**4. Waste Management**

Edward River Council to supply garbage trucks (1 x 18m side loader, 1 x 6m rear loader, 1x 2m side loader) on site over the Festival with supervisor and operations to provide garbage collection of wheelie bins and general garbage/litter pick up of garbage bags in the camping areas in accordance with the Waste Management Plan.

**5. Liquid Waste**

Pump outs of liquid waste from the Festival site by the company contracted by Deni Ute Muster, disposed at dump points at Edward River Council sewerage facility in accordance with the Waste Management Plan.

**6. Water Trucks**

Provision of water trucks and personal to assist in the management of settling dust from roads within the Festival site (weather dependent).

## Monetary Sponsorship.

A cash contribution of \$25,000 per annum (plus GST) in 2018 to be reviewed in 2019 and 2020, and where opportunities arise, additional buy-in from ERC for specific marketing opportunities associated with the Festival.

The cash component will primarily be allocated to marketing the Festival, Deniliquin and the region, in conjunction with Edward River Council.

### Cash to be spent in the following way:

#### Radio advertising

In 2017 the Deni Ute Muster reached **4,152,000 individuals** via this advertising medium.

#### Television advertising

In 2017 the Deni Ute Muster reached **645,500 individuals** via this advertising medium.

#### Videographer

In 2018 the Deni Ute Muster is looking to employ a Videographer for the duration of the festival to shoot footage of the Muster and Deni. This footage will then be reviewed by the Deni Ute Muster's Publicist and sent out to a database of media outlets.

### Proposed Payment Schedule

Given the cash flow for the event associated with the purchase of tickets, the following payment schedule is proposed:

\$25,000 (plus GST) To be paid on invoice submitted after signing of agreement.

### Annual Review

It is anticipated that an annual review and detailed post event report will be provided by the Festival by early December each year. The annual reporting will include the Festival outcomes, media and marketing exposure and estimated tourism and economic impact assessment (based on Destination NSW survey results and ticket sales).

### Review and Evaluation

- a. Council will assess the achievements against the outcomes within this MOU
- b. Deni Ute Muster will attend a post event evaluation meeting with Council and other authorities following the conduct of the event.
- c. Deni Ute Muster will provide a report to Council within 8 weeks of the conclusion of the event detailing the following information:
  - i. Attendance numbers for the Deni Ute Muster
  - ii. Details of the origin and estimated length of stay of visitors to Deni Ute Muster.
  - iii. Estimates of the economic and tourism impact of the festival applying a jointly agreed methodology used to produce results.
  - iv. Impact assessment on the Deniliquin community (positive and negative impacts).
  - v. Media and marketing obtained for the Edward River region as a result of the event.
  - vi. Detailed event budget, including estimates of direct spend and fundraising contribution to the local community.
  - vii. Details of specific event operational and other issues associated with the event including recommendations for improvements in future years.

### Dispute resolution

- a. In the event of a dispute arising out of a failure to meet any of the obligations required by this MOU, either party may give the other party written notice specifying the details of the dispute. Within 7 days, a representative of both parties will agree to meet to resolve the issue.
- b. If a dispute occurs within two weeks of the event date, both parties will agree to meet to resolve the issue within 2 working days of the notice.
- c. If the dispute is unable to be resolved, the matter will be referred to any form of alternative dispute resolution procedure on which the parties agree. Where a mediator is involved, the parties must agree to comply with the mediators instructions.
- d. The charges for the mediation will be paid equally by the parties.
- e. Council will not enter into a dispute resolution procedure for the following issues:
  1. The level of Council's financial and in-kind contribution

### Termination of MOU

- a. If Deni Ute Muster is unable to deliver the outcomes specified in this MOU, Council may review the level of sponsorship and in-kind support provided to the event.
- b. If Council or Deni Ute Muster is in breach of the terms of this MOU this MOU may be terminated in writing by the General Manager of Council.



# 2021 - 2023 Proposal





## Contact.

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## Proposal Outline.

Deni Play On The Plains Festival Ltd presents this proposal to Edward River Council (ERC) for support of the 2021-2023 Deni Ute Muster and 2022-2023 Play On The Plains (the Festivals). The proposal is for Edward River Council to become a Major Event Partner and in return for the investment, we will deliver substantial economic and social benefits to our local community and a variety of benefits directly to ERC. The benefits and opportunities delivered to both ERC and the community are outlined in the proposal.

## Creating a mutually beneficial partnership.

Edward River Council's support of the Deni Ute Muster and Play On The Plains will enable the events to continue to deliver outstanding economic, tourism and community benefits, and will directly deliver several of Council's core objectives and priorities including:

**Building the local economy** – The Festivals are a major tool in building our local economy, through employment, the support of local businesses and the generation of tourism and positive publicity for Deniliquin. The Festivals have and will continue to be Deniliquin's major tourism marketing tool, providing direct visitation outcomes and year-round marketing. The direct economic contribution of the Deni Ute Muster is anywhere between \$8million - \$15million per annum.

**Supporting our community** – The Festivals deliver significant community outcomes including volunteer engagement opportunities for a diverse cross section of the local community, substantial fundraising for community organisations (over \$60,000 per annum), and skill development and work experience opportunities for local people, including young people. It contributes to community wellbeing, brings our community together and creates a sense of pride in Deni.

**Our Environment** – The Muster site is a significant asset and we are seeking to develop a partnership with ERC to ensure the asset is more accessible to the local community and to Council.

Partnering with the Festival will also provide ERC with an opportunity to provide brand recognition of Edward River Council and the Visit Deni Campaign, this will directly communicate messages to thousands of people throughout the region and the state. Full details of the benefits and opportunities to ERC are outlined in this proposal.

### Supporting a strong and sustainable future for the Festivals and Deniliquin.

A mutually beneficial partnership with ERC will enable Deni Play On the Plains Festival Ltd to achieve its mission, and at a relatively low cost to Council, the Festivals will continue to deliver outstanding economic and community outcomes.

The goals in our Strategic Plan are closely correlated to Councils, thus creating the ideal partnership opportunity.

### Our Mission:

To deliver an exceptional music and entertainment festival that celebrates Australian culture, places Deniliquin on the map and provides significant economic and social benefits to our local community.

### Our Aim:

Our aim is to guarantee, patrons take away long-standing memories of the region, since positive travel memories equate to return visitation and promotion of the area.

### Outcomes delivered by Play On The Plains Festival Ltd:

- We will generate substantial community and social capital benefits.
- We will deliver exceptional profile, economic and tourism benefits for our community.
- We will deliver outstanding programming and beneficial partnerships.

### Key Goals and Actions:

1. **Financial sustainability** – Build a strong and financially stable and sustainable organisation, including reducing debt and costs, identifying new revenue sources and implementing financial controls.
2. **Building our audiences** – Grow and retain our audiences to achieve “sell-out” events.
3. **Vibrant program** – Deliver high quality programming celebrating rural life and introducing new content to reinvigorate and excite our audiences.
4. **Community and partnerships** – Strengthen and reinvigorate relationships with our key partners, including Council and the local community.
5. **Governance and management** – Implement good governance and management practices.
6. **Site and event operations** – Effectively manage and continuously improve the event operations and the Muster site, including improving community usage of the site, and involvement in the event operations.

## About the Deni Ute Muster.

The Deni Ute Muster encapsulates the diversity and uniqueness of Australian heritage, culture and the fun-loving nature of rural communities. It has made Deni the “Ute Capital of the World “. It delivers an extensive, vibrant and diverse entertainment program that attracts mega stars like Alan Jackson, Cold Chisel, Kelly Clarkson and Keith Urban, Carrie Underwood and Tim McGraw. It also supports and promotes local and country music talent and provides a unique opportunity to bring rural people together. Far more than just an entertainment event, the Festival is a major business and community asset for Deniliquin and the region, as the following statistics reveal.

### Brief History

**First Muster:** 1999

**Years of continuous operation:** 22 years (includes virtual event in 2020 due to Covid -19)

**Estimated attendance per annum (1999-2020):** 6,000 to 20,000+

### Economic impact

**Estimated annual economic impact of event:** \$8-\$15million

**Estimated economic contribution over 21 festivals:** \$213 Million

**Festival spend on local suppliers and businesses:** \$1,266,000

*\*Economic impact data is collected through research conducted in conjunction with Destination NSW, the event ticketing system, and post event evaluations.*

*(The Muster has a policy of sourcing locally where products and services are available)*

### Muster Audience (2019)

**Number of attendances over 2 days:** 20,086 Sell Out Crowd

**Percentage of visitors from Interstate:** 67.5%

**Percentage of visitors from NSW:** 20% outside the region

**Percentage of visitors from Event Region:** 12%

**Number of overseas visitors:** 0.5 (14)

## Community and Social Capital Benefits

**Number of local volunteers involved:** Approx. 1,000 (individuals, sporting and community groups, providing social connections and generating community spirit throughout the year and over the festival)

**Total Volunteer Hours per annum:** 67,200

**Donations to community groups in 2019:** \$65,000 donated to 23 groups

**Donations to community since 2008:** \$734,000

**Value of passes and merchandise provided for fundraising in 2019:** \$17,500

**Program support:** Deniliquin High School run the Breathalyser over the festival to help fund Learner Driver Education Programs.

### **Charity Support:**

2019 – Can Assist Deniliquin – Can Assist are committed to ensuring that all people in NSW, regardless of where they live, have access to cancer treatment and care.

2019 – Burrumbuttock Hay Runners

## Profile.

The Deni Ute Muster is one of Australia's most iconic regional events. It is recognised by tourism and media organisations throughout Australia and has more than any other activity, put Deniliquin on the map. The Festival promotes Deniliquin and the Southern Riverina region, and is a key tourism tool in attracting awareness and visitation to the region.

***The 2019 event media coverage reached 11,434,798 individuals.***

### 2019 Deni Ute Muster Media Breakdown

- A total of **2,799** media reports mentioned the Deni Ute Muster during this period. This coverage had an audience/circulation of **11,434,798** and an advertising space rate (ASR) of \$5,641,005.
- This coverage consisted of 1,615 internet articles (58% of the total), 743 television reports (26%), 285 press releases (10%) and 156 radio reports (6%).
- The Deni Ute Muster was most frequently mentioned in NSW press outlets (71%), followed by Victoria (14%). In broadcast media, reports were most common in NSW based outlets (40%) followed by Queensland (23%) and Victoria (20%).

## About Play On the Plains.

It has been a long time plan to introduce another festival, to be held on the Deni Ute Muster site. A lot of research was done to find a time of year and genre that would fit into this region. With so many options of festivals in the market it was important to get this right.

The inaugural Play on the Plains was an event that showcased our festival site to a brand new young audience held on the Sunday of the Victorian Labour Day weekend in March 2021.

Unfortunately, the NSW Health Order for Covid restricted numbers and many of the plans that were to be part of the festival.

Safety being our number one priority.

The extra costs for barrier fencing, policing, medical team, seating, covid officers, cleaners and sanitisers with the reduced tickets numbers and sales due to no dancing allowed seen a loss of \$77,000 to the organisation.

### Short Answers From Survey

For the next 4 years the Deniliquin Show does not fall on the Victorian Long Weekend in March, so the question was asked if the preference to attend would be the Saturday or Sunday on that weekend.

**In 2022 on the same Victorian March Long Weekend, what day would your preference be for the festival to be held?**

Saturday - 82%

Sunday - 18%

**Did you stay in Deniliquin?**

Yes - 70%

No - 30%

**How many nights did you stay in Deniliquin?**

One 48%

More 52%

## 'One of the best' festivals

Dear Editor,

I had the pleasure of attending the Play on the Plains music festival held at the Ute Muster site on Sunday, March 7.

I have been to many outside music events and this would have to rank as one of the best.

The grassed lawns looked great, the food was well priced and good quality, as were the drinks.

Sound quality was superb, matching the performance of our own MC, cuzzy Rick Bond.

The bands were outstanding, all young



*Letters to the Editor*

Australians who were very grateful of the opportunity to be performing again.

A big thank you to the Deni Ute Muster committee and also to the band of volunteers who made it all happen.

I can't wait until the next one.

Yours etc.  
Paul Fellows  
Deniliquin

# Ticket Sales



**General Admission 13+**  
**1,098**

**58% Out Of Region**  
**42% In Region**

**NSW In Region 457 (42%)**  
**NSW Out Of Region 72 (6.5%)**  
**VIC 531 (48%)**  
**ACT 27 (2.5%)**  
**QLD 6 (0.5%)**  
**SA 3 (0.3%)**  
**WA 1 (0.1%)**  
**NT 1 (0.1%)**

**Under 13**  
**39**

**NSW In Region 31**  
**NSW Out Of Region 4**  
**VIC 3**  
**NT 1**



## Numbers on Site

General Admission 13+	1,098
Under 13	39
Volunteers	96
Vendors	28
Staff/Board/Partners	28
Sponsors	50
Deni MHAG	5
Maintenance Staff/Cleaners	11
Competition Passes	5
Media	11
Production	20
Emergency Services (VRA,Police,Medical,Security)	41
<b>Total On Site</b>	<b>1,432</b>

# Demographics

## Customers By Gender



44%



56%



<b>Under 18</b>	<b>8.5%</b>
<b>18-21</b>	<b>41.0%</b>
<b>22-25</b>	<b>24.5%</b>
<b>26-30</b>	<b>15.0%</b>
<b>31-40</b>	<b>5.0%</b>
<b>Over 50</b>	<b>6.0%</b>

# Social Media

## Reach - Organic (Not Paid)



133.8k



80.2k

## Reach - Paid



98.0k

## Impressions - Paid



109.2k

## Audience



1,042



1,038

## Festival Management.

Deni Play on the Plains Festival Limited is overseen by a constitution, it is governed by a volunteer board of six highly skilled and experienced Directors and a Core management team including a General Manager, Arena Co-ordinator, Media & Marketing Co-ordinator, Finance & Administration Office and an Administration & Merchandise Co-ordinator.

The Festivals contract a wide range on contractors and suppliers and receives significant community and volunteer support in delivering the event.

**Awards.****2020**

MEA - NSW State and National Award for Regional Event of the Year – **Winner**

Deniliquin Business Chamber Awards - Inspiring Pivot Award – **Winner**

**2019**

NSW Tourism Awards - Festivals and Events – **Silver**

Country & Outback and Riverina Murray Regional Tourism Awards - Festivals and Events – **Gold**

NSW Business Chamber Awards - Excellence in Social Enterprise – **Finalist**

NSW Regional Business Chamber Awards - Outstanding Young Employee – **Finalist**

NSW Regional Business Chamber Awards - Business Leader – **Finalist**

NSW Regional Business Chamber Awards - Excellence in Social Enterprise – **Winner**

Deniliquin Business Chamber Awards - Outstanding Young Employee – **Winner**

Deniliquin Business Chamber Awards - Business Leader – **Winner**

Deniliquin Business Chamber Awards - Excellence in Social Enterprise – **Winner**

**2018**

NSW Tourism Awards - Festivals & Events - **Finalist**

NSW Murray Riverina Regional Tourism Awards - Festivals & Events - **Gold**

Regional Business Chamber Awards - Business Leader - **Finalist**

Regional Business Chamber Awards - Excellence in Innovation - **Finalist**

Deniliquin Business Chamber Awards - Outstanding Young Employee - **Finalist**

Deniliquin Business Chamber Awards - Business Leader - **Winner**

Deniliquin Business Chamber Awards - Excellence in Innovation - **Winner**

**10.8 2021-2024 FUNDING AGREEMENT - MURRAY REGIONAL TOURISM****Author:** Erica Singleton, Community and Economic Development Project Officer**Authoriser:** Michelle Cobb, Manager Community & Economic Development**RECOMMENDATION**

That Council:

1. Approve the 2021-2024 Funding Agreement between Edward River Council and Murray Regional Tourism, on the condition of Murray Regional Tourism agreeing to Edward River Council's requests.
2. Authorises the General Manager to provide written confirmation to Murray Regional Tourism to enact this Motion.

**BACKGROUND**

Murray Regional Tourism (MRT) was formed in 2010 to establish an overarching organisation to contribute to the development and growth of tourism in the Murray region.

MRT is a cross-border organisation and is made up of the following partner Councils:

<b>NSW Local Government Partners</b>	<b>Victorian Local Government Partners</b>
Albury	Wodonga
Greater Hume	Moira
Federation	Campaspe
Berrigan	Gannawarra
Edward River	Swan Hill
Murray River	Mildura
Wentworth	

**ISSUE/DISCUSSION**

The existing Funding Agreement between Edward River Council and Murray Regional Tourism has expired. The purpose of this report is to renew the Funding Agreement between Edward River Council and Murray Regional Tourism over the next three years (2021-2024).

In order to respond to COVID-19 impacts and rebuild the visitor economy, Murray Regional Tourism has proposed an increase to the annual financial contribution of all partnering Councils.

Partner Council contributions are based on a flat fee of \$7,500 per participating Council per annum plus a payment based on domestic visitor nights consisting of an incremental increase over the life of the agreement as follows:

- **2021-2022:** 3.3 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).
- **2022-2023:** 3.7 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).
- **2023-2024:** 4 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).

Edward River Council's 2020-2021 contribution was \$11,791. Based on the newly proposed funding structure, Edward River Council's 2021-2024 contributions would be:

- \$16,245 for 2021- 2022 Financial Year
- \$17,305 for 2022 - 2023 Financial Year
- \$18,100 for 2023 - 2024 Financial Year

To account for the increased funding, it is recommended Edward River Council request the following from Murray Regional Tourism:

- Murray Regional Tourism to provide specific visitation data for the Edward River Council region on an annual basis.
- Murray Regional Tourism to increase publicity and promotion of the Edward River region, including media famils, Edward River branding (river) on marketing materials and content creation.

### **STRATEGIC IMPLICATIONS**

The cross-border approach to tourism in the Murray region has been highly effective. Entering into a new agreement with Murray Regional Tourism allows this work to continue whilst also protecting Council's interests.

### **COMMUNITY STRATEGIC PLAN**

The 2021-2024 agreement with Murray Regional Tourism aligns with the following outcomes in Council's Community Strategic Plan:

- 2.1: Our economy is strong and diverse.
- 2.2: We develop our key assets to enhance agriculture, boost tourism and support existing business.
- 5.2: We collaborate and pursue partnerships that achieve great outcomes for our community.

### **FINANCIAL IMPLICATIONS**

The proposed contribution increase for 2021-2022 was not accounted for when developing Council's budget, therefore it will impact the amount available for the Visit Deni campaign.

The contribution for 2022-2023 and 2023-2024 must be accounted for in Council's future operational budgets.

### **LEGISLATIVE IMPLICATIONS**

There are no legislative requirements to consider within this report.

### **ATTACHMENTS**

1. **Murray Regional Tourism - Value Proposition**
2. **2021-2024 Murray Regional Tourism - Funding Agreement**



**Local Government Partners  
Value Proposition  
2021 - 2024**





## MRT Local Government Partner Value Proposition

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### Introduction

Murray Regional Tourism (MRT) is the peak cross border tourism entity for the Murray region and its inception came from a partnership between the Local Governments within the broader Murray region along with Visit Victoria (formerly Tourism Victoria) and Destination NSW.

The foundation of MRT and more broadly regional tourism boards was to address the fragmented approach to growing the visitor economy over extended periods of time by both State and local government partners which had resulted in a decline in visitation over the preceding 10 year period.

### MRT Structure

The MRT is structured as a Company Limited by Guarantee and operates with long term strategic plan to grow the visitor economy, a clearly defined charter, and Memorandum of Understandings and funding agreements to protect all organisations involved in the partnership.

The Board has an Independent Chair, Skills Based Directors and Directors appointed by the Riverina & Murray Joint organization, Murray River Group of Councils to ensure strong cross section of skills from both the private and public sector.

The organisation is managed by a Chief Executive Officer and supported by an Administration Assistant, and contracted marketing, digital, and industry development specialists as required to deliver our associated annual programs.

### Purpose

MRT exists to set the overarching strategic direction for the visitor within the Murray region and to guide and contribute to the holistic development of the visitor economy. To achieve this, the Board focuses on four key pillars as identified in the Strategic Plan, namely:

- 1. Industry development** – Improving the quality of tourism experiences in the region through industry education and support.
- 2. Product development**- Facilitate investment in infrastructure, new products and experiences that revitalise the Region's tourism offer.
- 3. Regional marketing**- Lead and support the Murray Region in the development of collaborative marketing programs.
- 4. Leadership and advocacy**- Leading the growth and development of the Murray Region through expert knowledge, advocacy and industry engagement.

Page 1 of 7



## MRT Local Government Partner Value Proposition

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In addition to the four strategic pillars MRT provides:

- Clear leadership for what was a previously fragmented industry
- Formal partnership for local government authorities to work together on visitor economy opportunities and identified issues
- Strong advocacy at all levels of Government on behalf of the sector
- Better coordination between all the key organisations involved within the visitor economy and a reduced duplication of effort across the region
- Improved communication between government and all industry stakeholders operating across the region
- Professional tourism leadership with direct links to key funding organisations - both State and Federal Governments
- A central point of contact for State and Federal Governments on visitor economy related issues
- Regional ownership of the strategic direction of the visitor economy through the locally managed approach and not by the state tourism offices

### Why a Regional Tourism Board

The Board unites the Murray region's tourism industry ensuring memorable visitor experiences within this beautiful river destination. Over the life of MRT the entity has had a positive impact across the sector, working to address many issues including fragmentation, poor resourcing, crisis management, heavy reliance on volunteers, assisted drive increased investment, cross border issues and a duplication of resources and effort.

The Board develops an overarching tourism strategy in conjunction with its stakeholders, provides clear developmental direction, focused product development and support for infrastructure developments within the region.

Since its inception MRT has delivered:

- A regional and coordinated approach to managing the visitor economy across the Murray region
- Significant growth in the visitor economy, employment and infrastructure development through our effective partnerships
- Reduction of duplication of effort through improved efficiencies in resource utilisation
- Increased investment from State government in the regions visitor economy



## MRT Local Government Partner Value Proposition

- A region wide sharing of tourism knowledge and skills
- A strong representative voice for the visitor economy in the Murray region
- Strong working relationships with State Governments and a lead agency for Local Government to address issues of regional wide significance
- Coordinated approach to create benefits and efficiencies that has delivered a sustainable return on investment to the LGAs
- Provision of expertise not necessarily available within each Local Government organisation.

### Key Outcomes

Murray Regional Tourism as an enabler for collaboration has proven the regional approach delivers outcomes. Pre COVID 19, the Murray was experiencing record visitation, overnight stays, visitor expenditure and jobs across the region.

Through the collaborative approach with our Local Government partners and two State Government agencies MRT has demonstrated the regional model is highly effective. The table below provides a high level summary of the benefits derived from a whole of region strategic approach.

### Visitation Tracking Data Murray Region 2011-2019

Measure	YE Dec 11	YE Dec 19	% Change
Total visitation to Murray Region	4.5 million	6.8 million	+51%
Total Nights	7.6 million	11.6 million	+52%
Total Expenditure	\$1.02 billion	\$2.1 billion	+105%
Domestic Overnight Visitors	2.1 million	3.2 million	+52%
Domestic Overnight Nights	6.5 million	9.8 million	+50%
Domestic Overnight Expenditure	\$750 million	\$1.5 billion	+100%
Domestic Daytrip Visitors	2.4 million	3.5 million	+46%
Domestic Daytrip Expenditure	\$252 million	\$359 million	+42%
International Visitors	50,200	72,000	+43%
International Nights	1.1 million	1.8 million	+63%

Source: Tourism Research Australia NVS/IVS December 2011 and Dec 2019

In addition to the significant uplift on all key matrix which the Strategic plan and associated annual plans focus on achieving, MRT over the past four years have also delivered a range of key programs and projects which provide direct and indirect benefit to our LGA partners and add value to the overall Murray region visitor economy.



## MRT Local Government Partner Value Proposition

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Key activities to note include:

- 1.** Implementation of the 2015-2020 Strategic Plan along with 2020-2021 COVID Strategic Plan ensuring a holistic focus on both supply and demand issues in the region to support growth goals and objectives
- 2.** Continued as the lead cross border tourism entity for growing the visitor economy in the Murray region in partnership with both state and local governments
- 3.** Generated over \$2 million in direct investment by our NSW and Victorian government into the regional tourism partnership and leverage LGA investments
- 4.** Development of Murray region Destination Management Plan to set long term strategic direction for region and support destinations
- 5.** Supported significant growth in employment, visitation, nights, expenditure to record levels prior to COVID.
- 6.** Supported significant projects and aided investment in various key infrastructure priorities
- 7.** Facilitated whole of region tourism crisis management plan and associated crisis management committee to respond to and deal with crisis events. Activities have included, delivery of crisis media training, advocacy, research and marketing activation as examples along with specific detailed work to address COVID 19 and the associated border closures
- 8.** Undertook review of Murray Region brand and delivered refreshed brand strategy and approach along with cooperative marketing programs
- 9.** Development and delivery of strategic projects to address identified opportunities and growth including delivery of Murray Farm to Plate Strategy and associated programs, Visitor Transformation Strategy, Ports of Murray Region projects, Murray River Adventure Trail investment secured of \$10.3 million
- 10.** Development of and implementation of the 2018-2023 Murray Strategic Marketing plan to provide strategic direction to assist our LGA and State government partners better coordinate marketing investment
- 11.** Secured significant marketing investment and support from both DNSW and Visit Victoria to elevate the profile of the Murray region and associated destinations
- 12.** Continue to deliver strong Advocacy support on behalf of the sector to all levels of government to reduce barriers and impediments to growth of the region
- 13.** Invested in focused Research program providing valuable research to our partners, industry and government to assist monitor and assess the performance and strength of the visitor economy
- 14.** Implementation of Industry Development program to build skills and capacity of the sector
- 15.** Enhancement of new Digital program to provide consumer centric whole of Murray platform along with associated partner sites and activations

Through MRT the above overview of the various whole of region programs and activities have been able to be delivered for the benefit of LGA partners. Without a central lead entity these strategic investments and activities would not have been achieved by any one individual LGA or State agency.



## MRT Local Government Partner Value Proposition

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### The Future

Over the next three years MRT will develop and deliver the 2021-2024 strategic plan. The plan will focus on building back the regions visitor economy from the current heavily impacted levels which latest research for the period ending December 2020 places the region at nearly 50% of pre COVID visitation, visitor nights and expenditure levels.

The focus of the organisation will be to continue to work in collaboration with both our LGA and State government partners to create region wide solutions to restore the visitor economy and set about building a viable and sustainable regional economy.

Key focus areas will include:

1. Implementation of the 2021-2024 Strategic Plan ensuring a holistic focus on the overall management of the destination through addressing both supply and demand issues
2. Continue as the lead cross border tourism entity for rebuilding the visitor economy in the Murray region in partnership with both state and local governments
3. Undertake a review and deliver a refreshed Murray Region Destination Management Plan
4. Work with our LGA partners and the private sector to identify a pipeline of infrastructure and investment opportunities for the region to strengthen the regions visitor experience
5. Work with partners to maximise marketing spend against shared objectives to drive increased visitation and yield
6. Oversee the implementation of Stage 1 of the Murray River Adventure Trail project along with the continued pursuit of funding for future stages
7. Continue to build industry capacity through delivery of best practice education and training initiatives
8. Coordinate access to timely and relevant research which provides shared benefits to our partners and industry
9. Continue to be key contact between the local industry, LGAs and government on tourism marketing, destination management planning, industry development and tourism product priorities
10. Provide strategic advice, access to skills and information from a whole of region perspective to avoid duplication of effort and maximise resources
11. Coordinate and deliver digital program to ensure a visitor focused whole of Murray experience
12. Assist LGA and industry with procurement of funding for key initiatives and events
13. Facilitate the implementation of the Murray Visitor Engagement Strategy
14. Advocate on whole of region cross border issues impacting the sector
15. Assist with implementation of the NSW Visitor Economy Strategy 2030 and Victorian Visitor Economy Recovery & Reform plan



## MRT Local Government Partner Value Proposition

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In addition to the above strategic initiatives, at the commencement of each financial year, MRT will provide a detailed annual plan to our local government partners outlining the key projects and activities that MRT will deliver in partnership with our stakeholders.

### Funding Model

The funding model was designed in consultation with both State and local government partners and the structure agreed to by the local government partners based on ensuring it provided an opportunity for strong collaboration along with a high level of equity.

To achieve this the model consists of a two stage approach with each LGA partner contributing a flat fee as a base and the second element is to pay a levy per domestic overnight visitor night generated.

This model has been in existence since formation in 2010 and has remained relatively static over this period with the exception of CPI increases. With the development of the new 3 year MOU, the Board undertook a review of the operating environment and associated cost imposts to continue to deliver the cross border approach along with the need to respond to COVID 19 impacts and rebuild the visitor economy to determine the future arrangements.

The funding model remains centered on the two stage approach with the investment framework staged over the life of the agreement to provide incremental increases in investment required to support the sector as we recover from COVID.

The Partner Council contributions will be a flat fee of \$7,500 per participating Council per annum plus a payment based on domestic visitor nights based on the below:

2021-2022	3.3 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).
2022-2023	3.7 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).
2023-2024	4 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).

The visitor nights time period has been selected based on pre COVID level data as this provides the benchmark from which we can all work to building back the economy. The three-year average has been selected to align with the previous MOU structure and is designed to remove any high peaks which could otherwise increase the contribution of an LGA.

The time period also aligns with the strategic work which is being under with both the NSW and Victorian government who are using the pre COVID levels to inform recovery strategies.



## MRT Local Government Partner Value Proposition

A detailed funding table is provided below outlining each of our partners total respective investment over the life of the agreement.

PARTNER COUNCILS	2021-2022 \$ 3.3 cents	2022-2023 \$ 3.7 cents	2023-2024 \$ 4 cents	Visitors ('000) 3yr Avg (YE Dec 19)
Albury City Council	46,869	51,641	55,220	1,193
Berrigan Shire Council	21,426	23,114	24,380	422
Campaspe Shire Council	54,426	60,114	64,380	1,422
Federation Council	22,449	24,261	25,620	453
Edward River Council	16,245	17,305	18,100	265
Gannawarra Shire Council	17,796	19,044	19,980	312
Greater Hume Shire Council	11,922	12,458	12,860	134
Mildura Rural City Council	57,099	63,111	67,620	1,503
Moira Shire Council	45,912	50,568	54,060	1,164
Murray River Council	24,825	26,925	28,500	525
Swan Hill Rural City Council	27,201	29,589	31,380	597
Wodonga City Council	23,934	25,926	27,420	498
Wentworth Shire Council	13,539	14,271	14,820	183
<b>Total</b>	<b>\$383,643</b>	<b>\$418,327</b>	<b>\$444,340</b>	<b>8,671</b>

# **2021-2024 PARTNER COUNCILS' FUNDING AGREEMENT**

**Between**

**MURRAY REGIONAL TOURISM BOARD**

**And**

**Albury City Council  
Berrigan Shire Council  
Campaspe Shire Council  
Federation Council  
Edward River Council  
Gannawarra Shire Council  
Greater Hume Shire Council  
Mildura Rural City Council  
Moirra Shire Council  
Murray River Council  
Swan Hill Rural City Council  
Wodonga City Council  
Wentworth Shire Council**

April 2021

Murray River Region Tourism Limited

(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')



Murray Regional Tourism Board  
AGREEMENT

### 1. Parties to the Agreement

The Parties to this Agreement are:

**Murray River Region Tourism Limited** trading as Murray Regional Tourism Board.

**Partner Councils:**

- Albury City Council
- Berrigan Shire Council
- Campaspe Shire Council
- Federation Council
- Edward River Council
- Gannawarra Shire Council
- Greater Hume Shire Council
- Mildura Rural City Council
- Moira Shire Council
- Murray River Council
- Swan Hill Rural City Council
- Wodonga City Council
- Wentworth Shire Council

### 2. Preamble

- 2.1** In order to grow and promote the visitor economy in the Murray Region, it is proposed to continue funding the Murray Regional Tourism Board over the three year term 2021-2024.
- 2.2** The Murray Regional Tourism Board is a Company Limited by Guarantee and is maintained as a financially autonomous body with responsibilities for its strategy, budget and financial sustainability.
- 2.3** The Directors of the Company are appointed and must operate in accordance with the Company Constitution.

Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

I

Murray Regional Tourism Board  
AGREEMENT

### 3. Murray Regional Tourism Board

#### 3.1. History

The Murray Regional Tourism Board formed in 2010 following extensive industry consultation which highlighted the need to establish an overarching organisation to contribute to the development and growth of the visitor economy in the region.

#### 3.2. Role of the Murray Regional Tourism Board

The Murray Regional Tourism Board provides:

- **A United Voice** - a strong unified voice on all issues relating to the visitor economy in the region.
- **Leadership** – a lead role in supporting, guiding and mentoring.
- **A Funding Channel** - all State Government (NSW & Victoria) tourism funds are channelled through the Murray Regional Tourism Board.
- **A Partnership** - an opportunity for local government authorities to work together on tourism issues.
- **Coordination** - greater cooperation and collaboration to avoid duplication of effort resulting in greater efficiencies for the industry.
- **Regional Ownership** - the strategic direction for the visitor economy is managed by the region and not state government tourism offices.

The Murray Regional Tourism Board is responsible for the holistic development of the visitor economy for the Murray Region. We will achieve this through focussing on the following 4 strategic pillars and objectives:

- **Industry development** – Improving the quality of tourism experiences in the region through industry education and support.
- **Product development-** Facilitate investment in infrastructure, new products and experiences that revitalise the Region's tourism offer.
- **Regional marketing-** Lead and support the Murray Region in the development of collaborative marketing programs.
- **Leadership and advocacy-** Leading the growth and development of the Murray Region through expert knowledge, advocacy and industry engagement.

The Partner Councils recognise the independent role, structure and purpose of the Murray Regional Tourism Board including in its advocacy for regional tourism as an independent voice to local, state, national and international media.

The Murray Regional Tourism Board:

- Plays a critical role in creating a platform for the future growth of the visitor economy within the region.

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Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

**Murray Regional Tourism Board  
AGREEMENT**

- Identifies region-wide tourism issues and develops initiatives and solutions for the Partner Councils.
- Sets the overarching strategic direction for tourism across the entire Murray Region.
- Communicates with key stakeholders such as Destination New South Wales, Local Governments, Visit Victoria and industry participants.

#### **4. Role Of Partner Councils**

The Partner Councils support Murray Regional Tourism Board activities through the involvement of local government personnel and departments including tourism, economic development, Visitor Information Centres and other relevant departments in delivering strategic outcomes for the region.

#### **5. Resourcing**

- 5.1.** The Partner Councils agree to three year funding to the Murray Regional Tourism Board as per Schedule A of this Agreement. Annual payments are to be made following the receipt of an invoice from the Murray Regional Tourism Board. Payments are to be made no later than 1 September each year.
- 5.2.** The Partner Councils agree to this funding to enable Murray Regional Tourism Board to deliver against its **Purpose** and meet its agreed obligations in Schedule B. Partner Councils agree to meet their Schedule B obligations in return.
- 5.3.** The funding commitment commences on 1 July 2021 and concludes on 30 June 2024. By mutual agreement, it may continue beyond that date subject to Clause 9.
- 5.4.** Additional funding may be provided by the Partner Councils, upon agreement, for the delivery of specific programs.
- 5.5.** As a condition of funding, the parties to this Agreement expect that Murray Regional Tourism Board will consult with each of them in the development of Murray Regional Tourism Board's Strategic Plan and annual business plans.

#### **6. Performance Review**

- 6.1.** Murray Regional Tourism Board will undertake a review (as per Schedule C) of its performance in the period July – September 2023 to determine its effectiveness in delivering its Strategic Plan.

#### **7. Dispute Resolution**

- 7.1.** Any disputes arising from this Agreement will be first referred to a meeting of the Chair of Murray Regional Tourism Board, two Partner Council representatives and a representative of each of Visit Victoria and Destination New South Wales. Visit Victoria or Destination New South Wales will convene and manage this process.
- 7.2.** Final dispute resolution, if required, will be referred to a Committee consisting of one representative from – a) Partner Councils, b) Murray Regional Tourism Board, c) Visit Victoria, and d) Destination New South Wales and e) an independent, industry

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Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

Murray Regional Tourism Board  
AGREEMENT

representative. Visit Victoria or Destination New South Wales will convene the meeting and chair the Dispute Resolution Committee.

**7.3.** The independent industry representative will be appointed by a group consisting of a representative from –

- a) Partner Councils,
- b) Murray Regional Tourism Board;
- c) Visit Victoria, and
- d) Destination New South Wales.

**8. Indemnity**

**8.1.** This Agreement does not constitute a guarantee or indemnity by Partner Councils in regards to activities undertaken by the Murray Regional Tourism Board.

**9. Term of Agreement**

**9.1.** This Agreement lapses on 30 June 2024 and may be renewed or renegotiated by further agreement between the parties.

**9.2.** Negotiations to renew or renegotiate the Agreement must be completed by 31 December 2023.

**10. Parties Agree to be Bound**

**10.1.** It is the intention that this Agreement be binding on all of the parties which have signed this Agreement without the right of withdrawal from the arrangement except where there is a fundamental breach of any material term or condition of this Agreement by another party.

Murray Regional Tourism Board  
AGREEMENT

**11. List of Schedules**

- A. Partner Council Funding**
- B. Agreed Obligations**
- C. Review Process**

Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

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Murray Regional Tourism Board  
AGREEMENT

*SCHEDULE A.*

**A. Partner Council Funding**

It is agreed that the following funding commitments will apply for the period 1 July 2021 to 30 June 2024.

The Partner Council contributions are based on a flat fee of \$7,500 per participating Council per annum plus a payment based on domestic visitor nights consisting of an incremental increase over the life of the agreement as follows:

2021-2022 3.3 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).

2022-2023 3.7 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).

2023-2024 4 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2019).

PARTNER COUNCILS	2021-2022 \$ 3.3 cents	2022-2023 \$ 3.7 cents	2023-2024 \$ 4 cents	Visitors ('000) 3yr Avg (YE Dec 19)
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Edward River Council	16,245	17,305	18,100	265
Gannawarra Shire Council	17,796	19,044	19,980	312
Greater Hume Shire Council	11,922	12,458	12,860	134
Mildura Rural City Council	57,099	63,111	67,620	1,503
Moira Shire Council	45,912	50,568	54,060	1,164
Murray River Council	24,825	26,925	28,500	525
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Wodonga City Council	23,934	25,926	27,420	498
Wentworth Shire Council	13,539	14,271	14,820	183
<b>Total</b>	<b>\$383,643</b>	<b>\$418,327</b>	<b>\$444,340</b>	<b>8,671</b>

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Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

Murray Regional Tourism Board  
AGREEMENT

*SCHEDULE B.*

**B. Agreed Obligations**

**To achieve its Purpose, Murray Regional Tourism Board agrees to:**

- Maintain, implement and review a Strategic Plan which clearly outlines strategic goals and quantified success measures for each goal.
- As part of its Strategic Plan, facilitate access to state and federal government funding for tourism in the region.
- As part of its Strategic Plan, facilitate operator investment and reinvestment in new or existing products and facilities.
- Develop and implement annual plans which align with the Strategic Plan and its success measures.
- Consult with Partner Councils and representative stakeholders in the development and review of the Strategic Plan and annual business plans.
- Provide Partner Councils with the Strategic Plan and annual business plans.
- Annually report on its performance against the quantified success measures from the annual business plans (which align with the Strategic Plan) to Partner Councils and other key stakeholders.
- Provide to Partner Councils and key stakeholders access to visitation research data to assist make informed decisions
- Provide to Partner Councils and key stakeholders updates on issues or activities as appropriate relating to the Murray region visitor economy
- Undertake a formal Murray Regional Tourism Board performance review in 2023.

**Partner Councils agree to:**

- Facilitate, where relevant, the involvement of Partner Council personnel in Murray Regional Tourism Board activities.
- Work with Murray Regional Tourism Board to determine the relevance of specific activities;
- Integrate Murray Regional Tourism Board initiatives into the annual work plans of Partner Council personnel.
- Advocate Murray Regional Tourism Board to industry and government, as appropriate.
- Allocate, where agreed, funding for partnering on projects and programs.
- Make available opportunities for Murray Regional Tourism Board representatives to present to, and engage with, Partner Councils.
- Include, where relevant, Murray Regional Tourism Board in key industry programs and strategic developments.
- Partner with Murray Regional Tourism Board in the sharing of necessary information relevant to the development of the regional tourism industry.
- Partner with Murray Regional Tourism Board for visits and forums within Partner Council areas.

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Murray River Region Tourism Limited  
(ACN 150 739 647) of 2 Heygarth Street, Echuca in the State of Victoria ('the Company')

Murray Regional Tourism Board  
AGREEMENT

*SCHEDULE C.*

**C. Review Process**

1. An independent review will be undertaken by the Murray Regional Tourism Board. An independent contractor will be appointed by the Murray Regional Tourism Board to conduct the review.
2. The independent review of Murray Regional Tourism Board will be undertaken in the period July – September 2023 to determine the effectiveness of the delivery of the strategic goals and success measures set out in the Strategic Plan.
3. The reviewer will provide a report with findings and recommendations to the Murray Regional Tourism Board, Partner Councils and major stakeholders by 31 October 2023.
4. The reviewer will consider the:
  - performance of the Murray Regional Tourism Board against its role as set out in Clause 3.2 and its agreed obligations (Schedule B);
  - governance and management of the Murray Regional Tourism Board;
  - level of stakeholder satisfaction with the Murray Regional Tourism Board.



Murray Regional Tourism Board  
AGREEMENT

The Edward River Council agrees to contribute:

- \$16,245 for 2021- 2022 Financial Year
- \$17,305 for 2022 - 2023 Financial Year
- \$18,100 for 2023 - 2024 Financial Year

to the operations of Murray River Region Tourism Limited and to be a signatory to this Agreement.

Signed on behalf of the **Edward River Council**

.....

Name:

Title:

In the presence of:

.....

Name:

Dated:

**10.9 DISSOLUTION OF CENTRAL MURRAY LIBRARY AGREEMENT**

**Author:** Michelle Cobb, Manager Tourism & Economic Development

**Authoriser:** Philip Stone, General Manager

**RECOMMENDATION**

That Council:

1. Dissolve the Central Murray Library Committee and the 2002 Central Murray Library Agreement in accordance with the decision of the Central Murray Library Committee
2. Note that the process of separating the library service from Murray River Council has now been enacted in accordance with Council resolution 2019/11/284.
3. Council note that the date for separation is June 30, 2021.
4. Council adopt Edward River Library as the new name for the Edward River Council library service.

**BACKGROUND**

At its meeting 21 November 2019, Council resolved to:

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

At an extraordinary meeting of the Central Murray Library Committee held at the Mathoura Library on April 27 2021, it was agreed to dissolve The Central Murray Library Agreement 2002; thereby completing the process of separating the service from Murray River Council to become Edward River Library.

The agreed date for the formal separation is 30 June 2021.

**ISSUE/DISCUSSION**

As a member of the Central Murray Public Library Service, Edward River Council (ERC) gave notice in writing on May 19 2020, in accordance with Clause 45 of the Deed of Agreement made on 1 January 2002, that it intended to terminate the agreement at the expiration of twelve (12) months from the date of the correspondence.

Murray River Council (MRC) acknowledged the advice and notice on 15 July 2020 and advised intent to hold a meeting with ERC and other relevant stakeholders to negotiate a suitable termination date and distribution of assets.

Discussions between ERC and MRC staff ensued and a meeting to discuss the distribution of assets was held on Thursday 25 February 2021.

The Central Murray Library Agreement 2002 was dissolved at an extraordinary meeting held at the Mathoura Library on 27 April 2021. Minutes of the meeting are attached to this report (Attachment 1). The agreed date for the formal separation is 30 June 2021.

The Mathoura Library will remain open and will be serviced by Swan Hill Library and a new mobile library service.

A joint media release has been prepared and has been forwarded to Murray River Council for approval.

**STRATEGIC IMPLICATIONS**

This strategy aligns with Council's Combined Delivery Program 2018- 2021:

- 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
2. A region with quality and sustainable infrastructure 4.1
3. A community working together to achieve its potential 5.1. 5.2

**FINANCIAL IMPLICATIONS**

In relation to the distribution of financial assets, Murray River Council is entitled 16 percent of the Library cash reserve. As at 31 December the Library Reserve held \$248,648.00, of which Murray River Council would be entitled to \$39,783.68. This will be adjusted accordingly as of 30 June 2021.

Edward River Council will no longer be liable for Mathoura Library Staff wages of \$24,000 per annum, nor provide administrative, IT (Libero) services, books, CDs, audiobooks and digital library services. In addition, Edward River Council will no longer be required to hold Murray River Council's surplus funds (16%) in reserve.

Murray River Council will no longer pay Edward River Council a contribution to the library service of \$48,000 per annum.

**LEGISLATIVE IMPLICATIONS**

Edward River Council will advise the NSW State Library and South West Zone that the agreement between the Councils has been dissolved.

**ATTACHMENTS**

Nil

**10.10 COMMUNITY AND ECONOMIC DEVELOPMENT TEAM UPDATE****Author: Michelle Cobb, Manager Tourism & Economic Development****Authoriser: Philip Stone, General Manager****RECOMMENDATION**

1. That Council receive and endorse the Community and Economic Development Department update

**BACKGROUND**

The purpose of this report is to provide Council with a regular update on the work and projects being undertaken by the Community and Economic Development Team. This report provides an update on activities from March 2021 to May 2021

The Community and Economic Development portfolio includes the following areas of responsibility:

- Economic Development and Business Assistance
- Events
- Tourism Development
- Deniliquin Visitor Centre and Peppin Heritage Centre
- Library Services
- Community Liaison and Development
- Communications and Media
- Grant writing

**ISSUE/DISCUSSION****Business:**

- Met with potential developers to discuss opening a brewery / restaurant in Deniliquin. Currently working with the developers to find a suitable location
- Working with several locals who have recently purchased mobile food vans. Working with them to identify suitable locations and developing a Mobile Food Van Trading policy and procedure for Council, alongside the Planning team.
- Met with a major business to discuss electricity constraints in Hardinge and Charlotte Street. Electricity infrastructure is hampering business expansion. The CED Team is planning to arrange a meeting with Essential Energy and local businesses to discuss the issue.
- Met with a local manufacturing company to discuss a major expansion
- Assisted a logistics business with a significant NSW business expansion grant
- Referred several businesses impacted by drought and COVID to the ReWire Mentoring Program – program fully subscribed now but will be refunded from July 2021
- Met with AusIndustry Business Development Manager, Nicola James and visited several ERC businesses to discuss potential expansion projects and growth support programs.
- Three businesses within the ERC region were successful in securing positions in the highly competitive Destination Inspiration mentoring program from 15 positions available): Harry Pepper Coffee, North Bundy Farm Stay and Yarkuwa Indigenous Knowledge Centre. Council supported two applicants to fund their mentoring place.

- Council's sponsorship of Deniliquin Business Awards finalised. The awards have been deferred to September 2021.
- New 2021-2023 MoU between Deni Ute Muster and Edward River Council negotiated. The new MoU will be presented at the June 2021 Council meeting
- Letters of support for funding applications provided for: Deniliquin Bowling Club, Harry Pepper Coffee, Deni Ute Muster, Play on the Plains Festival, A Day in the Life of Deni, Yarkuwa Indigenous Knowledge Centre (x 2), Pandyl Farm, Deniliquin & District Historical Society and NAPREC.

### **Projects:**

- Seniors Living – successful application for \$1 million under Murray Darling Basin Economic Development Fund (MDBEDF) towards Stage One - construct 6 X 2- and 3-bedroom contemporary retirement homes, a common alfresco area and install road, water, sewer and communications infrastructure for 12 lots.
- Agribusiness Masterplan – application under MDBEDF for \$250K to start implementation of plan
- Signage Project – Stage 1A complete and Stage 1B (funded through DCP) underway
- 2020/21 Community Grants Program:
  - 14 funding agreements received, and payment processed
  - 4 acquittals received
- Supported Day in the Life of Deni photography project on Tuesday 9 March 2021 through Community Grants Program and promotion. Further support will be provided at the exhibition later this year.
- Visit Deni Drought Communities Programme project is on-track and due for completion in September.
- Peppin Heritage Centre Masterplan to attract funding to upgrade museum over time. The PHC Master plan proposes to find the most effective ways that the Peppin Heritage Centre can be developed to continue delivering cultural benefits for the community and visitors. It will focus on enhancing the storytelling, engagement and preservation functions of the museum.
- Painting works at Blighty Pub & Booororban Royal Mail Hotel completed, funded under Drought Communities Programme.





### **Industrial Land**

- Sale of Saleyards Road Lots 33, 34, 36 & 37 – Contracts being prepared
- Preparing Airport Industrial Land Expression of Interest process and promotion
- Industrial Land Strategy – new project to prepare database of all available industrial lots and promote to prospective buyers/developers

### **Grant Applications & Funding**

- Seniors Living - application for \$1.5 million to the Building Better Regions - Round Five (under assessment)
- Senior's Living – application for \$1 million to the Murray Darling Basin Economic Development Program - Round Three (successful)
- Edward River Agribusiness Masterplan implementation - application for \$250,000 to the Murray Darling Basin Economic Development Program - Round Three
- Destination NSW Marketing Support program for a \$35,000 Spring / Autumn campaign. (awaiting outcome).
- Worked with two businesses to submit a \$150,000 application under the Destination NSW Experience Enhancement Fund (awaiting outcome).
- Worked with a Deniliquin company to submit a significant application under NSW Regional Job Creation Fund

### **Events:**

- **'Driving Growth in Deni' breakfast** event with Liz Ritchie on Tuesday 9 March 2021 at The Depot, with local businesses.
  - 22 in attendance.
  - Theme focused on attracting new and skilled residents to fill advertised positions including gaps in the health, manufacturing and hospitality sectors
  - Opportunities to tap into the Move to More Campaign – an awareness campaign that promotes rural and regional Australia to those contemplating a move to regional Australia



- **International Women's Day** event successful delivered on Wednesday 10 March 2021 at The Crossing Café in Deniliquin.
  - Sell-out crowd. More the 180 guests in attendance.
  - Former local Liz Ritchie was engaged as the keynote speaker.
  - The event was live streamed, and a video of Liz's address was shared after the event, as at May 2021 this has received over 100 views.
  - Council secured external sponsorship from Deniliquin Business Chamber and Business Enterprise Centre to help fund the event.



- **Tourism Operators Breakfast** event on Thursday 18 March at Deniliquin Golf Club.
  - 30 operators in attendance.
  - Updates on Visit Deni marketing were presented.
  - The event included a tour of Deniliquin Golf Leisure Resort.
  - Breakout groups offering Canva Training or Grant Writing tips were offered.
- **Developers Round Table Discussion** held at The Depot on Wednesday 28 April.
  - 30 business reps in attendance.

- Included presentation on Draft Industrial Land Strategy from Hill PDA. The draft Industrial Land Strategy was discussed – the report focuses on future opportunities for industrial development and servicing.
- Next forum: June 2021 – focusing on Community Strategic Plan, Capital works program and opportunities for trade businesses
- Next event July 2021 – industry tour to Goldman Excavations (off grid development) Booth Transport (bio-filtration systems) and Finley Regional Care (off grid development)
- **Festival of Place** concert at the outdoor amphitheater near the Peppin Heritage Centre with J-Milla on Friday 19 March. Coordinated by South West Music and Edward River Council secured the \$10,000 grant to deliver the event through NSW Dept. Planning



- **NSW Seniors Festival movie screening** at Deniliquin RSL Club on Friday 16 April.
  - 120 seniors in attendance.
  - Delivered in partnership with U3A and Intereach.
  - Funding secured and acquitted through NSW Seniors Festival



- **Chill Fest** - Secured additional funding through Murrumbidgee PHN (\$10,000) and Office for Regional Youth (\$5,000) to deliver a second NSW Youth Week event, , at Deniliquin Boat Club on Sunday 18 April.
  - 170 in attendance.



- Delivered in partnership with Deniliquin High School SRC and Intereach.
- Fully funded through grants and spent over \$9000 with local businesses



- **NSW Youth Week - Skate Workshop** event at Deniliquin Skatepark on Wednesday 21 April.
  - 50 participating youth with 40 additional youth in attendance.
  - Delivered in partnership with Totem, Deniliquin High School SRC and Intereach.
  - Funding secured through NSW Youth Week to deliver event.

### **Tourism:**

- Visit Deni Facebook results from March – May:
  - 195,800 impressions
  - 142,300 individuals reached
  - 135 new likes
- Visit Deni Instagram results from March – May:
  - 92,500 impressions
  - 43,100 individuals reached
  - 78 new followers
- Visit Deni website results from March – May:
  - 4,761 website visitors
  - 11,333 page views
  - 87.2% of website visitors were new
- Visit Deni TV advertising occurring in Bendigo VIC from March through to June on Prime 7 during AFL games. 130 x 15 second Visit Deni commercials are to be shown during this period.
- Influencer visit with J-Milla and Poppy at Willoughby's Beach on Thursday 18 March. Luxe Lounging setup and a complimentary dinner which was shared across J-Milla and Poppy social media pages to an audience of > 40,000 people.
- Produced and printed an Easter Food Guide which was distributed across Deniliquin to local businesses, locals and visitors. Positive feedback was received on the guide as it made it easier for people to select a venue which was open:

- Over 2,000 printed guides distributed across town
- Reached 2,713 individuals through social media advertising
- Dedicated website landing page developed with 234 click throughs
- Produced and marketed Deni Fest over the Easter long weekend. Advertised across website, social media, posters and print advertising.
- Submitted funding submission to Destination NSW Marketing Support program for a \$35,000 Spring / Autumn campaign. Awaiting outcome.
- Winter Visit Deni campaign locked in for June in regional NSW targeting Albury, Wagga Wagga, Griffith and Leeton. The four-week campaign will include:
  - Regional TV networks (Nine, WIN and Prime)
  - Regional radio stations (HIT and Triple M)
  - Social media advertising (Facebook and Instagram)
  - Digital banner advertising on news websites (NewsXtend network)
  - Paid advertorial in regional publications (online and print)
- Destination Riverina Murray's new General Manager Yvette Mayhill met with Phil Stone and Erica Singleton in Deniliquin on Friday 14 May 2021. Yvette learned about Visit Deni's destination plan and was taken on a tour of the town, including stops at The Depot, Deni Ute Muster museum and Deniliquin BIG4 Holiday Park.
- Seasonal content updated across Visit Deni website.

### **Deniliquin Visitor Information Centre**

#### **Highlights**

- Seven Bus tours through the Peppin some included town tours.
- Citizenship ceremony held at Peppin
- Assisted with live music event next to the Peppin in March (J Milla)
- St Michaels' class visited for a history lesson on the Deniliquin Flying Training School
- High School class visited the Peppin in April
- One exhibition only since March (\$5000 in painting sales) in conjunction with boxing and archive our collection in the Gallery in preparation for the building works.
- Ongoing data and statistical collection from all accommodation (Room night record)
- Increased sales at the Visitor Centre – a major focus on local produce is reaping results
- Working on unique local product for Visitor Centre shop
- Great numbers through the doors (Report attached)
- Archiving some of our collection to a National Data Base (Dress register)
- Assisting with intended visits by Variety Bash and two other large visiting groups.
- Assisting with story boards to be located at the entrance to the RAAF Base Wagga telling the story of the Deniliquin Flying Training School and 7 other towns

#### **Volunteers**

- 12 Volunteers - One new volunteer, one return volunteer
- Volunteers Week Morning Tea held 2<sup>nd</sup> June to thank VIC and Library Volunteers for their input.

**Famils**

- A famil out to a new farm stay at Boooroban.
- Famil at Big 4 to tour the glamping tents and photograph for social media
- Famil for volunteers to be up to date with new product - Ute Muster Museum, Pioneer Holiday Park (new owners) Exchange Hotel (updated accommodation)

**Visitation Comparisons**

- 2019 visitation statistics are comparable with 2021 but the locations and states from which they travel was very different. COIVID border closures provided us with an extraordinary opportunity to attract new markets - most of the changes in travel habits happened between August 2020 and 23rd November before the border to Victoria re-opened
- We closed our doors on the 22nd March 2020 at that point visitation was tracking as per previous years.
- March 2021 - NSW visitors compared to 2019 figures were down 9%, while Victorians were up 30% monthly visitation remained the same.
- April 2021 - NSW Visitors down 11%, Victorians up 9% while overall monthly figure the same as 2019 so making up the difference from other states and local visitation.
- May 2021 - NSW visitors down 23%, while Victorian up 46% largely due to rush to leave Victoria prior to latest lockdown.
- In 2020 - Sept/Oct/Nov visitation from Victoria was down 90% while December the two states were evenly matched.
- In January 2021 we saw mostly NSW visitation. By February both states were on par.
- The visitation monthly statistic tally we document, has remained steady, and on many occasions exceeded previous years. Shortfalls in Victorian travellers has been made up with other states mostly NSW and more robust local visitation.
- Interesting observation - The NSW visitors, particularly from Sydney and surrounds, have been a dream to deal with, enthusiastic and supportive of local product and a thirst for knowledge.

**Media****Social media stats 13 January 2021- 08 June 2021**

- Number of posts: 165 (more than one a day)
- Total likes: 13 January 2021 – 2172, 08 June - 2268 (up by 96 in three months with no paid advertising and a Facebook shutdown earlier in the year).
- Post engagement: Each week, we have on average more engagement than all neighbouring councils and an increasing organic reach.



### Newsletters

- The next newsletter is due to come out in July.

### Media releases

- Since 13 January 2021 we have issued 24 press releases (excluding statements, responses to inquiries etc.). For the same period last year, 6 were issued.
- We have hosted a live radio chat with the GM and Mayor on 2QN and introduced Facebook Live videos, Q&As and Council updates which is steadily building our audience.

All Videos



We have some fabulous helpers at Waring Gardens this morning...  
6 days ago - 2.1K views  
63



Waring Gardens lagoon update  
2 weeks ago - 1K views  
21



We're talking to our mayor, Cr. Norm Brennan after today's Ordinary...  
2 weeks ago - 600 views  
10



Mayor Norm Brennan and our general manager Phil Stone were joined by...  
4 weeks ago - 347 views  
5



Councillors inspecting the newly opened club rooms and facilities at...  
7 weeks ago - 1.3K views  
29



Planting of the Lone Pine at Waring Gardens.  
12 weeks ago - 575 views  
34



Inspecting the renovations of the Deniliquin Town Hall.  
13 weeks ago - 984 views  
40



Our Waring Gardens upgrades are nearing the finish line! We can't wait t...  
14 weeks ago - 603 views  
11



Edward River Council's Australia Day ceremony.  
19 weeks ago - 1.7K views  
45

Website upgrade

- We have negotiated a new contract with our website host which will see a free design refresh (a saving of \$10,000) in the coming weeks. We have implemented new search techniques and google analytics which has resulted in a significant increase of traffic to the site and longer visits on pages. Prior to the content upgrade, we were averaging less than two visitors a day.

Most popular pages				
Page	Views	Desktop	Tablet	Mobile
<a href="#">Job Opportunities</a>	857	401	34	422
<a href="#">Council</a>	597	421	26	150
<a href="#">Have Your Say</a>	530	216	0	314
<a href="#">Call or Visit Us</a>	407	146	0	261
<a href="#">Media Releases</a>	298	298	0	0
<a href="#">Tenders, Forms, Fees and C...</a>	282	282	0	0
<a href="#">Waste Disposal and Kerbsid...</a>	273	0	0	273
<a href="#">Lost and Impounded Pets</a>	254	0	17	237
<a href="#">Public Notices</a>	212	212	0	0
<a href="#">Executive Team and Organis...</a>	194	194	0	0

LAST 3 MONTHS Data taken from Google Analytics

## Library

### Membership

Edward River Library welcomed 115 new library members since January 2021 – this is a fantastic result.

### Statistics

- 115 new members
- 15414 loans
- 8972 visitors
- 2261 audio books
- 1401 eBooks

### Highlights

- Baby Bounce has resumed with great numbers

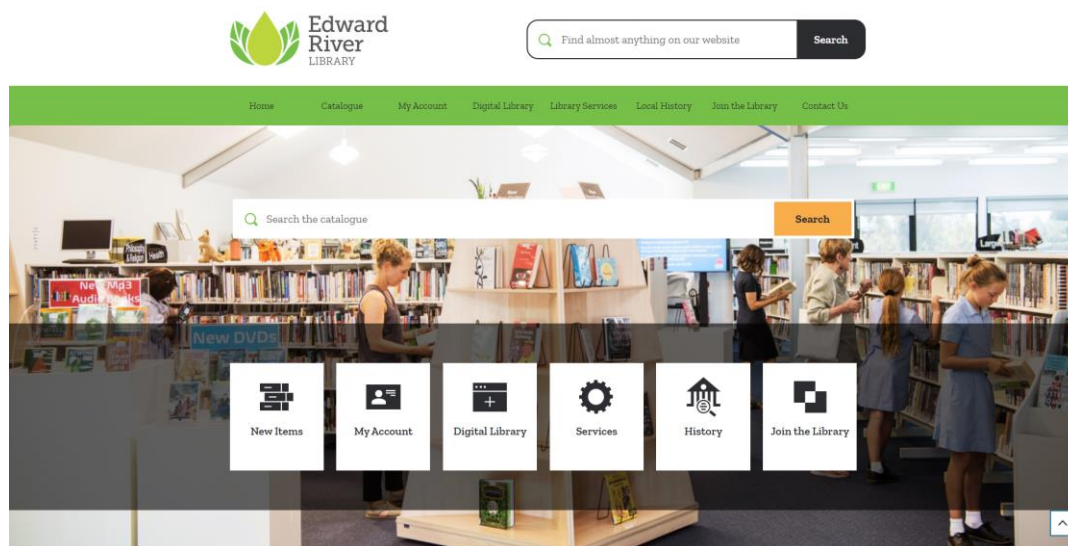


- Council used its Local Priority Grant to purchase six new systems including one with virtual reality (VR) functions. Edward River Council expects public computer use to increase in response to updated applications, technology and (much) faster connection
  - 5 x Dell All-in-one Desktops that are high Specs with adjustable stands and touch screen.
  - One Dell Alienware Desktop which is an incredibly powerful PC that will run VR and other software.
  - One HP G2 VR headset which looks like the image below
  - A large range of new programs and software



### Website

New library website due to launch 1 July 2021 (previously March) in line with CRML/MRC separation date. This screenshot shows the new home page.



## Library Open Day

- The CED Team are planning to launch the new Edward River Library computers, software applications, VR programs and website at a launch and open day in July.

## Other:

- Event management training - Erica Singleton
- Healthy Streets Training – Erica Singleton
- Curation workshop - Jane Frazer
- Leadership Training – Jane Frazer
- Diploma Library Services – Peter Pap
- IAP2 (Community and Stakeholder Engagement) Certification – Michelle Cobb
- Murray Regional Tourism Managers forum on 28 & 29 April.
- Moama Lights industry night on Thursday 6 May.
- Hosted work experience student from Deniliquin High School from 17-21 May 2021.

## STRATEGIC IMPLICATIONS

These programs and projects align with the following Council strategies:

- Edward River Council strategic Plan
- Edward River Advocacy Strategy
- Edward River Economic Development Strategy 2018-2021
- Edward River Tourism Development Plan
- Library Strategic Plan 2019

## COMMUNITY STRATEGIC PLAN

The CED program update aligns with Council's Community Strategic Plan and assists Council to deliver the following outcomes:

- 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 3.3: We plan for the future to accommodate and facilitate sustainable growth and development.
- Outcome 4.1: Our built environment is managed, maintained and improved
- Outcome 5.2: We collaborate and pursue partnerships that achieve great outcomes for our community.

**FINANCIAL IMPLICATIONS**

All projects are funded through Councils Operational Delivery Plan and various funding streams.

**LEGISLATIVE IMPLICATIONS**

Legislative implications are considered and adhered to for all projects and programs.

**ATTACHMENTS**

1. **Deniliquin Visitor Information Statistics March to May 2021**
2. **Library Statistics January to May 2021**

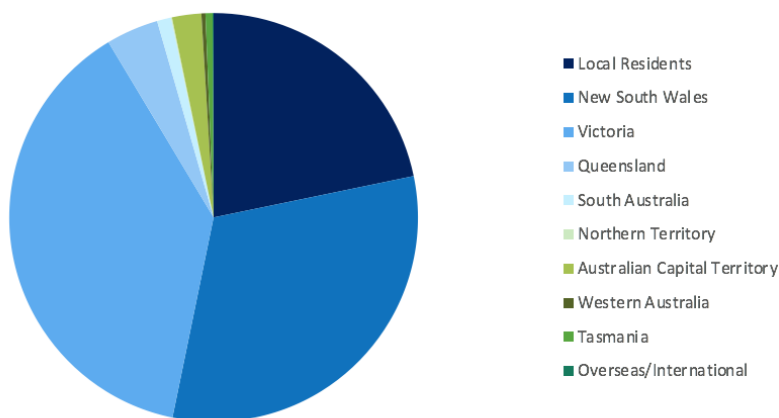
**Visitor Information Centre statistics: March 2021 – May 2021**

Numbers and locations of individuals who visited the Deniliquin Visitor Information Centre.

**March 2021:****Summary**

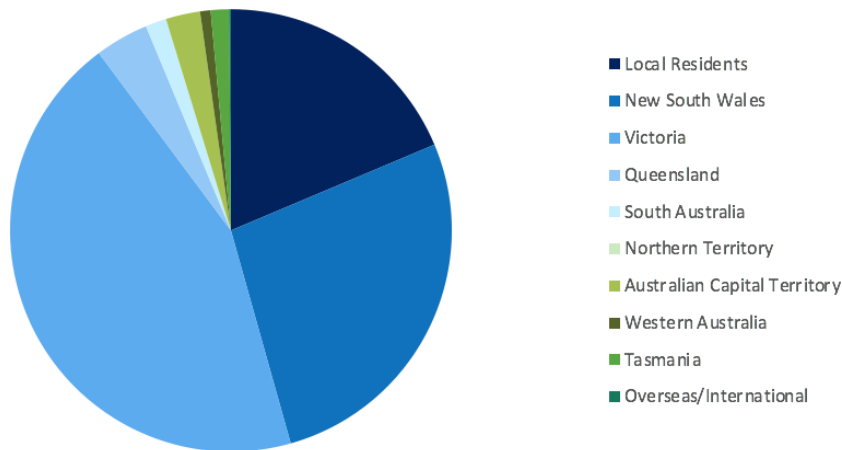
<i>Total Walk-in Visitors</i>	<b>1255</b>
Local Residents	<b>273</b>
New South Wales	<b>395</b>
Victoria	<b>479</b>
Queensland	<b>52</b>
South Australia	<b>14</b>
Northern Territory	<b>1</b>
Australian Capital Territory	<b>29</b>
Western Australia	<b>4</b>
Tasmania	<b>7</b>
Overseas/International	<b>1</b>

Visitors by Region of Origin

**April 2021:****Summary**

<i>Total Walk-in Visitors</i>	<b>1431</b>
Local Residents	<b>267</b>
New South Wales	<b>386</b>
Victoria	<b>632</b>
Queensland	<b>56</b>
South Australia	<b>22</b>
Northern Territory	<b>0</b>
Australian Capital Territory	<b>36</b>
Western Australia	<b>11</b>
Tasmania	<b>19</b>
Overseas/International	<b>2</b>

Visitors by Region of Origin

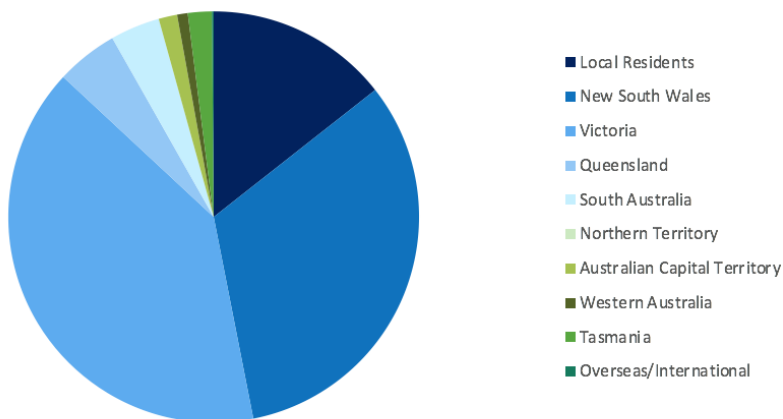


May 2021:

Summary

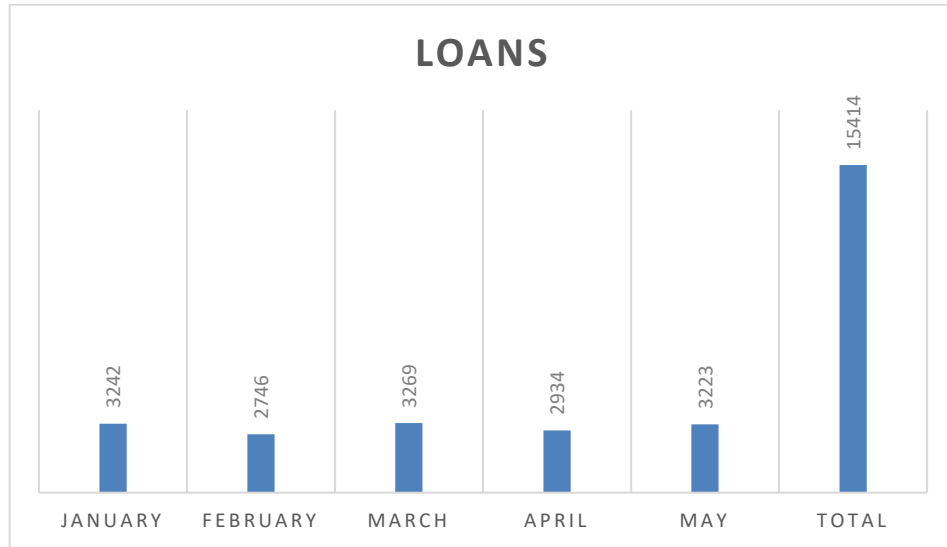
<b>Total Walk-in Visitors</b>	<b>1437</b>
Local Residents	207
New South Wales	467
Victoria	575
Queensland	70
South Australia	56
Northern Territory	0
Australian Capital Territory	21
Western Australia	12
Tasmania	27
Overseas/International	2

Visitors by Region of Origin

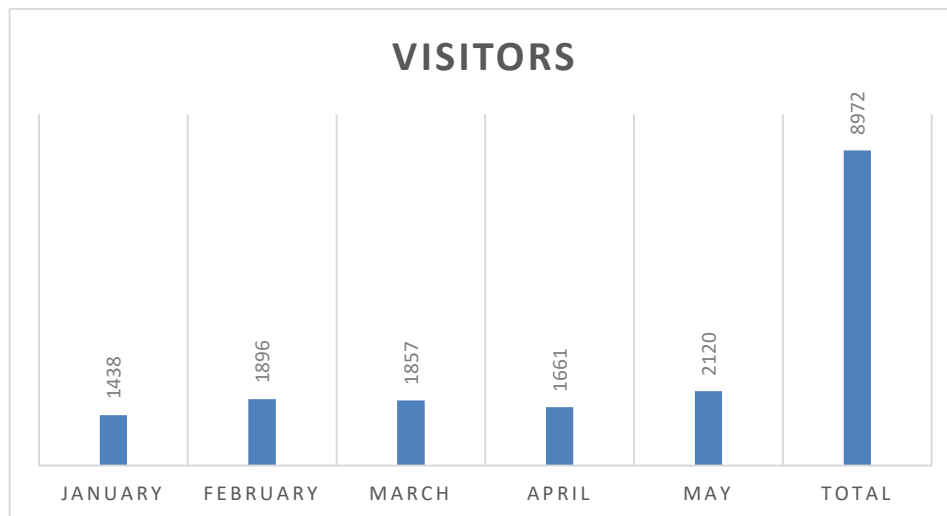


# Library Highlights

## January - May 2021

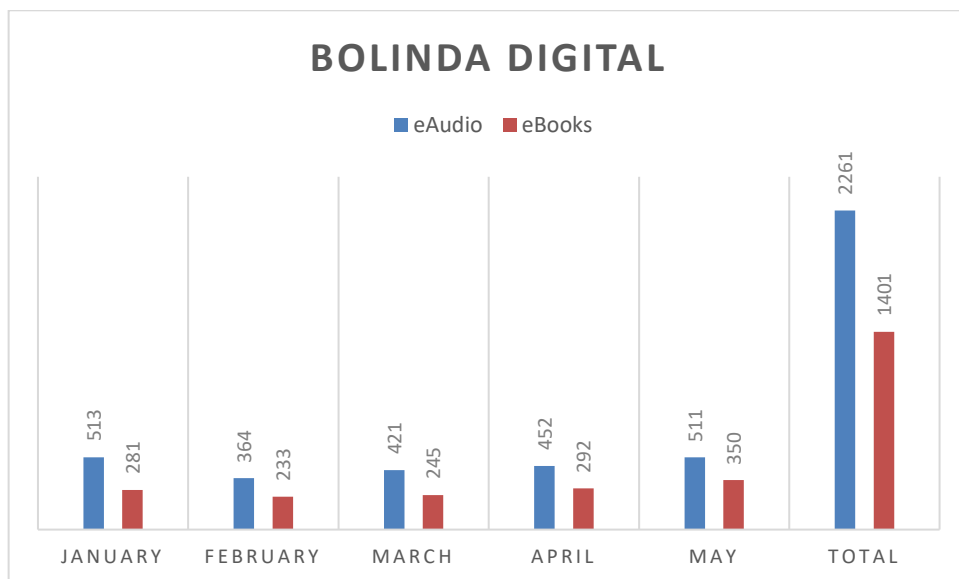
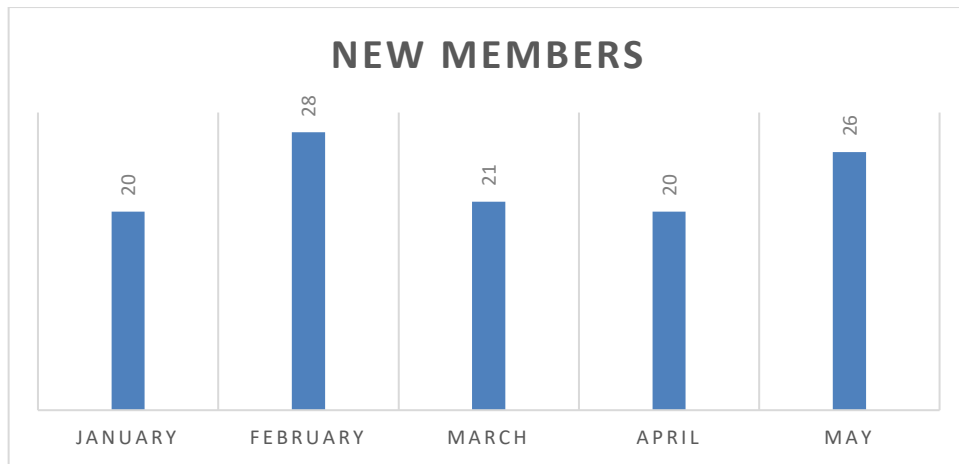


Loans	
January	3242
February	2746
March	3269
April	2934
May	3223
Total	15414



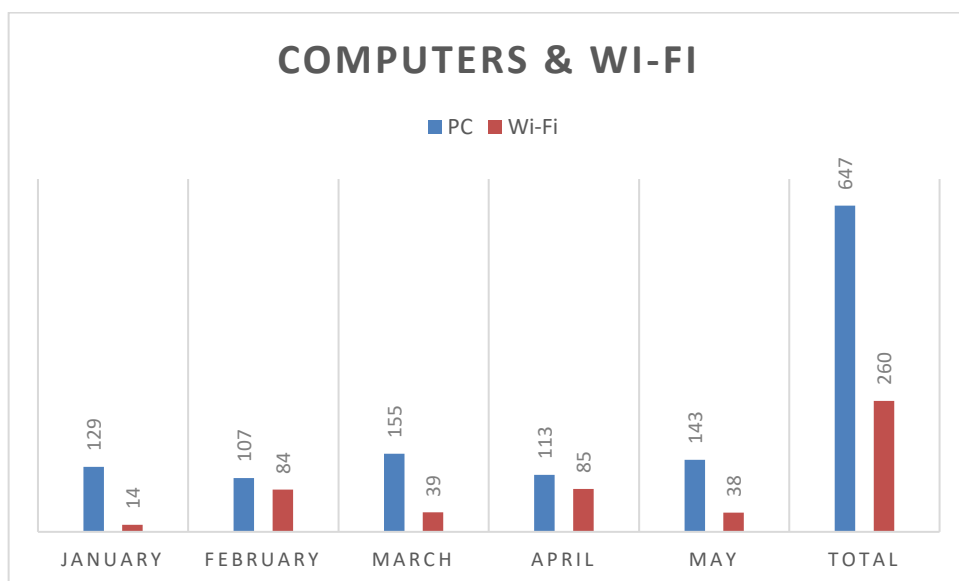
Visitors	
January	1438
February	1896
March	1857
April	1661
May	2120
Total	8972

	Members	
	New	Total
January	20	2109
February	28	2137
March	21	2158
April	20	2178
May	26	2204
Total	115	



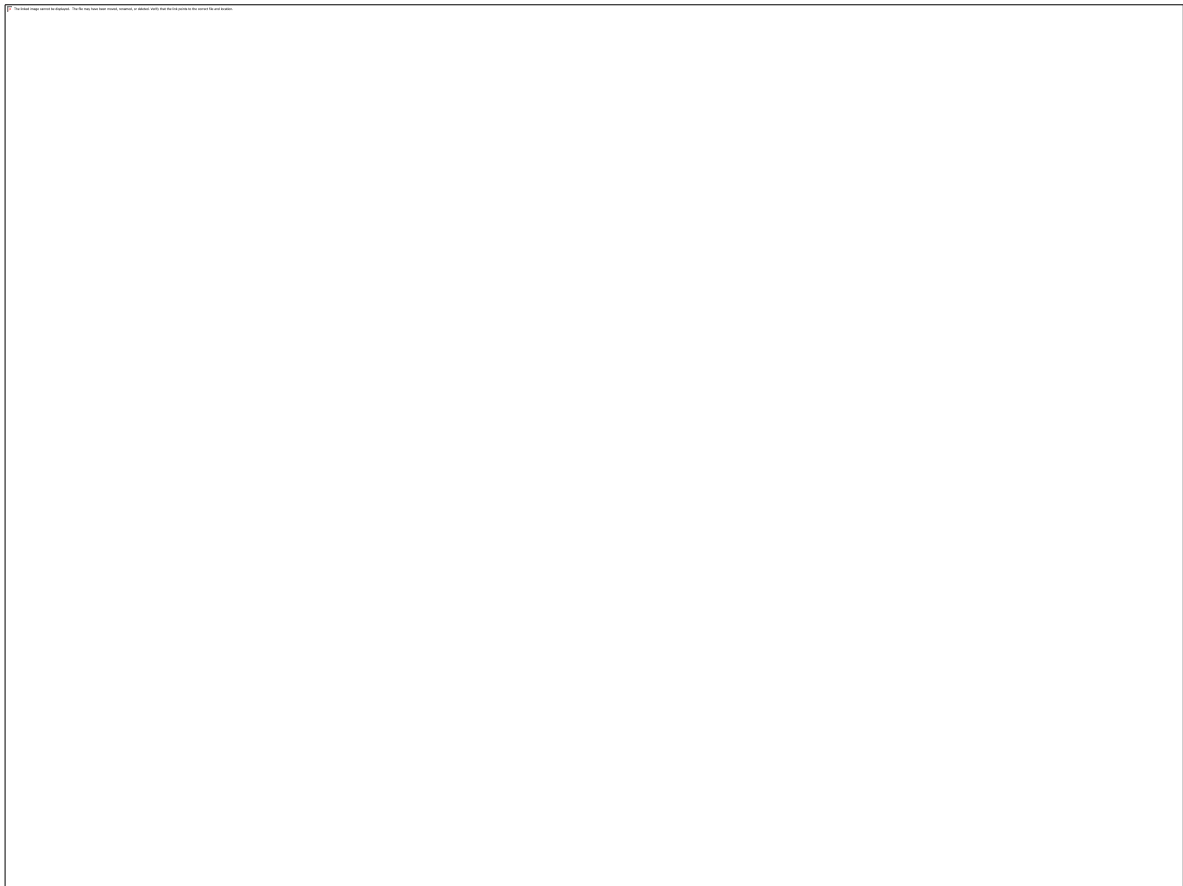
	eAudio	eBooks
January	513	281
February	364	233
March	421	245
April	452	292
May	411	350
Total	2261	1401

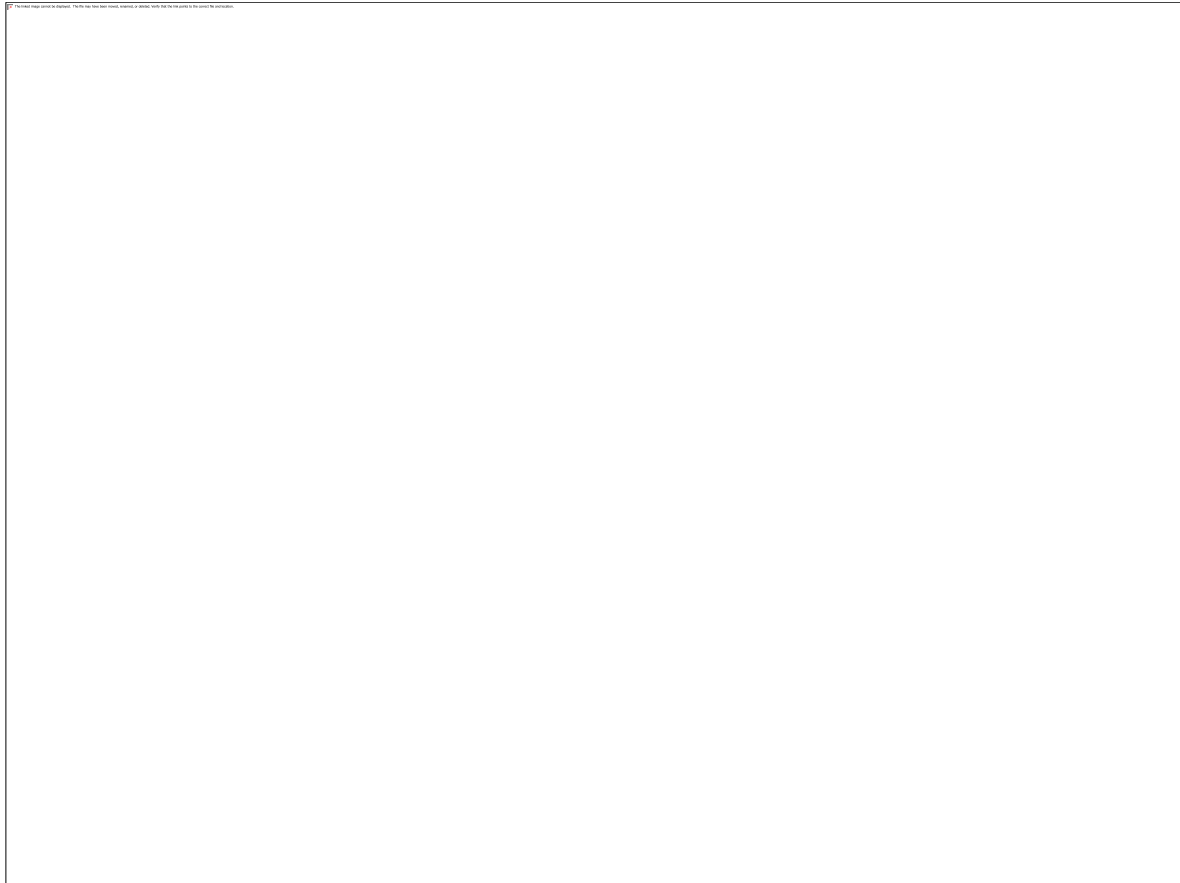
**BorrowBox has 112 activer users**



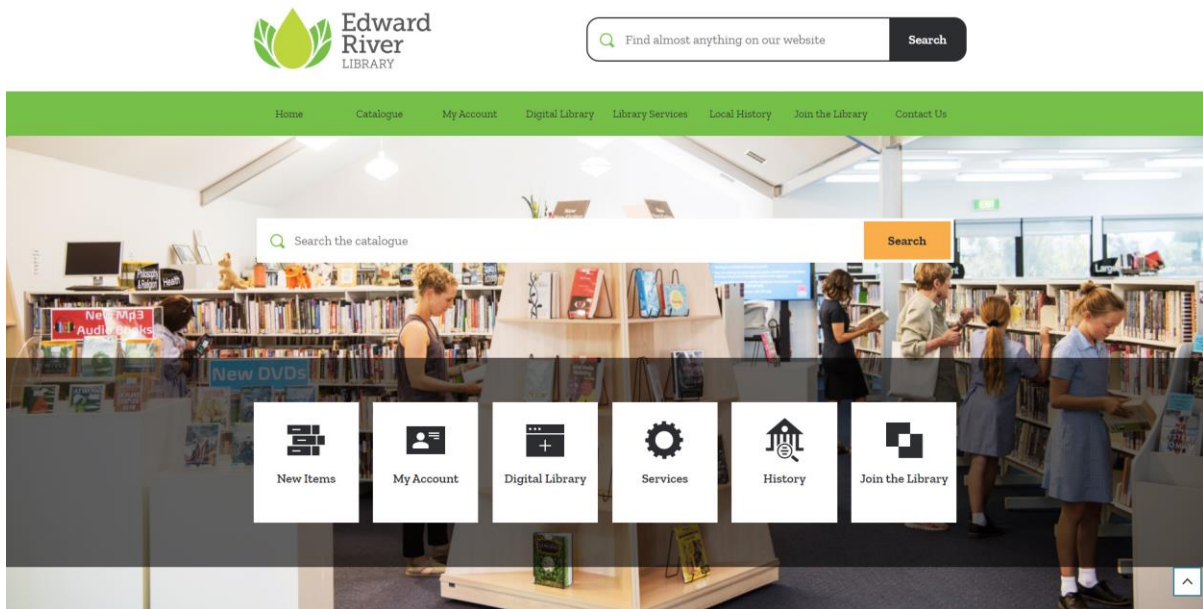
	PC	Wi-Fi
January	129	14
February	107	84
March	155	39
April	113	85
May	143	38
Total	647	260

***BabyBounce***





Webpage



News



**EDWARD RIVER LIBRARY JOINS HOOPLA DIGITAL CONTENT STREAMING SERVICE**

Published on 01 June 2021

Read, Watch, and Listen to their choice of more than 600,000 titles. For Free with their Library Card.



**YOUR LIBRARY'S RBDIGITAL SERVICE IS MOVING TO LIBBY**

Published on 31 May 2021

Library's RBDigital service is moving to a new platform called Libby.



**GALLERY SPACE AVAILABLE**

Published on 06 October 2020

Have your artwork displayed absolutely free! Submissions are now open for future 2020 exhibitions.

[View More News](#)



Events



**CHILDREN'S STORYTIME**

A great way to introduce young children to the joys of literature, language, and rhyme through stories, songs and craft. Every Wednesday during school term from 11—11:45. In the Children's area of the library. Storytime sessions are free! Please Note: Covid-19 rules are in place for this event.



**BABYBOUNCE**

A great way to introduce newborns and toddlers to the joys of music and rhyme through songs and actions. Every Tuesday 11—11:30. BabyBounce sessions are free! Please note: COVID-19 rules are in place for this event. Our next BabyBounce session is at 11am, Tuesday 23rd February 2021. 30 minutes of songs and rhymes with accompanying actions. Recommended for children 0-3

[View More Events](#)



**Hoopla**



hoopla MY HOOPLA BROWSE Everything  KIDS OFF Advanced Search

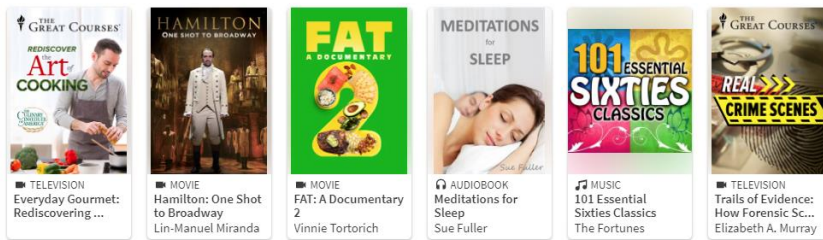
AU Press/Media Access

### My hoopla



You can borrow 50 more titles this month.

### Recommended For You



## RB Digital Magazines has changed to Libby by Overdrive

Feedback | Recent updates | Help

**OverDrive**

Subjects Collections  Search Sign in

### Australian favourites

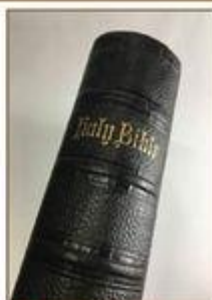
SEE ALL

<p>AVAILABLE</p> <p>Money Magazine Jun 01 2021 MAGAZINE</p> <p>BORROW</p>	<p>AVAILABLE</p> <p>New Idea Issue 24, 2021 MAGAZINE</p> <p>BORROW</p>	<p>AVAILABLE</p> <p>Better Homes and G... Jul 01 2021 MAGAZINE</p> <p>BORROW</p>	<p>AVAILABLE</p> <p>The Australian Wom... Jun 01 2021 MAGAZINE</p> <p>BORROW</p>	<p>AVAILABLE</p> <p>WHO Issue 22, 2021 MAGAZINE</p> <p>BORROW</p>	<p>AVAILABLE</p> <p>Women's Health Au... Jun 01 2021 MAGAZINE</p> <p>BORROW</p>
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***Book Covering Exhibition*****Traditional Bookbinding Exhibition  
& Professional Book Repair Service  
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Generations

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**[www.TraditionalBookBinding.com.au](http://www.TraditionalBookBinding.com.au)**

**10.11 DRAFT INDUSTRIAL LAND STRATEGY****Author: Marie Sutton, Manager Development Services****Authoriser: Philip Stone, General Manager****RECOMMENDATION**

That Council

1. Adopt the draft Industrial Land Strategy
2. Forward the Industrial Land Strategy to the Department of Planning, Industry & Environment and request that it be endorsed.

**BACKGROUND**

At its meeting on 15 April 2021 Council resolved to “*place the draft Industrial Land Strategy on exhibition for a period of 28 days and receive a further report detailing the outcome of this exhibition.*”

**ISSUE/DISCUSSION**

The draft Strategy was exhibited for a period of 28 days. A presentation of the draft Strategy was made to the Developers forum held during the exhibition period. The draft strategy was discussed with the Department of Planning, Industry and Environment and they will provide written comments at the time the Draft Strategy is sent to them requesting endorsement.

At the close of the exhibition period there were no submissions received.

**STRATEGIC IMPLICATIONS**

The draft Industrial Land Strategy will provide a strategic framework for the future development, servicing and promotion of industrial land.

**COMMUNITY STRATEGIC PLAN**

The preparation of the draft industrial Land Strategy meets the following targets;

- We plan for the future to accommodate and facilitate sustainable growth and development and
- Our built environment is managed, maintained and improved

**FINANCIAL IMPLICATIONS**

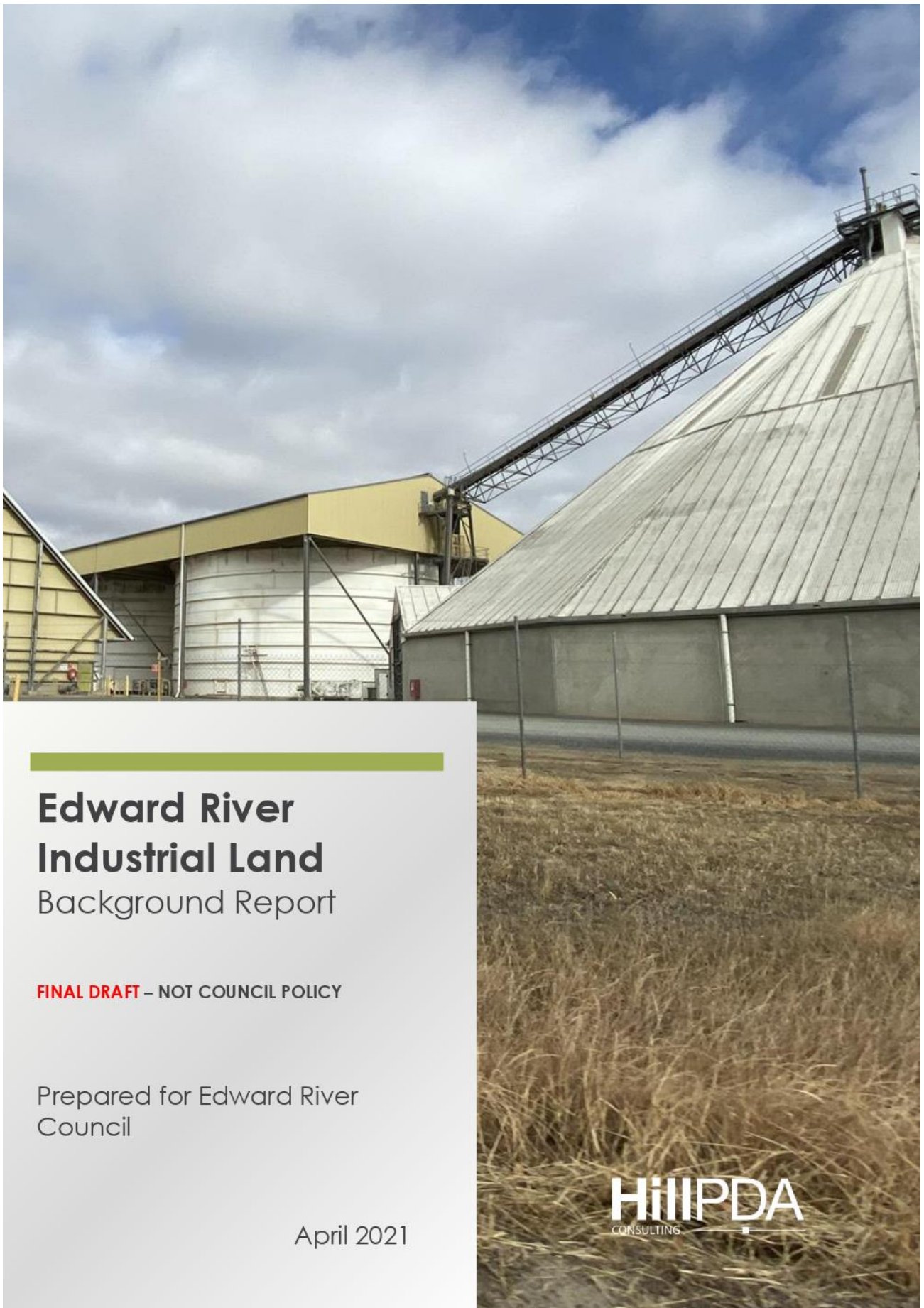
The project budget was carried forward in the 20/21 operational plan to enable finalisation and has been completed within the 20/21 budget.

**LEGISLATIVE IMPLICATIONS**

The preparation of the Industrial Land Strategy considered the legislative framework of the Environmental Planning and Assessment Act

**ATTACHMENTS**

1. Draft Industrial Land Strategy



**Edward River  
Industrial Land**  
Background Report

**FINAL DRAFT** – NOT COUNCIL POLICY

Prepared for Edward River  
Council

April 2021

**HiIPDA**  
CONSULTING



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### Quality Control

This document is for discussion purposes only unless signed and dated by a Principal of HillPDA.

### Report Details

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## Executive summary

***The Edward River Industrial Land Strategy provides a concise representation of industrial land issues and opportunities within the Edward River LGA. The strategy has been prepared to guide the Council in planning for potential future growth in industrial land use, particularly in ensuring that appropriate land is available for future industry.***

The key objectives of the strategy are to:

- Build on the key strengths identified in the *Economic Development Strategy* being market access, manufacturing, light industry, warehousing and agriculture
- Address supply and demand issues with a focus on the supply of land for larger industrial uses who require sites with an area greater than one hectare
- Provide actions to assist in overcoming 'land banking' issues which are hampering the supply of industrial land
- Identify areas for future expansion of industrial land where supported by a supply and demand analysis
- Identify actions to support the development of land in proximity to the airport that will support its redevelopment as a freight hub and in particular a business park
- Determine a servicing plan to provide infrastructure to existing and future zoned industrial land which is currently not serviced.

This strategy provides a snapshot of the current industrial land usage within Edward River, informed through a survey of the industrial land itself and engagement with business, community and council stakeholders. As such, the strategy provides analysis around existing uses and identifies issues, opportunities and challenges for industry in Edward River.

### Scope of study

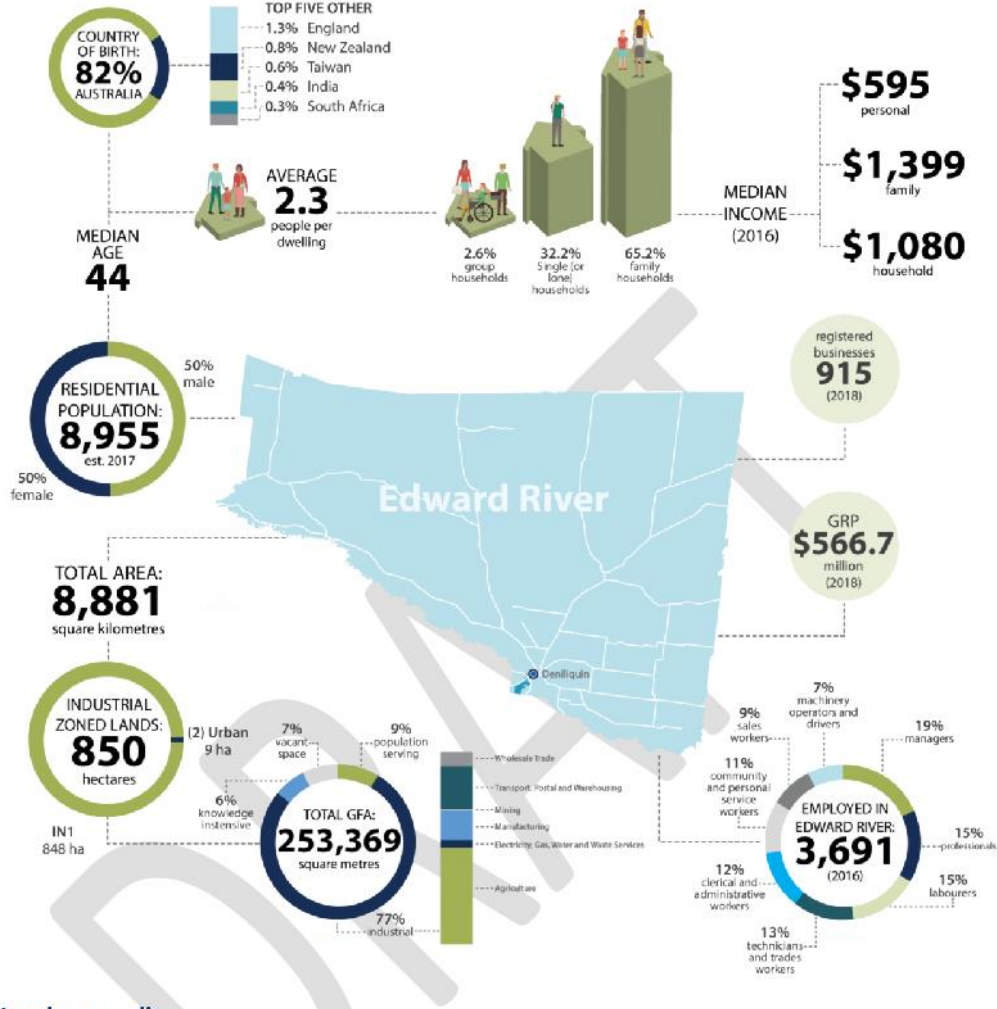
Industrial land for the purposes of this audit is land zoned IN1 under the Deniliquin LEP 2013 and 2 Urban under the Deniliquin 1997 LEP, which continues to apply to the River (Davidson Street) precinct. These areas are located entirely within the former Municipality of Deniliquin, and therefore the town of Deniliquin itself.

The strategy is informed by a comprehensive review of current policy, literature and market trends to ensure alignment with the broader strategic context and appropriate response to the local context and market need.

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**Socio-economic profile**



**Land use audit**

To inform the employment land analysis and gauge future land and planning requirements, HillPDA undertook a detailed floorspace audit. As part of the on-ground audit, HillPDA representatives visited each industrial precinct. For each lot, the surveyor noted down the business name/s; the industry type/s at the ANZSIC 1-digit code level or broad retail type; the proportion of the building the business was occupying and the level in the building. Building envelope data was mapped against the cadastre with the total building gross floor area (GFA) calculated per lot. The GFA was then matched against the on-ground audit data, producing a profile of GFA for each usage category at a lot level. ABR data and internet searches were used to spot check information.

**Industrial precincts**

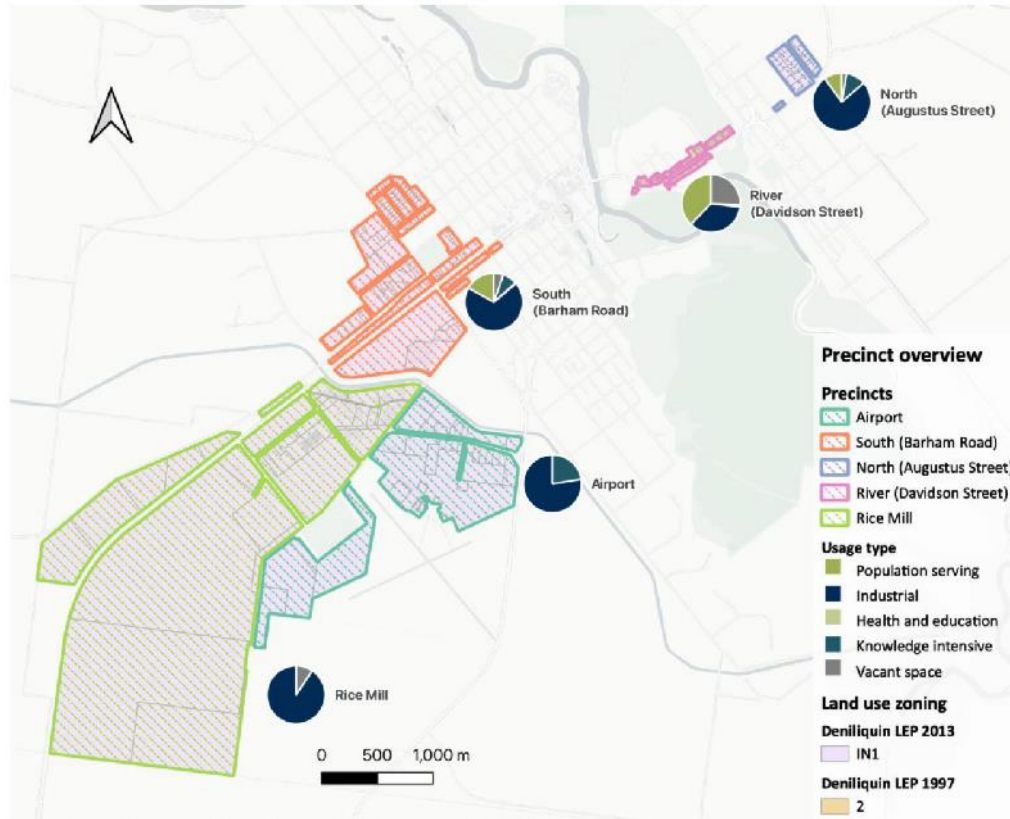
As part of the audit, five precincts were identified within the LGA. These precincts provided around 850 hectares of appropriately zoned land.

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The land use audit found that the five employment precincts contained around 253,369 square metres of employment and residential space.

**Precinct overview with land use breakdown**



Future floor space requirements in the LGA have been forecast based on long term growth in residents aged 15 years and over, combined with existing employment trends in the LGA. Modelling these trends, it is estimated that occupied floor space requirements will increase from 234,588 square metres in 2016 to between 238,675 square metres and 242,930 square metres by 2041. This represents an increase of between 4,086 square metres and 8,342 square metres over the period.

Typically, employment precinct development in more built-up centres has a developable floor space ratio (FSR) of around 0.3:1. Applying this average FSR to the forecasted increase in floor space results in demand for an additional 1.4 to 2.8 hectares of land. In rural locations, the built FSR can be lower, as is the case in Edward River. Applying the average built FSR for Edward River industrial land would result in demand for an additional 2.3 to 4.6 hectares.

While the amount of existing floor space and land is adequate to meet this forecast demand, there are limited lots that are vacant, serviced, and available for immediate development. Furthermore, to respond to the directions in the Economic Development Strategy and position the LGA to take advantage of any new opportunities, it was identified that a greater diversity of land offering would be beneficial.

The Strategy identifies strategic directions and actions to promote and attract industry investment and prepare the LGA for future opportunities.

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Delivering employment lands for a sustainable future will require some decisive actions by Council. Five strategic directions have been identified to guide the supply, development and utilisation of employment lands in Edward River LGA.

1

**Promote that Edward River is ‘open for business.’**

1. Consider the development of an industrial investment prospectus
2. Fast-track industrial development applications and processes
3. Work with proponents to resolve development issues early
4. Develop and maintain a local industry capability database
5. Host and support local industry capability building workshops
6. Develop a standalone ‘business and industry’ tab on the Council’s website.

2

**Target key industries for attraction and expansion**

1. Target industries including manufacturing, renewables, heavy and ‘dirty’ industry, aviation, agri-business and transport, logistics and warehousing
2. Undertake key industry engagement
3. Identify external industry forums and trade shows to represent and promote Edward River
4. Facilitate connections and partnerships with TAFE NSW, high schools and local businesses
5. Actively promote business support services
6. Advocate for improvements in the allocation of water for farmers and industry
7. Develop a fact sheet to inform businesses and potential investors on water allocation options in Edward River
8. Encourage local makers and creators in the LGA to enhance productivity and become small-scale start-up businesses.

3

**Secure a pipeline of employment land**

1. Consider rezoning the land in the River precinct to B6 Enterprise Corridor
2. Consider releasing more land to the north of the existing South Precinct along Ochertyre Street
3. Consider releasing more land to the east of the current North Precinct
4. Consider developing a land register of existing property owners interested in selling land for industrial purposes
5. Consider reviewing and updating LEP planning permissibility tables
6. Consider amending the development control plan to streamline controls and reduce complexity
7. Consider developing a detailed infrastructure program that establishes timeframes and feasibility for trunk infrastructure delivery
8. Consider developing an early infrastructure delivery policy.

4

**Provide development support and partnership opportunities**

1. Prepare a development application template
2. Utilise an independent development assessment officer
3. Prepare a register of local consultants
4. Consider opportunities to enter into joint ventures with potential industrial developers
5. Establish a business assistance program that actively supports businesses to navigate the legislative, business and planning framework.

5

**Enhance and promote lifestyle and services**

1. Consider undertaking a centre activation strategy
2. Continue to deliver the main street program
3. Continue to attract and support the growth of events and festivals
4. Facilitate and empower the community to develop and launch a Deni brand
5. Develop, establish and promote a regular Deniliquin town evenings and weekends event program.



# INTRODUCTION

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## 1.0 INTRODUCTION

HillPDA has been engaged by Edward River Council to undertake a review of the industrial lands within the Edward River Local Government Area (LGA) and produce a strategy that analyses existing issues in the provision of industrial lands and presents future opportunities.

### 1.1 Background

Edward River Council formed in 2016 following the amalgamation of the former Conargo Shire and Deniliquin Council. Council currently has several projects focussed around improving the economy and making Edward River a great place to live. The Deniliquin Airport expansion project is of particular relevance to this study. The airport is a critical piece of infrastructure essential to addressing the need for improved air services to and from the region as well as supporting several agribusinesses and emergency services.

*Riverina Murray Regional Plan 2036* establishes a framework to grow the region's cities and local centres, support the protection of high-value environmental assets and make developing a strong, diverse and competitive economy central to building prosperity and resilience in the region. It guides the NSW Government's land use planning priorities and decisions for the next 20 years, providing an overarching framework to guide subsequent and more detailed land use plans, development proposals and infrastructure funding opportunities.

The *Edward River Community Strategy Plan (CSP)* identifies targets that assist the community in providing a strong economic future with the development of key assets that will support various industries and businesses. Council seeks to ensure its future by providing employment and training opportunities. Council also understands the need to provide for its built environment with a strong infrastructure base.

The *Economic Development Strategy 2018-2021 (EDS)* identifies several actions that directly relate to the development of the Industrial Land Study based around the six strategic themes of:

- Attract new business investment
- Support existing businesses to grow
- Infrastructure provision
- Innovation, education and skills development
- Revitalise and activate the CBD
- Market the region.

The above strategies and plans establish the foundations for the preparation of the Industrial Land Study.



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## 1.2 Study objectives

The objectives of the study are to:

- Build on the key strengths identified in the EDS being market access, manufacturing, light industry, warehousing and agriculture
- Address supply and demand issues with a focus on the supply of land for larger industrial uses who require sites with an area greater than one hectare
- Provide actions to assist in overcoming 'land banking' issues which are hampering the supply of industrial land
- Identify areas for future expansion of industrial land where supported by a supply and demand analysis
- Identify actions to support the development of land in proximity to the airport that will support its redevelopment as a freight hub and in particular a business park
- Determine a servicing plan to provide infrastructure to existing and future zoned industrial land which is currently not serviced.

## 1.3 Scope of report

The Industrial Land Study is a planning review undertaken at an LGA level to align local planning with State Government objectives to understand future land requirements and suitable locations for growth. The report presents findings from research and does not represent the views of the Council.

Any land suggested for future employment purposes would need to be considered by the Council. There is no commitment to rezoning such land to business or industrial zoning through an amendment to the Local Environmental Plan. Rezoning is subject to a separate process. Any recommendations in the study are for the sole consideration by Council and are not Council's policy or legislation.

To recognise changes in the market, a review of employment lands should occur every five years or so.

## 1.4 What are industrial lands

As defined by the Department of Planning, Infrastructure and Environment's (NSW DPIE) Employment Lands Development Monitor (ELDM), employment lands are defined as:

*"land zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas containing concentrations of businesses involved in manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities.*

*They are vital to the functioning of our urban areas, providing space for:*

- *Essential services such as waste and water management, repair trades and construction services*
- *Warehousing, logistics and distribution centres*
- *Areas for businesses that design, manufacture and produce goods and services".*

Employment lands in Edward River primarily encompass land zoned as IN1 General Industrial. For this study, deferred areas zoned (2) Urban under the Deniliquin LEP (1997) are also included.

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### 1.5 Location context

Figure 1: Geographic context showing major capitals



Figure 2: Context within Edward River LGA



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Edward River LGA is in the rural Upper Murray region. The LGA is mostly rural with other small towns including Blighty, Booroorban, Conargo, Mayrung, Pretty Pine and Wanganella. The area's commercial, administrative and industrial functions centre on Deniliquin, which is also the major population centre.

Deniliquin is strategically positioned at the intersection of the Cobb and Riverina Highway and several other significant regional routes including the railway to Melbourne. Significantly, the town straddles the Edward River, offering the only crossing point for some distance in either direction. The town's history and development are linked strongly to the river and the surrounding farmland.

Industries within Deniliquin are oriented towards services for the agricultural businesses that occupy the rural areas surrounding the town, including equipment manufacturing, produce storage, saleyards, processing and transport. Consequently, these industries are highly susceptible to seasonal impacts. Current issues with the availability of irrigation water have heavily affected local farmers and that impact has flown on to businesses that rely on their custom. Moreover, this impact has altered the perception of viability for operating or undertaking business in the area.

Deniliquin's industrial areas are characterised by businesses of varying scale from hobby industries to significant regional enterprises, particularly associated with construction and road freight.

## 1.6 Consultation summary

Targeted stakeholder engagement with businesses and other related parties (as requested by Council) has informed this study. Consultation included semi-structured face-to-face interviews conducted with stakeholders in November 2019 and semi-structured telephone interviews conducted in November and December 2019.

Key issues that emerged included:

- Higher upfront costs for development
- Difficulty attracting skilled labour to the LGA
- Difficulty in securing finance for new ventures for major lenders
- Lack of affordable industrial land for expansion in certain areas
- Lack of infrastructure to support new industrial development in others
- Barriers to accessing and ease of the planning system.

The consultation informed the precinct analysis and profiles.



# STRATEGIC POLICY CONTEXT

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## 2.0 STRATEGIC POLICY CONTEXT

### 2.1 Regional

#### 2.1.1 A 20-Year Economic Vision for Regional NSW (July 2018)

The plan identifies Edward River as forming part of the wider Murray Functional Economic Region (FER), classified as an inland region, which also includes Berrigan and Murray River LGAs. The FER is projected to experience the second strongest population growth amongst inland FERs. This vision aims for stronger regional economies and communities, driven through improved access to community services and education, enhanced connectivity between regional centres, improved digital service availability and by providing attractive environments in which to live and work. This vision aligns with NSW regional freight and transport strategies and the Riverina Murray Regional Plan.

#### 2.1.2 Riverina Murray Regional Plan 2016-2036

The *Riverina Murray Regional Plan 2016-2036* establishes a framework for growth in the area's regional cities and local centres. It aims to support the protection of high-value environmental assets and makes developing a strong, diverse and competitive economy central to building prosperity and resilience in the region.

The Plan highlights the strategic location of the LGA for accessing east coast freight and logistics networks, particularly in the context of freight hubs and intermodal facilities and the opportunity afforded by better integrating these facilities with industrial precincts.

The Plan recognises the importance of growing agricultural and value-added manufacturing sectors, particularly in the context of access to regional transport networks, which afford excellent access to overseas export markets.

The Plan also highlights the importance of ensuring efficiencies in service provision between regional centres and that regional cities (Albury, Wagga Wagga and Griffith) are well-positioned to support smaller regional centres like Deniliquin.

Key goals:

- A growing and diverse economy:
  - Protect agricultural land
  - Promote and grow agribusiness (review local plans, prevent encroachment of incompatible land uses)
  - Expand advanced and value-added manufacturing (promote investment, encourage co-location of industries for efficiency)
- Efficient transport and infrastructure networks
- Strong, connected and healthy communities.

#### 2.1.3 Murray Regional Economic Development Strategy 2018-2022

The *Murray Regional Economic Development Strategy 2018-2022* was developed through collaboration between councils across the Murray Functional Economic Region FER (consisting of Edward River Council, Berrigan Shire, Murray River Council, Campaspe Shire [Vic], Gannawarra Shire [Vic] and Moira Shire [Vic]). The Strategy sets out a long-term vision and plan for the economic development of the region.

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The Strategy identifies three key sectors for action across the region, with (selected) priority actions to drive their delivery:

- **Enhance market access** and competitiveness for the agriculture and food product manufacturing sectors through strong transport infrastructure
  - Upgrade Echuca Moama bridge
  - Support planned improvements to rail connections from Deniliquin to Echuca freight connections
  - Implementation of the Deniliquin Airport Expansion project
  - Address issues at the Port of Melbourne that limit the ability of producers to get products to market in a timely fashion
- **Sustain and enhance utilities** such as water, energy and telecommunications to strengthen the agriculture and food product manufacturing sectors
  - Natural gas infrastructure enhancement in Deniliquin
  - Development of a CBD Masterplan for Deniliquin
- Continue to **develop and grow the tourism sector** to diversify the Region's economy
- Boost and sustain the **supply of skilled workers** for the core industries of agriculture, manufacturing and tourism with regional skills development and attraction programs
  - Investigate options to develop a long-term workforce strategy for the Region
  - Investigate and work with existing education institutions to develop courses for regional needs
  - Development of a Regional Micro-Enterprise Strategy to attract professional, financial services, social services and allied health.

#### 2.1.4 RAMJO Statement of Strategic Regional Priorities 2018-2022

The Riverina and Murray Joint Organisation (RAMJO) consists of NSW councils within the Murray Region extending north to Carrathool, east to Narrandera and Albury and west to Murray River. Key strategic priorities identified in the *RAMJO Statement* include:

- Improve water security
- Improve energy security and affordability
- Improve transport connectivity
- Improve digital connectivity
- Boost industry/workforce/jobs.

#### 2.1.5 Regional Development Australia (RDA) Murray Strategic Plan 2019-21

*RDA Murray Strategic Plan July 2019 to June 2021* incorporates ten local government areas across the Upper Murray, Albury, Riverina, Western Murray Valley and Sunraysia regions. It promotes economic growth across the region through partnerships with business and government at all levels. Most relevant amongst the RDA Murray's strategic priorities are initiatives for the attraction of new business investment and growth of existing businesses across the Murray in a way that maximises opportunities, reduces costs and builds economic resilience. The plan also highlights the need to attract a skilled workforce and support population growth across the region.

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## 2.2 Local

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

The *Edward River Community Strategic Plan 2018-2030* is positioned above all other Council plans and policies in the strategic planning hierarchy. The plan identifies the Edward River community's main priorities and aspirations for the future and outlines strategies to achieve them. Key focuses are:

- Diversify and grow agricultural production, pursue options for value-adding and develop opportunities for domestic and international export markets
- Champion the industries and sectors that underpin the economy
- Streamline processes and identify efficiencies to assist investors, developers, builders and event organisers
- Support education providers by advocating for funding, support and facilities
- Maximise funding opportunities to renew and upgrade the built infrastructure.

### 2.2.2 Edward River Economic Development Strategy 2018 – 2021

The *Economic Development Strategy* was developed as a framework to drive economic growth within the region and enhance the prosperity of Edward River.

Key strengths of the LGA were identified as:

- Lifestyle – including liveability, affordability and access to services
- Market access – referring to the region's position at the junction of major road freight routes, as well as at the railhead of a link to Port Melbourne and Geelong
- Healthcare and social assistance – including the existing hospital and aged care facilities
- Education – highlighting the density of education services in Deniliquin, including schools and the recent upgrades to the TAFE (Connected Learning Centre)
- Retail – highlighting Deniliquin's role as a regional retail centre and the importance of retail to the region as an employer
- Manufacturing, light industrial and warehousing – emphasising the concentration of manufacturers and engineers supplying the agricultural sector, as well as potential to attract similar industries that are being pushed out of Melbourne
- Tourism (the visitor economy) – built upon the region's natural assets, its festival calendar (the Ute Muster) and potential agritourism offerings
- Agriculture (food and fibre) – the agricultural strength and identity of the region, particularly cereals and opportunities in cotton

The strategy identifies five priorities areas to target economic growth, including:

- Agriculture
- Food production and value-adding
- Freight and logistics (road, rail and air)
- Arts, culture and creative economy
- Population and visitor growth.

Key relevant issues identified in the strategy were:

- Attracting and retaining employees
- Technology and communication
- Energy, particularly access to natural gas
- Water security and climate change

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- Perceptions of a region in decline
- Limited business collaboration.

Six strategic themes were identified to support the implementation of the Economic Development Strategy. These included:

- Attract new business investment
- Support existing businesses to grow
- Provision of infrastructure
- Innovation, education and skills development
- Revitalise and activate the CBD
- Market the region.

These themes and relevant actions have been considered during the development of the Industrial Land Study.

### 2.2.3 Edward River Advocacy Strategy

The *Advocacy Strategy* arises from the Community Strategic Plan. It identifies five key areas of work in which the Council will need to collaborate with State and Federal Governments to achieve outcomes for the community.

The key initiatives relevant to industrial lands are:

- Deniliquin Airport Expansion (arising from Airport Masterplan)
- Upgrading Deniliquin High School (science labs, industrial arts/technology centre and the hospitality room)
- Murray Darlin Basin Plan – no farther reduction in productive water for the region
- A new truck stop with associated facilities near the Deniliquin Saleyards
- Mobile telecommunication blackspot improvement.

### 2.2.4 Edward River at Deniliquin Flood Study (2014)

This study consists of the local floodplain risk management options and plan, adopted by Edward River Council, as required by the NSW Government. Relevant directives from the plan include:

- Implement a Flood Planning Area (FPA) and associated mapping
- Application of flood controls in areas where a building entitlement exists which cannot be removed by voluntary purchase or rezoning to minimise risk over time
- Apply an appropriate zone to the Davidson Street (Deferred Matter) area
- Introduce flood controls via an updated DCP and Flood Planning Levels Policy
- Amend the Local Environment Plan
- Update Section 149 Planning Certificates within the FPA to reflect the associated risk level

The industrial areas which fall within the FPA are identified as part of the precinct profiles in Section 5.

### 2.2.5 Deniliquin Regional Airport Master Plan (2011)

The Airport Masterplan was prepared for the former Deniliquin Council to provide a roadmap for the future development of the airport in the context of it as an item of key infrastructure for the Riverina – Upper Murray region, as well as to guide development and maintenance of the facility by outlining future capital costs. The masterplan advocated for the expansion of emergency services facilities on the site, as well as charter and private aviator facilities. There is a longer-term goal to extend the runway to 1,950 metres to accommodate larger planes and, specifically, regular public transport services.



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### 2.2.6 Deniliquin Airport Expansion Project Business Case (2018)

The Airport Expansion Project advocates for significant expansion of Deniliquin Airport into a regional air freight facility, with a particular focus on expanding the export of niche agricultural produce within the region.

The Business Case advocated for funding to:

- Extend the existing airport runway to 1,960 metres (from 1,214 metres) to cater for freight-dedicated Boeing 737s
- Develop a sophisticated export supply chain, via the Wellcamp Airport in Queensland, to access foreign export markets.

The Business Case envisioned that the exports would include a combination of fresh produce types (meat, nuts, fruits and vegetables). Further, it proposed the development of a business park on land within the airport site, including downstream produce processing and aviation-related industries (e.g. a flight school). At a later stage exploration of indoor farming initiatives were advocated south of the airport.

### 2.2.7 Deniliquin Airport Expansion Market Review and Opportunity Assessment (March 2019)

This report determines relevant business or aviation activities that Deniliquin Airport could capitalise on in the future, following an assessment of air freight opportunities. The report considered six areas of market opportunities:

- Flight training – continuing to develop a relationship with an existing part-time provider
- Aircraft maintenance – would develop with increased aircraft activity
- Residential airpark – likely with development of plans and marketing
- Aviation tourism – likely with investment in appropriate facilities
- Non-aeronautical development – the potential for the development of a business park
- Defence services – unlikely without strategic interest.

### 2.2.8 Deniliquin Airport Expansion (Agrifood Exports, July 2019)

This report explored the viability of specific recommendations in the Airport Expansion Business Case relating to agri-food exports. The report concluded that it is highly unlikely that there would be sufficient high-value agri-food freight to support a scheduled airfreight service and that the proposed alliance with Wellcamp would not be viable. The report suggested that the Council cannot rely on this as an export sector without water reforms and that council should undertake planning to protect and expand the agri-food sector in conjunction with nearby regional councils.

### 2.2.9 Draft Edward River Council Agribusiness Masterplan 2019-2024

The Agribusiness Masterplan aims to examine the state of the industry in Edward River and identify ways in which it can adapt and thrive amid changes in the economic and climate conditions. While predominantly focussed on agriculture, the plan prioritises leveraging existing infrastructure and industry, attracting capital for growth and ensuring that the workforce grows, and that knowledge is retained.

### 2.2.10 Draft Edward River Agribusiness Prospectus

The Agribusiness Prospectus has been developed as a document to be provided to prospective business investors considering Edward River Council as a potential business location. The prospectus highlights the areas key strengths and sectors of opportunity. While predominantly focussed on agricultural investment, the prospectus identifies leading and emerging industries where the LGA is competitive, including agricultural-supporting sectors such as agribusiness service providers, engineers, manufacturers and the presence of ample

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warehousing and zoned land. The prospectus highlights the Council's capacity to assist in businesses interfacing with the planning system.

#### **2.2.11 Deniliquin Natural Gas Feasibility Study**

This study investigates the feasibility of constructing a natural gas pipeline to Deniliquin. Natural gas supply was identified as an essential energy supply for the potential expansion of industries in the town. The study concluded that it was not feasible to supply the town with gas, particularly due to network and supply constraints.

#### **2.2.12 Deniliquin Masterplan (2018)**

The Deniliquin Masterplan builds upon the Deniliquin Public Space Strategy to recommend opportunities for Council to improve liveability, accessibility, as well as create a sense of destination for the Deniliquin town centre. The masterplan predominantly focusses on design aspects but includes a recommendation to separate heavy vehicle and tourist movements through the town. Specifically, this is recommended at the Crispe Street-Cobb Highway intersection, directing heavy vehicle movements via the Cobb Highway bypass and smaller vehicles (tourists and potential tourists) via the town centre on Crispe Street (subject to RMS approval). This would see heavy vehicle movements refocussed along existing heavy vehicle routes around and through industrial areas.

DRAFT



# TRENDS AND INFLUENCERS

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### 3.0 TRENDS AND INFLUENCERS

Over the years, Deniliquin has been faced with a declining population, tightening water allocation and drought, which has had flow-on implications on the social and economic prosperity of the town. Despite these challenges, businesses and the Edward River community have remained resilient. Exploration of emerging trends and regional influencers may assist in identifying opportunities for greater employment and economic prosperity.

**CONNECTIVITY**



- Located at the junction of Cobb Highway, the Riverina Highway and several other major roads, Deniliquin is well-positioned to distribute to South Australia, Victoria, across New South Wales and southern Queensland. Growth in the transport and logistics industry would be dependent on strengthening in agribusiness or diversification to manufacturing, which would require the supply of product to and from the area.
- Positioned just north of the New South Wales and Victoria border, there is the capacity to provide a road train assembly area that enables coupling and decoupling of the road trains before they enter Victoria.
- Deniliquin benefits from direct access to a rail freight line to Melbourne. This creates an opportunity for a regionally significant intermodal terminal that can bring product directly from Victoria ports for road distribution. For an intermodal to work there needs to be a product that can be transferred back to Melbourne to reduce empty container movement. While the drought limits agriculture at the moment, there could be capacity to enhance manufacturing to contribute products for distribution. Any rail intermodal would be a long term option dependent on the growth of other industries.



Figure 3: Transport connectivity

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### LIFESTYLE AND COMMUNITY



- Edward River's strength is its community and the sense of belonging and connectivity you experience when in towns. Celebrating and promoting the rural lifestyle can assist in attracting workers to the area. Part of the lifestyle appeal is having services and infrastructure available that create opportunities for socialising and that make day-to-day life easier and more affordable. Like many regional councils, the cost of delivering services is more than the revenue that council receives. This makes it difficult for smaller regional councils to compete with larger centres to attract and retain residents. In the case of Deniliquin, Echuca and Moama are the larger competing centres that offer a greater diversity of services.
- While attracting 'tree changers' is typically associated with retirees, there is also opportunity to appeal to younger families and professionals that are seeking a more affordable and community oriented alternative to big town life. An active and vibrant main street, that provides a diversity of uses is always helpful when promoting a town. Strong education options and social and networking infrastructure are also important. Showcasing the successes of local businesses, development and innovations taking place with active advocacy for the region will show that the area is open for business.

### INFRASTRUCTURE



- For industries to locate to an area, they need confidence that there is the available infrastructure to support their future growth and development. Having a clear plan to address infrastructure shortfalls and the timing for delivery can build confidence in the market. Current limitations include:
  - The capacity of the electrical network to facilitate the development of the Airport Precinct
  - Sewer and water connectivity to some properties, particularly to the south of the Airport and Rice Mill Precinct and in the North Precinct (sewer)
  - Limited road capacity, in some areas, for B-Double movement in the South (Barham Road).
- While there are currently no water restrictions on town water in Deniliquin, the water allocations have restricted the availability of water supply for some industries across the Murray Region. Uncertainty regarding the allocation and availability of water has affected market sentiment across the region and can be a deterrent for businesses looking to relocate or establish.
- The gravity-fed, low-pressure water system means that certain industrial development is required to have onsite water storage tanks to be able to meet fire safety standards. This can add expense for new development that can affect project viability.
- Reticulated gas supply in Edward River LGA is unavailable, which can impede certain types of industries from establishing in the area. Edward River Council has previously investigated the availability of natural gas, and it is currently not a feasible option to pipe or truck in.

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**INVESTIGATION GROWTH INDUSTRIES** Renewables



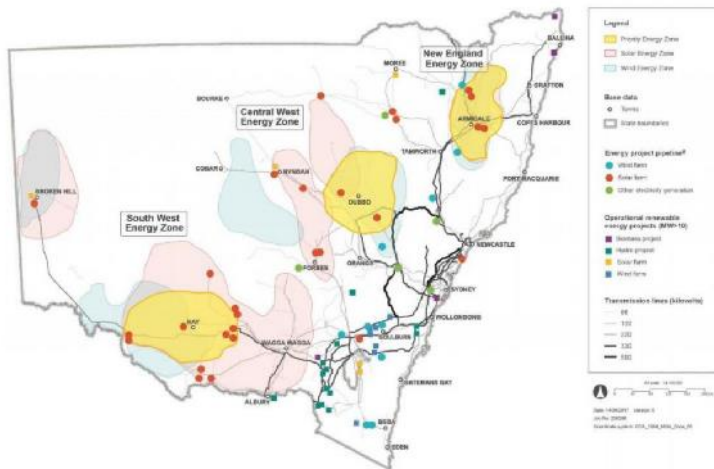
The take up of renewable energy is rapidly growing, with renewables supplying half of the National Electricity Market (NEM) for the first time in 2019. The introduction of new transmission infrastructure, like the proposed NSW-SA high voltage interconnector, and supply stabilising infrastructure, like the expanded Hornsdale Power Reserve (“Tesla battery”) in South Australia and Snowy 2.0 will add further viability to renewable energy projects, particularly in regional areas, with a better climate and more affordable land.

The proposed South West Renewable Energy Zone (REZ) will harness the additional transmitting capacity of the proposed NSW-SA interconnector with accompanying investment in local transmission infrastructure to drive renewables investment across the region.

Edward River LGA already sees some interest in this industry with two solar farms with DPIE approval in the LGA, and further regional investment could see this industry as an emerging specialisation for the wider area. This expansion of renewables would require additional industrial and administrative support, which could support growth within industrial areas around Deniliquin, as well as providing additional financial opportunity for farmers, particularly in times with lower water available.

Edward River’s northern regions are already well positioned to take advantage of this, but an expansion of the zone and accompanying infrastructure further into the LGA could yield greater advantages for Deniliquin itself. As such, renewable energy presents opportunities to diversify the region’s economy.

**Further information: Renewable Energy Zones**



The NSW Government, as part of the NSW Transmission Infrastructure Strategy, delivered in 2018, identified three future Renewable Energy Zones (REZs). REZs are defined as energy-rich areas in which coordinated development of new grid infrastructure allows the connection of multiple generators (such as solar and wind farms) in the same location.

The Central-West region is the planned location for the first pilot REZ because it benefits from significant existing investment and investor

interest, with around 4,500 megawatts of projects either approved or in the planning system, relatively low build costs, and a strong mix of energy resources. Already, there has been significant investment in energy projects in the region with localised solar projects, with the REZ and accompanying infrastructure allowing that investment to be scaled up to service a much wider region.

Of the other two planned zones, South West REZ will include regions in the north of Edward River LGA, to take advantage of the future NSW-SA high voltage interconnector, which is planned to pass near to Hay. The additional investment in localised grid infrastructure will present an opportunity for further specialisation in local industries towards servicing renewable technologies as well as providing opportunities for farmers and other landholders to diversify their income base, increasing resilience in drier conditions.



**Agribusiness**

Agriculture continues to be the critical industrial driver for the region, with the greatest proportion of businesses, most considerable capital turnover and greatest number of employees operating in the agriculture, forestry and fishing sector. This has flow-on opportunities for agribusiness and related sectors. Deniliquin’s already has an evolving agri-business support sector with many established businesses providing services including food processing, land and produce sales, equipment fabrication and transport. While risks remain due to climate and water security, Edward River’s innovative and adaptive culture is seeing a shift to new opportunities.

The agricultural industry will continue to be at the forefront of regional development, leveraging the area’s natural endowments and continued strong demand for produce. Recent growth in cotton and the emerging opportunities of beef and lamb feedlots and vegetable processing create industrial land opportunities previously not seen in the region.

Downstream processing and agri-business supply chain support are opportunities worth further exploring on industrial land, particularly as land prices rise in the main processor areas of Shepparton and Echuca. There are also opportunities to foster greater partnership and entrepreneur interest by providing business support programs, promotion and networking opportunities. Driving continued innovation and workforce development through partnerships with education and research institutions would also support the sector. The agribusiness prospectus developed for Edward River LGA is positive step towards supporting the growth of this industry.

**Further information: Cotton gins**

Cotton gins are factories that support the processing of cotton, which involves separating the lint from the seed. As can be seen in the figure to the right, most of the Australian cotton gin



Source: Cotton Australia 2013, Cotton Education Kit

locate around the main cotton-growing areas in the north of the Murray Darling Basin. The reducing water allocations are driving farmers in the Riverina area to seek out improved returns per megalitre of water and see cotton as an attractive option. This will increase the demand for cotton ginning, with the highly accessible location of Deniliquin a reasonably good option, particularly considering the connections with the rail.

Similar to rice, cotton irrigation is water-intensive, and water allocations remain tight. The lack of rain and lower water allocations means that cotton farmers are yielding at significantly lower volumes. So, while cotton will likely be a stable commodity that can be leveraged in the future, it is still highly water-dependent.



**Transport and logistics**

The transport and logistics sector continues to play an essential role across regional NSW, with continuing growth in goods and an evolving technological landscape opening up new opportunities for transport related industries. NSW Government strategies highlight transportation as an existing strength and continued focus for the region.

While in urban centres, there exists a long-term employment risk from the introduction of autonomous vehicles, the infrastructure outlay required in regional areas means that the outlook for employment sees demand continuing to increase. On a local level, continued improvement in regional infrastructure, most notably the upgrade of the Echuca-Moama bridge, will improve the reach and capacity of existing road freight operations in Deniliquin.

The opportunity exists to further leverage the existing, mostly untapped, intermodal capacity associated with Deniliquin’s railhead. The success of any venture in this regard will be dependent on the volume of freight that it can attract and quality of surrounding transport infrastructure to facilitate links into and from Deniliquin.

With an already strong transport and logistics base, it is important and necessary to ensure that road and land infrastructure is sufficient to meet their needs. This includes advocating on behalf of local industry with agencies at all levels of Government.



Fellows Bulk Transport - Successful transport logistics company in Deniliquin

Source: Trucksafe.com.au



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### Manufacturing and construction

The continued pressure for industrial conversion to residential and high demand (driven by e-commerce) for industrial space in Melbourne sees traditional urban service industries pushed out due to affordability. While western Melbourne is benefitting from the growth, some industries would still be finding it difficult to re-establish due to the rising land values.

Regional centres, which offer lower-cost industrial land, with an appropriate combination of nearby services and connections, can capitalise on this trend by capturing manufacturers no longer requiring or able to afford an inner-city location.

Edward River can capitalise on its existing complementary industrial base in engineering, fabrication, transport and logistics to position itself as a location of choice for prospective industries. Actively promoting and advertising the affordability of the region and making relocation attractive through incentives may help foster growth in the manufacturing sector. Opportunities to explore include pre-fabrication, steel product manufacturing, renewable product manufacturing (i.e. solar panels, water tanks) and transport equipment manufacturing. Encouraging local businesses to work together to drive innovation and promote the benefits of operating in the LGA can also strengthen interest (See case study).

### Case study: Central Coast Industry Connect



Central Coast Industry Connect is a non-profit umbrella organisation of businesses and industries (manufacturing and related sectors) operating on the Central Coast of NSW. The organisation aims to establish links and foster connections between manufacturing, industry and business in the region. The organisation works in conjunction with all levels of government, local and regional education providers and the wider community to add wealth to the broader community and create opportunities for growth and development across the region.

In 2019, they launched the Central Coast Food Alliance; an industry-led food cluster with funding from Food Innovation Australia Ltd, a Commonwealth supported agency. The Alliance brings together specialised agribusiness and food processing businesses with education, research and development agencies, with a stated goal of driving local growth and innovation in the sector.

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### Aviation

Smaller regional airports have been capitalising on their additional available airspace and lower maintenance costs by offering space at lower prices. Recently residential sky parks have proven successful in driving tourism in centres with smaller airports, providing accommodation for tourists and aviation enthusiasts, including those looking for fly-in accommodation, for example in Temora (see case study). These businesses can operate at relatively low cost and draw in additional tourism and related aerospace services to regional airports.

With a continuing international and domestic pilot shortage, regional airports have seen an expansion to flight training facilities. In contrast, others have actively sought out smaller training providers to offer dedicated flight training services (see case study).

It continues to be a long term aspiration to develop the airport's capacity further, however, this remains contingent upon securing funding for the necessary infrastructure upgrades (particularly runway extension).

### Case Study: Tamworth Regional Airport and BAE Systems Australia Flight Training



Photo credit: Peter Hardin 30 September 2019

Tamworth Airport's operation dates back to the Second World War and has retained defence infrastructure, private aviation training colleges, and the Westpac helicopter services. Tamworth Airport has two runways parallel to each other, each servicing commercial and non-commercial planes.

In 2015, a master plan was commissioned to give direction to the growing regional airport. To increase capacity for non-commercial aviation and training, additional hangars were planned, and an upgrade of aviation training facilities (BAE Systems) was undertaken.

The BAE Systems Australia Flight Training facility provides an integrated campus incorporating accommodation, education, training and maintenance facilities. It is considered a leading aviation training academy, holding military air force training contracts with the Australian, Singapore, Royal Malaysian, Royal Brunei and Papua New Guinea Air Forces.

The airport has experienced consistently positive outcomes from pushing to expand its existing industries with direct communication with institutions like Qantas and the Department of Defence. Council has already met with a number of state government departments regarding an airport freight strategy with State funding the main linchpin in unlocking the opportunity.

As the ADF centralise their pilot training facilities to Sale, new partners are coming on board to meet increased demand for commercial pilots with expanded specialised training facilities.

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#### Further information: National pilot shortage



At present there is a global critical pilot shortage, with airlines across Australia and around the world requiring significant additional number of commercial pilots to meet growing demand<sup>1</sup>. Australia is not immune from this shortage, with both Qantas and Virgin investing in in-house training programs in recent years to counteract the effects of an atrophying and ageing workforce. While two schools have been set up in regional locations, demand continues to be strong for additional pilots with Boeing predicting that 804,000 new pilots will be needed by 2038 to sustain the industry<sup>2</sup>, with the Asia Pacific region leading that growth with demand at 266,000.

Smaller operators are struggling to find appropriately trained pilots to satisfy demand, with larger airlines drawing in skilled pilots. Opportunities exist to partner with flight training schools and smaller regional air operators (e.g. Rex, agricultural services, rural flying doctor services) to assist in providing space to train additional pilots.

#### Case study: Residential 'Airpark' Temora



Source: [temora.nsw.gov.au](http://temora.nsw.gov.au)

aviation enthusiasts and aviation business owners alike who see the convenience benefits. Residential lots generally vary from 1000sqm to 2500sqm.

Residential Airparks (or Skyparks) are becoming increasingly popular across regional Australia, following on from their success in the USA where there are over 400 residential airparks.

An airpark is a residential development within a regional airport precinct that provides direct access (within 100m) from home to hangar. The concept has been appealing to

<sup>1</sup> <https://www.abc.net.au/news/2018-07-22/airline-passengers-facing-perfect-storm-as-pilot-shortage-bites/10012624>

<sup>2</sup> <https://www.boeing.com/commercial/market/pilot-technician-outlook/>

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#### NICHE INDUSTRIES Correctional facilities and prisons



Data from the Audit Office of NSW indicates that the NSW prison population grew by approximately 40 per cent between 2012 and 2018, an increase in growth rates over prior periods. The Department of Justice has initiated responses including doubling-up and tripling-up the number of prison beds in cells and reactivating previously closed prisons. The Audit Office concluded, however, that a longer-term strategy was needed to address the continuing increase, specifically through a larger scale, longer-term capital works program to meet the added demand.<sup>3</sup>

Land in rural areas is typically less expensive than the cost of land in cities and is, therefore, appealing for government or private prison operators. A more isolated location also makes escapes and land-use conflicts less likely.

There are numerous examples of additional employment and local expenditure that can accompany the development of a prison in a regional centre. There can also be a concern within the broader community about negative externalities. While the additional population and capital would support local retail and drive demand for services within the community, it can also affect land prices, community moral and be a disincentive to some investors.

Edward River's remote location and sufficiency of undeveloped land would be advantageous in the selection of a potential prison location. A detailed socio-economic impact assessment, including extensive community consultation, would need to be undertaken to determine if the benefits outweigh the negative impacts.



#### Recycling facilities

Waste reclamation and recycling continue to experience a rapid increase in demand, particularly from local government agencies. The recent issues around the export of recyclable items, coupled with the continuing expansion of demand for waste reclamation and recycling facilities, creates opportunities to site such facilities, where environmentally safe to do so.

The NSW Government, in its Circular Economy Policy Statement, identified the need to streamline the approval and operation of new recycling facilities as well as the expansion of existing facilities while balancing the safety of human health and the environment. It also identifies the need to partner with industry bodies and local government to develop the necessary capacity and demand.

There also exist further synergies with Edward River's existing strengths in transport and logistics, particularly road freight, in collecting distributing recyclable items and products. Further expansion of other local industries like fabrication and manufacturing could also be developed around recycling.

<sup>3</sup> <https://www.audit.nsw.gov.au/our-work/reports/managing-growth-in-the-nsw-prison-population>

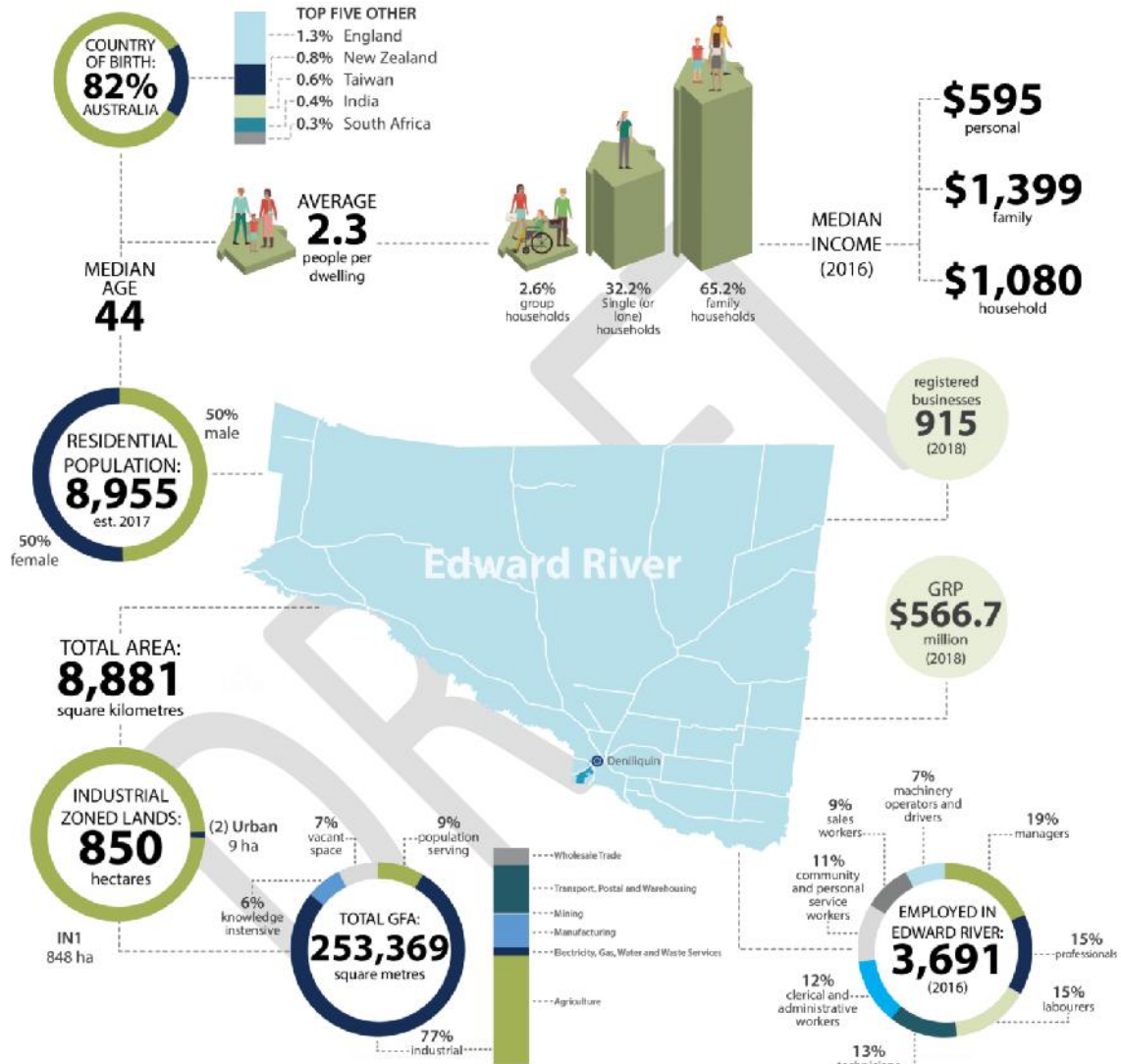


# SOCIO-ECONOMIC AND EMPLOYMENT

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## 4.0 SOCIO-ECONOMIC AND EMPLOYMENT



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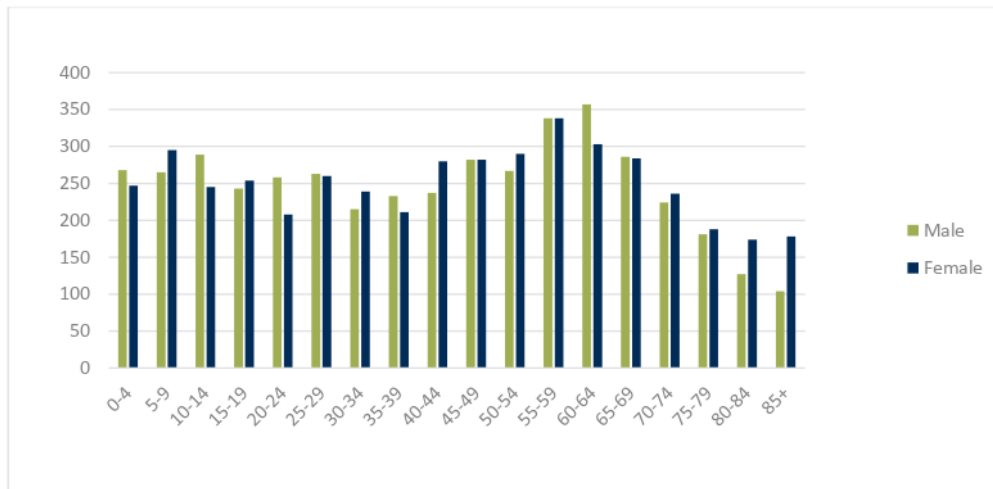
**4.1 Socio-economic profile**

**4.1.1 Resident population and age composition**

Over ten years to 2016, the population within Edward River decreased by a net 256 residents or 2.8 per cent, to 8,849 residents. ABS estimate that the population was approximately 8,955 as of 2017.

Over this period, the average resident of Edward River has become older, with the population aged 50 years and over increasing by 597, and population under 50 years decreasing by 853.

**Figure 4: Edward River LGA age distribution**



Source: ABS 2017

The median age of the LGA is 44 years old, about a year older than the median age for the Rest of NSW (GCCSA). Like most of regional NSW, Edward River has an ageing population.

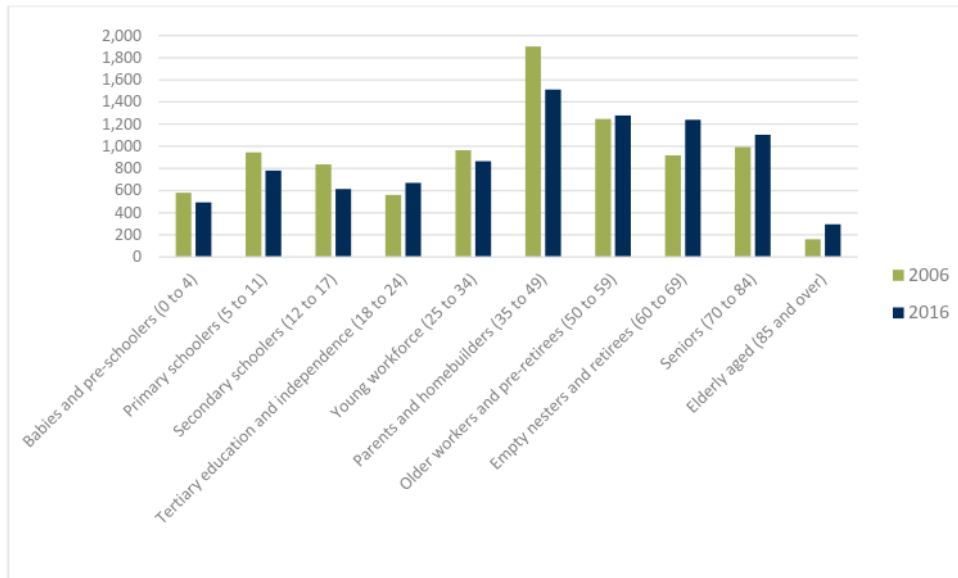
The demographic of parents and homebuilders age (35 to 49 years), continue to be the largest demographic, making up 17 per cent of the population as of 2016. This is despite the age group also contracting the most rapidly over the decade to 2016 (-387).

Although the tertiary and independence age group (18 to 24 years) grew over the same decade (+100 persons), as a total proportion of the population, it declined (from 8 per cent in 2011 to 7.9 per cent in 2016). All other age groups under 50 years old contracted over the decade to 2016. As a result, the population of Edward River is displaying more rapid ageing, which would increase the demand for aged care and health-related services to be provided in and around Deniliquin.

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Figure 5: Edward River LGA’s population growth by service age group



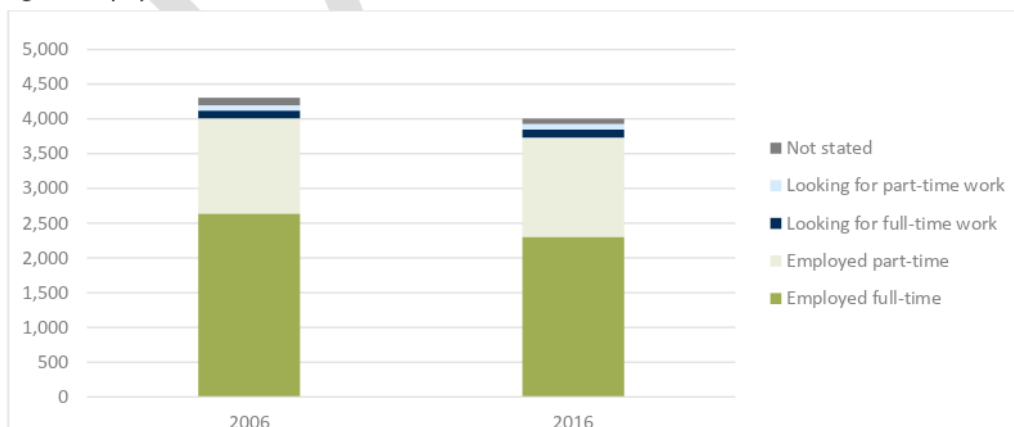
Source: Community id

**4.1.2 Employment status**

In 2016, around 4,006 people living in Edward River were in the labour force, comprising about 55 per cent of the population aged over 15 years. Of the residents in the workforce, 57 per cent worked full-time and 36 per cent part-time. A further 197 residents or 4.9 per cent were unemployed, an increase of 0.6 per cent over the level recorded in 2006 (4.3 per cent). The unemployment rate within Edward River has remained well below the average for Regional NSW, which has remained above 6 per cent over the same period that Edward River has remained below 5 per cent. With more recent impacts to the LGA’s local economy arising from the drought since 2016, local unemployment may have also increased.

Over the last ten years, there has been a growing proportion of people being employed part-time (+4.1 per cent) with a corresponding decrease in the proportion of full-time employed residents (-12.7 per cent).

Figure 6: Employment status



Source: ABS 2016



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#### 4.1.3 Industry of employment and location quotient

Over ten years to 2016, employed residents in Edward River decreased by 299 residents or 7%. Despite this decrease, some industries experienced growth (although in some cases off a low base) over the period, these were:

- Health care and social assistance - 90 additional jobs (22 per cent)
- Construction - 64 additional jobs (30 per cent)
- Administrative and support services - 24 additional jobs (39 per cent)

The top five declining industries were:

- Agriculture, forestry and fishing – 219 fewer jobs (26 per cent)
- Retail trade – 160 fewer jobs (32 per cent)
- Wholesale Trade – 33 fewer jobs (27 per cent)
- Information media and telecommunications - 25 fewer jobs (54 per cent)
- Education and training – 23 fewer jobs (7 per cent).

Table 1 provides a breakdown of employment by industry sector when compared to Regional NSW. Comparatively, accommodation and food services demonstrate the most considerable proportional differentiation (16.6 per cent Edward River, compared to 5.7% for Regional NSW).

**Table 1: Employment by industry in Edward River and Regional NSW**

	Edward River LGA		Regional NSW (GCCSA)	
	Total	Per cent	Total	Per cent
Accommodation and Food Services	633	16.59%	62,555	5.67%
Administrative and Support Services	8	0.21%	26,925	2.44%
Agriculture, Forestry and Fishing	298	7.81%	66,320	6.01%
Arts and Recreation Services	100	2.62%	14,086	1.28%
Construction	275	7.21%	95,770	8.67%
Education and Training	88	2.31%	22,175	2.01%
Electricity, Gas, Water and Waste Services	339	8.89%	114,261	10.35%
Financial and Insurance Services	257	6.74%	86,995	7.88%
Health Care and Social Assistance	179	4.69%	43,985	3.98%
Inadequately described or not stated	24	0.63%	9,913	0.90%
Information Media and Telecommunications	81	2.12%	22,357	2.02%
Manufacturing	25	0.66%	15,417	1.40%
Mining	153	4.01%	50,141	4.54%
Other Services	85	2.23%	35,924	3.25%
Professional, Scientific and Technical Services	201	5.27%	79,529	7.20%
Public Administration and Safety	271	7.10%	99,607	9.02%
Rental, Hiring and Real Estate Services	496	13.00%	158,555	14.36%
Retail Trade	22	0.58%	13,706	1.24%
Transport, Postal and Warehousing	135	3.54%	43,467	3.94%
Wholesale trade	145	3.80%	42,468	3.85%
<b>Total</b>	<b>3,815</b>	<b>100%</b>	<b>1,104,156</b>	<b>100%</b>

Source: ABS 2016

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Table 2 illustrates the change in resident employment industries over the past ten years and the areas resident employment specialisation. Resident employment in agriculture, forestry and finishing has decreased by just under 220 people. The significant decrease in agriculture, forestry and fishing would have flow-on effects into related industries that service this industry sector.

**Table 2: Resident employment by industry and location quotient**

Industry	Edward River				LQ
	2006	2016	Change #	Change %	Comparable area Regional NSW
Accommodation and Food Services	256	257	1	0%	0.8
Administrative and Support Services	62	86	24	39%	0.7
Agriculture, Forestry and Fishing	847	628	-219	-26%	2.9
Arts and Recreation Services	20	22	2	10%	0.5
Construction	213	277	64	30%	0.8
Education and Training	292	269	-23	-8%	0.8
Electricity, Gas, Water and Waste Services	108	103	-5	-5%	2.1
Financial and Insurance Services	97	81	-16	-16%	1.1
Health Care and Social Assistance	408	498	90	22%	0.9
Inadequately described or not stated	93	147	54	58%	1.0
Information Media and Telecommunications	46	21	-25	-54%	0.7
Manufacturing	302	299	-3	-1%	1.3
Mining	14	10	-4	-29%	0.1
Other Services	132	134	2	2%	0.9
Professional, Scientific and Technical Services	157	152	-5	-3%	0.9
Public Administration and Safety	223	200	-23	-10%	0.7
Rental, Hiring and Real Estate Services	41	25	-16	-39%	0.5
Retail Trade	501	341	-160	-32%	0.9
Transport, Postal and Warehousing	181	177	-4	-2%	1.2
Wholesale trade	123	90	-33	-27%	1.2
<b>Total employed persons aged 15+</b>	<b>4,116</b>	<b>3,817</b>	<b>-299</b>	<b>-7%</b>	

Source: ABS 2016, population.id

**Table LQ key:**

Economic weakness/opportunity for growth	Similar in importance between areas	Major specialisation
--	-------------------------------------	----------------------

Location quotient (LQ) is a simple way of assessing which are the main industries in an area relative to a comparable area.

- Where LQ=1, the identified industry is as prevalent as in the comparable area
- An LQ greater than 1.2 indicates a significant specialisation of the industry in Edward River – indicating possibly a key economic strength. Higher numbers indicate a greater specialisation with anything exceeding 2 representing a major specialisation
- An LQ between 0.8 and 1.2 means the industry is broadly similar in importance in Edward River compared to Regional NSW
- An LQ under 0.8 indicates an industry which is more prevalent generally in Regional NSW than Edward River and may represent an economic weakness or opportunity for growth<sup>4</sup>.

From Table 2 it can be seen that, compared to Regional NSW, Edward River LGA has:

- A major specialisation in agriculture, forestry and fishing and electricity, gas, water and waste services
- A significant specialisation in manufacturing, transport postal and warehousing and wholesale trade

<sup>4</sup> economy.id (2019)

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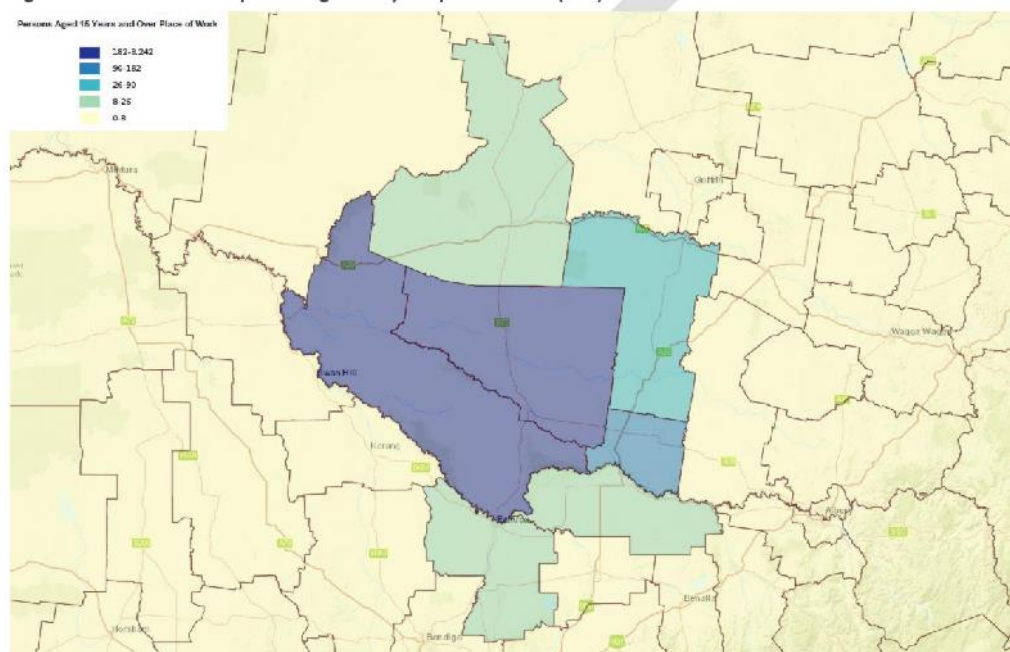


- A weakness or opportunity for growth in mining; rental, hiring and real estate services; arts and recreation services; administrative and support services, information media and technology and public administration and safety
- All other industries were of similar importance within Edward River LGA and wider Regional NSW.

**4.1.4 Where residents work**

Around 3,242 or 86 per cent of Edward River residents worked within the LGA (self-containment rate). The second most common destination for residents to seek employment was Murray River LGA with 182 residents or 4 per cent working in the LGA. Workplaces without a fixed address (state-wide) were the third most common destination for work (around 145 residents or 4 per cent), followed by Berrigan LGA with around 2 per cent of residents working there and locations in Victoria, also with approximately 2 per cent.

**Figure 7: Edward River LGA persons aged 15+ years place of work (LGA)**



Source: ABS 2016

**Table 3: Local residents place of work (2016)**

Area	Number	Proportion
Edward River LGA	3,242	86%
Murray River LGA	182	5%
No Fixed Address (NSW-wide)	145	4%
Berrigan LGA	90	2%
Victoria (statewide)	71	2%
Other	60	2%

Source: ABS 2016

The relatively high resident self-containment rate of 86 per cent in Edward River is within the expected range for regional LGAs, with greater distances to other centres in adjacent LGAs.

**4.2 Employment characteristics**

Employment refers to persons aged 15 years and over, working in Edward River LGA, regardless of their place of usual residence.

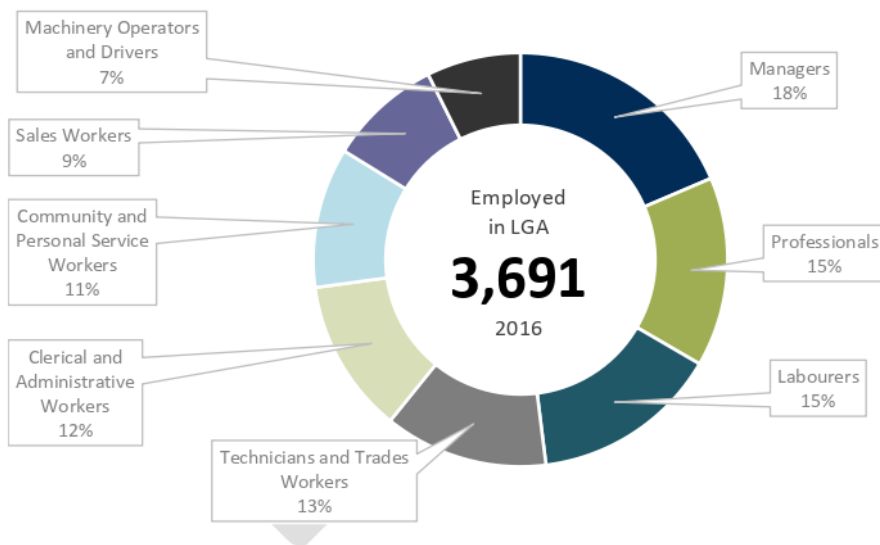
**4.2.1 Terminology**

In some sections in this Chapter and subsequent chapters, employment industries have been aggregated into four broad employment sectors. These are based on the Australian and New Zealand Standard Industrial Classification (ANZSIC). These four broad job sectors are as follows:

- **Knowledge intensive:** Information, Media and Telecommunications; Financial and Insurance Services; Rental, Hiring and Real Estate Services; Professional, Scientific and Technical Services; and Public Administration and Safety
- **Health and education:** Education; Health Care; and Social Assistance
- **Population serving:** Retail Trade; Accommodation and Food Services; Arts and Recreation Services; Construction; Administrative and Support Services and Other Services
- **Industrial:** Agriculture, Forestry and Fishing; Mining; Manufacturing; Electricity, Gas, Water and Waste Services; Wholesale Trade; and Transport, Postal and Warehousing.

**4.2.2 Employment generation in Edward River**

**Figure 8: Local employment by occupation**



As can be seen in Figure 9, over ten years to 2016, total jobs within Edward River decreased by 298 jobs to a total of approximately 3,554 jobs. Despite this overall negative growth in jobs, some industries experienced some growth in employment generated, with health care and social assistance and construction representing the largest growth.

In terms of broad industry sectors, the health care and education sector recorded slight growth over the period with a total increase in employment of around 85 jobs or 11.7 per cent (811 jobs total in 2016).

The most significant decline affected the industrial sector, which recorded a total drop in employment of around 299 jobs or a 20.3 per cent reduction over the decade to 2016 (1,171 jobs total in 2016). This significant

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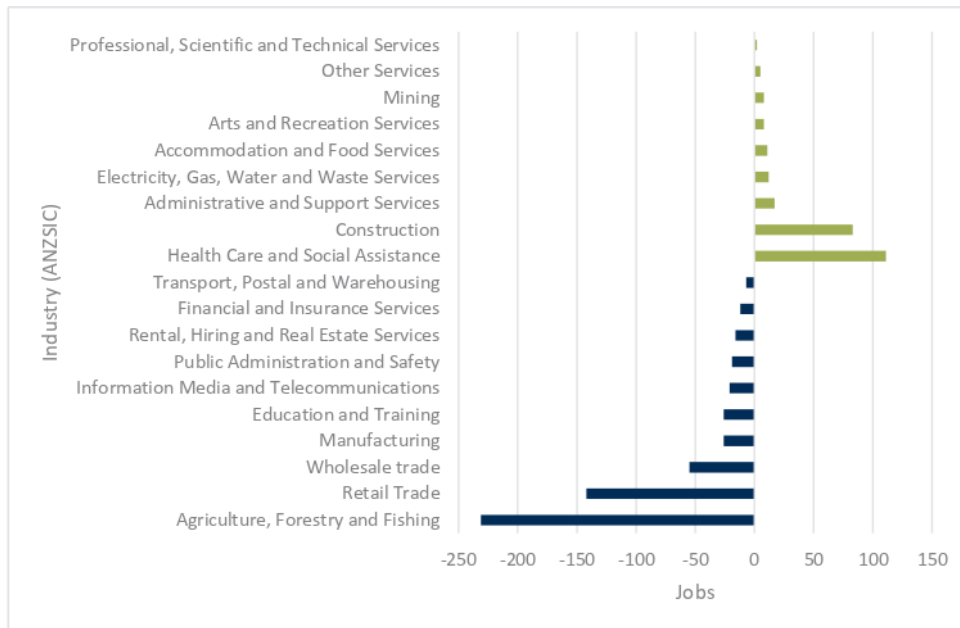


decline in employment would likely affect the amount of vacant floorspace within Deniliquin’s industrial precincts and hence the demand for additional space and land over the coming decade.

While the population serving sector declined, the decline was primarily driven by the retail industry, which recorded a decrease in employment of 142 jobs. Most other population serving industries experienced positive growth. The fall of commercial jobs would have a direct impact on the vitality and demand for space in the Deniliquin centre.

The knowledge intensive and population serving sectors experienced smaller contractions over the same period, losing 5.9 and 4.6 per cent, respectively, amounting to approximately 84 jobs in total.

Figure 9: Edward River LGA change in employment 2006-16 by industry



Source: ABS 2016

Although overall employment within agriculture, forestry and fishing has decreased over the last ten years (from 2006), it is difficult to track the employment categories that have been in major decline, as there has been significant growth in “not elsewhere classified” employment classifications increasing by 70, suggesting that some employment may have been reclassified.

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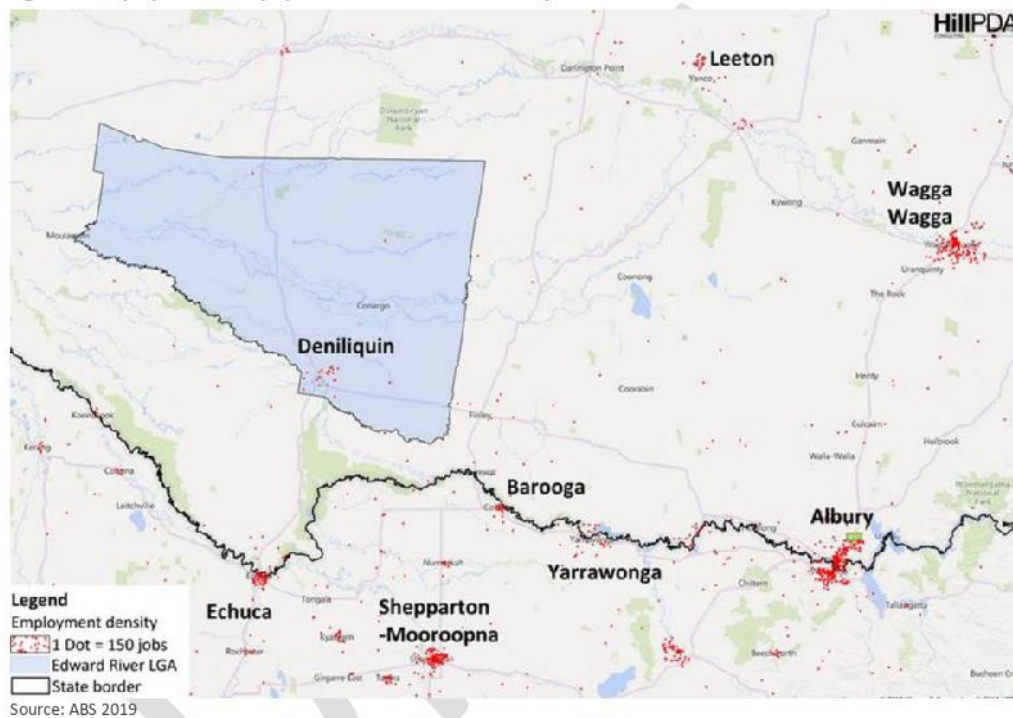


**4.2.3 Employment by location**

Figure 10 shows the distribution of jobs across Edward River and the wider region. The dots correspond to an ABS geographical boundary known as a Destination Zone (DZ), which is the smallest boundary that employment journey to work data is provided. The placement of a dot within a DZ is random. As such, a mark might seemingly not be located within a centre/precinct; however, depending on the size of the corresponding DZ, it may be found in a commercial centre or employment precinct.

Despite this, the highest concentration of jobs in Edward River is in Deniliquin, with some employment located in more remote rural areas of the LGA. This is consistent with Deniliquin’s role as a major regional centre.

**Figure 10: Employment density by destination zone 2016 – total jobs**



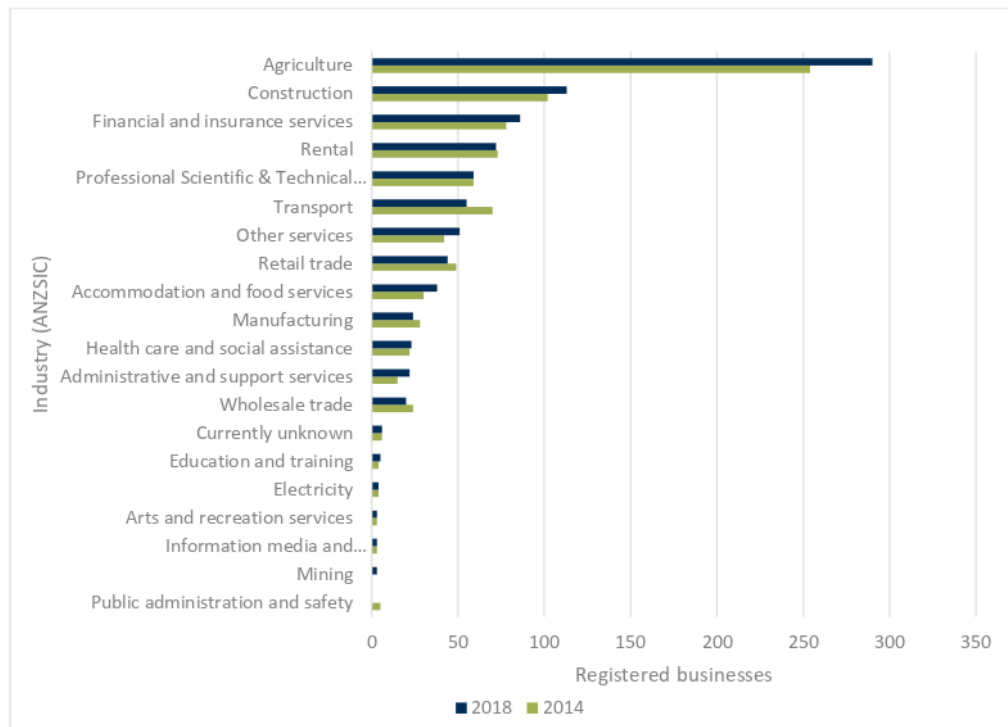
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**4.2.4 Businesses**

As can be seen in Figure 11, at 2018, there were 915 registered businesses in Edward River. The largest sector in which businesses typically had the highest turnover was Industrial; primarily driven by businesses in the agriculture, forestry and mining category, followed by transport postal and warehousing.

**Figure 11: Local businesses by sector (2018)**



Source: ABS 2019

The following table shows the turnover of the business sector in Edward River. The larger economic turnover businesses were typically in the Agriculture, forestry and fishing industry and the Transport, postal and warehousing industry.

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Table 4: Businesses in Edward River by turnover (June 2018)

	Industry of business	Less than \$50k	\$50k - \$200k	\$200k - \$2m	\$2m - \$5m	\$5m - \$10m	\$10m+
Health & educ.	Education and Training	0	0	3	0	0	0
	Health Care and Social Assistance	0	11	10	3	0	0
Industrial	Agriculture, Forestry and Fishing	56	90	122	15	3	0
	Mining	0	0	0	0	0	0
	Manufacturing	6	3	11	0	3	0
	Electricity, Gas, Water and Waste Services	3	0	0	0	0	0
	Wholesale Trade	3	3	4	4	0	0
	Transport, Postal and Warehousing	6	12	35	5	3	3
Knowledge intensive	Information Media and Telecommunications	3	0	0	0	0	0
	Financial and Insurance Services	42	28	12	0	0	0
	Rental, Hiring and Real Estate Services	27	23	14	0	0	0
	Professional, Scientific and Technical Services	18	13	25	3	0	0
	Administrative and Support Services	4	10	12	0	0	0
	Public Administration and Safety	0	0	0	0	0	0
Population serving	Construction	12	36	55	3	0	0
	Retail Trade	6	11	16	4	3	0
	Accommodation and Food Services	3	14	20	0	3	0
	Arts and Recreation Services	0	3	0	0	0	0
	Other Services	5	18	25	0	0	0
	Currently Unknown	3	3	3	0	0	0

Source: ABS 2019

Businesses in Agriculture, forestry and fishing employed the largest number of workers (up to 3,500), despite also showing that a vast majority of businesses locally registered in that category were non-employed. The next largest sectors of employment were Construction (up to 1,550); Transport, postal and warehousing (up to 1,110) and Accommodation and food services (up to 1,015).



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Table 5: Counts of businesses in Edward River LGA by employment size ranges (June 2018)

	Industry	Non-employing	1-19 Employees	20-199 Employees	200+ Employees
Health & education	Education and Training	0	0	3	0
	Health Care and Social Assistance	10	16	0	0
Industrial	Agriculture, Forestry and Fishing	199	90	9	0
	Electricity, Gas, Water and Waste Services	3	0	0	0
	Manufacturing	13	14	0	0
	Mining	0	3	0	0
	Transport, Postal and Warehousing	23	27	3	0
	Wholesale Trade	8	11	0	0
Knowledge intensive	Administrative and Support Services	9	15	0	0
	Financial and Insurance Services	73	16	0	0
	Information Media and Telecommunications	3	0	0	0
	Professional, Scientific and Technical Services	30	26	0	0
	Public Administration and Safety	3	0	0	0
	Rental, Hiring and Real Estate Services	59	8	0	0
Population serving	Accommodation and Food Services	9	22	3	0
	Arts and Recreation Services	3	0	0	0
	Construction	58	50	3	0
	Other Services	20	30	0	0
	Retail Trade	11	30	0	0
	Currently Unknown	6	3	0	0

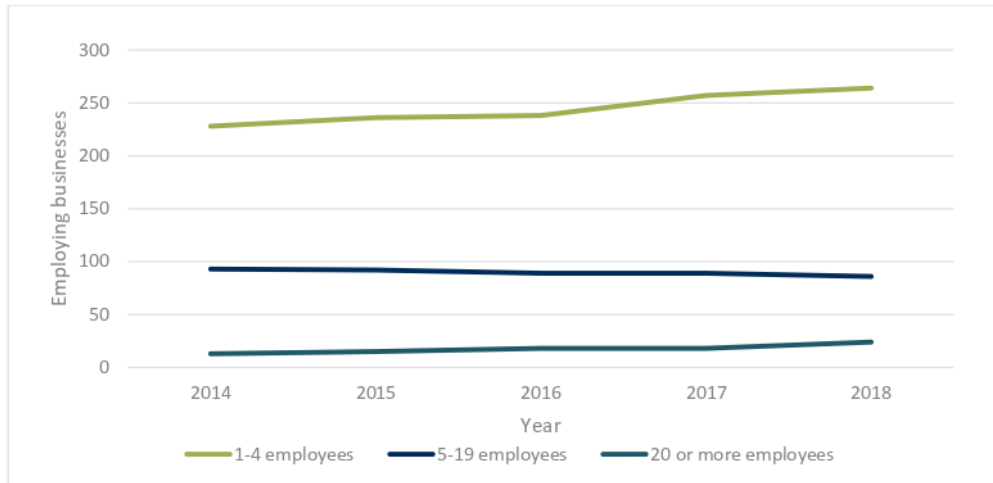
Source: ABS 2019

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Figure 12 below shows that in the four years leading up to 2018, Edward River saw growth in small businesses (1-4 employees), a gradual decrease in mid-size businesses (5-19 employees) and a slight increase in larger businesses (employing 20 or more workers).

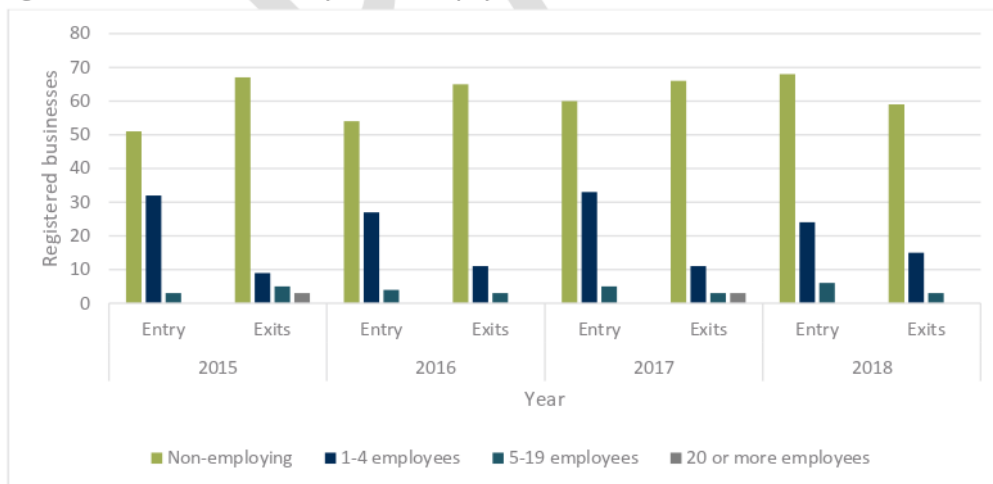
**Figure 12: Number of employing businesses (30 June)**



Source: ABS 2019

This data can be further analysed (see Figure 13) to determine the size of the businesses entering and exiting the LGA over the past four years to 2018. While the number of business exits of non-employing businesses has continually outweighed the number of business entries, what is positive is the number of small businesses is growing. Unfortunately, as seen in 2015 and 2017, the number of large business (over 20 employees) exits was not offset by entries and therefore resulted in a significant loss of employment opportunity.

**Figure 13: Business entries and exits by number of employees**



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### 4.3 Regional centre comparison

The following table compares the socio-economic metrics of Deniliquin centre against other similar size regional centres. This indicates the centre's performance and whether the trends are broader or specific to Deniliquin.

Notably, compared to the other centres, Deniliquin's change in population has been dramatic, with the below figures showing a significant decline of 8 per cent when compared to what seems to be a healthier average growth of around 1.25 per cent. While the working population has also experienced a decline, positively, the dependency ratio has remained on the lower level when compared to other centres. This means that the area still retains a strong working population to support the wider LGA population.

Comparably, weekly personal and household incomes are healthy, and the unemployment rate is on the lower side. The number of registered businesses is low, with a need to enhance business attraction and retention. The distribution of registered businesses across the broad industry sector in Deniliquin are evenly spread (apart from Health and Education). The Industrial sector in the other centres is generally stronger comparably. Agriculture, forestry and fishing and Construction generally underpin the centre economies. Leeton and Forbes have a higher presence of industrial industries with Manufacturing or Transport, postal and warehousing making the top five industries. While Deniliquin has Transport, postal and warehousing, this sector could be further enhanced, as well as the Manufacturing sector to assist in further diversifying the economy.

Table 6: Comparison of similarly sized regional centres

	Deniliquin	Cootamundra	Young	Leeton	Forbes
Population (2016)*	6,836	5,671	7,169	6,928	7,033
Change 2006-16*	↓ 8.0%	↑ 1.9%	↑ 0.4%	↑ 1.5%	↑ 1.2%
Median age	45	51	40	40	41
Dependency ratio*	69%	88%	80%	66%	75%
Change 2006-16*	↑ 3%	↑ 16%	↑ 9%	↑ 1%	↑ 7%
Dwellings (2016)*	3,361	2,816	3,352	3,119	3,285
Change 2006-16*	↓ 3.3%	↑ 7.4%	↑ 5.3%	↑ 5.9%	↑ 5.3%
Average dwelling size*	2.0	2.0	2.1	2.2	2.1
Workers (POW) 2016*	3,205	2,699	4,377	4,244	3,988
Change 2006-16*	↓ 12.3%	↑ 4.3%	↓ 8.6%	↓ 5.5%	↑ 17.7%
Median weekly personal income (2016)	\$575	\$496	\$505	\$640	\$548
Median weekly family income (2016)	\$1,361	\$1,165	\$1,131	\$1,459	\$1,250
Median weekly household income (2016)	\$1,018	\$845	\$862	\$1,156	\$982
Unemployment rate (2016)	5.9	6.9	7.6	5.6	6.2
Registered businesses (June 2018)*	774	806	1,148	833	1,243

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	Deniliquin	Cootamundra	Young	Leeton	Forbes
<b>Registered businesses by broad sector*</b> <ul style="list-style-type: none"> <li>■ Population serving</li> <li>■ Knowledge intensive</li> <li>■ Industrial</li> <li>■ Health and education</li> <li>■ Currently Unknown</li> </ul>					
<b>Top 5 industries by registered businesses (ANZSIC 1-digit, June 2018)</b>	1. Agriculture, Forestry and Fishing 2. Construction 3. Financial and Insurance Services 4. Rental, Hiring and Real Estate Services 5. Transport, Postal and Warehousing	1. Agriculture, Forestry and Fishing 2. Financial and Insurance Services 3. Construction 4. Rental, Hiring and Real Estate Services 5. Professional, Scientific and Technical Services	1. Agriculture, Forestry and Fishing 2. Construction 3. Rental, Hiring and Real Estate Services 4. Retail Trade 5. Financial and Insurance Services	1. Agriculture, Forestry and Fishing 2. Construction 3. Retail Trade 4. Rental, Hiring and Real Estate Services 5. Manufacturing	1. Agriculture, Forestry and Fishing 2. Construction 3. Rental, Hiring and Real Estate Services 4. Other Services 5. Transport, Postal and Warehousing

\*Data compiled to SA2 boundaries, all other data has been compiled to Urban Centres and Localities (UCL) boundaries  
 Source: ABS 2019



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#### 4.4 LGA comparison

The following table compares the socio-economic metrics of Edward River LGA with the surrounding LGAs. This indicates the LGA's performance and competitive advantage/disadvantage.

Echuca in Campaspe, Victoria is the largest nearby centre and offers the district services and amenities that the small localities are not able to sustain due to population size. Moama, in Murray River Council, has benefitted from proximity to Echuca, with the LGA growing in population by around 500 people since the 2016 Census. Due to their proximity to the main Deniliquin centre and LGA population size, these two LGA's pose the biggest competitive threat to Edward River as they can sustain and attract more businesses, services and amenities.

Interestingly, Edward River still retains a strong GRP (in comparison to population size) and median household and personal income compared to the other LGA's. Positively, Edward River has the strongest proportion of employing businesses (41 per cent) when compared to the other LGAs. Further growth in the number of employing business entries would assist in sustaining and supporting the growth of the economy, likely increasing the expenditure in towns and at local businesses.

Table 7: Comparison of nearby LGAs

	Edward River	Berrigan	Murray River	Campaspe (Vic)
Total population (2018)	8,995	8,707	12,118	37,592
Working age population (15-64 years) (2018)	5,344	4,672	6,763	22,110
Median age (2018)	45	49	48	45
GRP (\$ millions) <sup>5</sup>	616	494	644	2,105 <sup>6</sup>
Median household income (\$, 2016)	\$721	\$645	\$692	\$693
Median personal income excl. Government pensions and allowance (\$, 2016)	40,245	38,513	39,013	39,782
Total number of businesses (June 2018)	915	872	1,276	4,169
Number of employing businesses (June 2018) – (% of total registered businesses)	377 (41%)	345 (39%)	466 (37%)	1,556 (37%)
Business entries (June 2018)	97	105	125	395
Business exits (June 2018)	74	91	110	361

<sup>5</sup> Riverina and Murray Joint Organisation (2018), *Statement of Strategic Regional Priorities 2018-2022*

<sup>6</sup> economy.id (2019)



# PRECINCT ANALYSIS AND PROFILES

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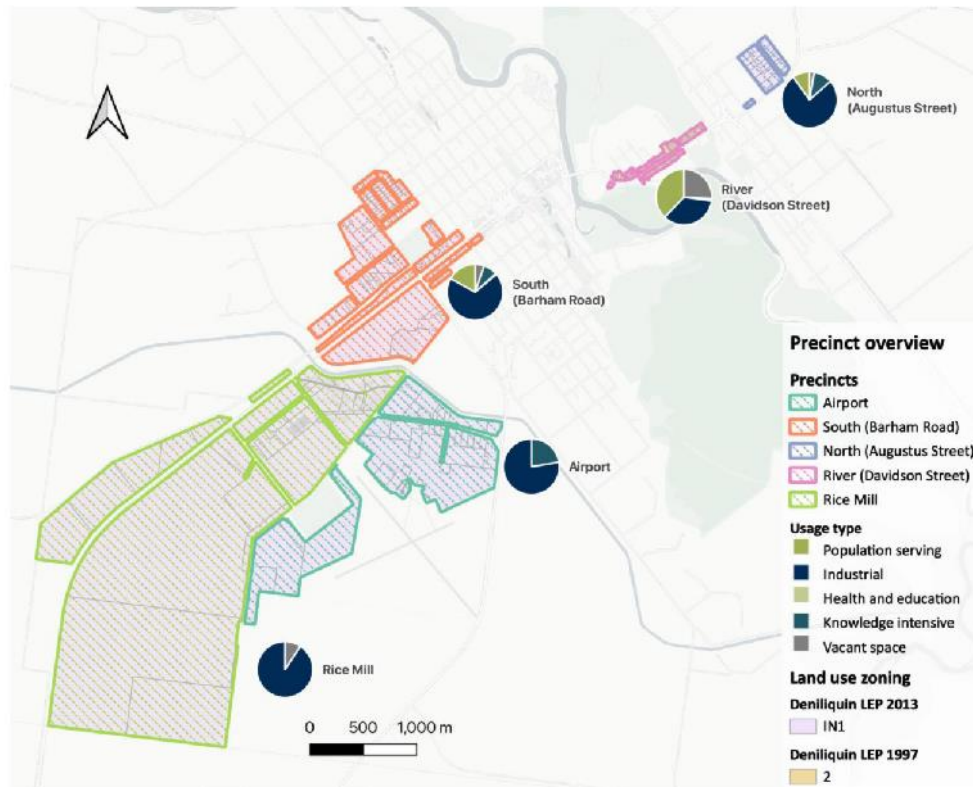


## 5.0 PRECINCT ANALYSIS AND PROFILES

### 5.1 Precinct overview

For this industrial land audit, five employment precincts have been identified (see Figure 14). Industrial land for the purposes of this audit is considered to be land zoned IN1 under the Deniliquin LEP 2013 and 2 Urban under the Deniliquin 1997 LEP, which continues to apply to the River (Davidson Street) precinct.

Figure 14: Industrial land precincts for the land use audit



Source: HillPDA 2019

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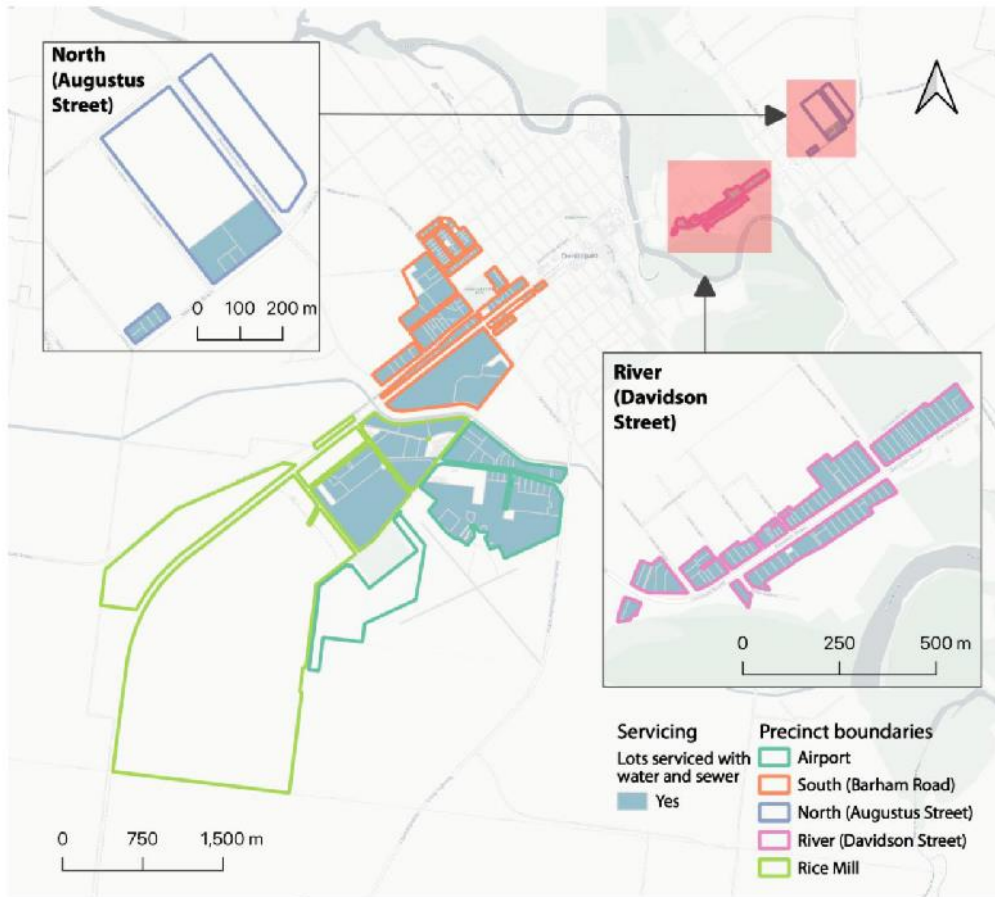


**5.1.1 Land servicing and utilisation**

Serviced land, in accordance with the DPIE Employment Land Development Monitor definition, is land that falls within five meters of a water and sewer pipeline or connection. This analysis has been undertaken through GIS and may have some anomalies. There may also be instances where properties are serviced by water, however, still have a septic system for sewage.

In total, Edward River LGA contains around 856 hectares of zoned employment land, of which, around 278 hectares of this land is serviced, and around 577 hectares is un-serviced (see Figure 15).

Figure 15: Serviced and un-serviced land



Source: HillPDA 2020

As can be seen in Table 8, the Rice Mill Precinct and Airport Precinct contain the largest proportions of un-serviced land. The River and South (Banham Road) precincts have the largest proportion of lots that are serviced. Access to serviced land means that lots are immediately available for development and do not require significant investment or delay. While there is land that is zoned, and in some instances available for development, the lack of servicing will result in delays and costs and therefore can be a deterrent for potential investors.



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**Table 8: Serviced and not serviced (water and sewer) land areas by precinct**

Precinct	Zoned and serviced (ha)	Zoned and not serviced (ha)	Total (ha)
Airport	85.1	67.2	152.2
North (Augustus Street)	2.4	10.3	12.8
Rice Mill	81.3	485.3	566.7
River (Davidson Street)	7.8	0.8	8.7
South (Barham Road)	102.1	13.6	115.7
<b>Total (ha)</b>	<b>278.7</b>	<b>577.4</b>	<b>856.1</b>

To understand the pipeline of land available for immediate development an analysis of serviced land has been undertaken (see Table 9). The analysis considers the amount of service land that is:

1. Vacant, serviced and not utilised
2. Utilised but contains no built structures
3. Underutilised, where the built structure FSR is below the average built FSR for the LGA.

The average built FSR for industrial land in Edward River LGA is 0.18:1. While this is low, it is reflective of the LGA's regional setting and availability of land.

Land that is vacant, serviced and not utilised is considered ready for immediate development. Of the 278 hectares of land that is serviced, 46 hectares is available for immediate development, mostly within the South Precinct and the Airport Precinct. Considering the limited market demand, there is less incentive for land that is underutilised to be purchased and redeveloped to a higher-order use.

**Table 9: Serviced (water and sewer) vacant and underutilised land by precinct**

Precinct	Serviced vacant land (ha)	Serviced vacant land in use (built FSR below 0.01) (ha)	Serviced underutilised land (below average built FSR) (ha)
Airport	5.9	17.4	57.2
North (Augustus Street)	0.2	0.7	1.1
Rice Mill	2.9	8.9	56.0
River (Davidson Street)	0.1	0.6	1.8
South (Barham Road)	37.7	22.1	27.3
<b>Total (ha)</b>	<b>46.9</b>	<b>49.7</b>	<b>143.5</b>

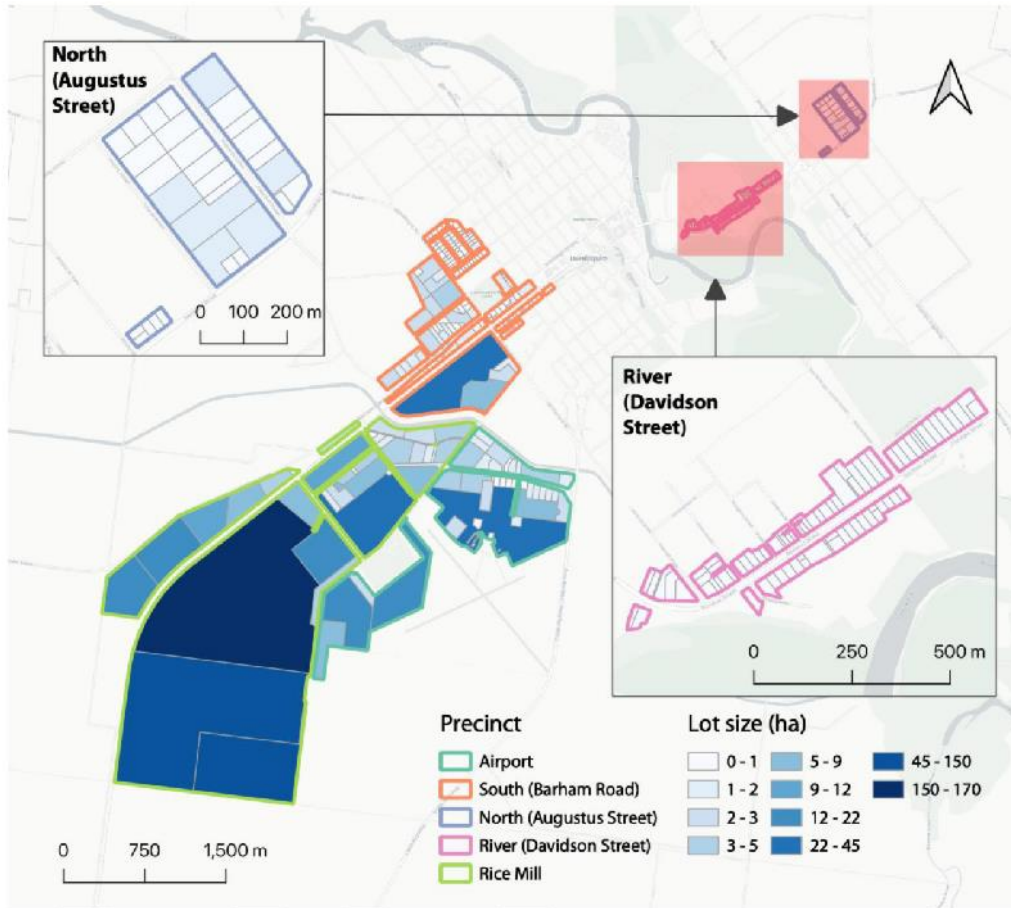
### 5.1.2 Lot size distribution

To further understand the characteristics of the land in the Edward River industrial precincts, an analysis of lot size distribution has been undertaken. Figure 16 illustrates the distribution of lot sizes across the LGA regardless of if they are serviced or un-serviced.

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Figure 16: Lot size distribution



Source: HillPDA 2020

As can be seen in Table 10, the majority of serviced lots are less than 2 hectares in size, which is appropriate for most smaller-scale industrial and urban service uses. There are limited large lots available with access to services. Those that are available are in the Airport Precinct, Rice Mill Precinct and the South Precinct.

Table 10: Lot size distribution for zoned (IN1 and 2) and serviced (water and sewer) lots across LGA (no. of lots)

Precinct	0-2 ha	2-5 ha	5-12 ha	12-45 ha	45-150 ha
Airport	20	5	1	-	1
North (Augustus Street)	9	-	-	-	-
Rice Mill	4	5	4	1	-
River (Davidson Street)	72	-	-	-	-
South (Barham Road)	105	8	1	1	-
<b>Total no. of lots</b>	<b>210 lots</b>	<b>18 lots</b>	<b>6 lots</b>	<b>2 lots</b>	<b>1 lot</b>

Source: HillPDA 2020 (using Edward River Council servicing GIS)

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Table 11 illustrates that the majority of large lots are currently not serviced, and there are a considerable number of smaller infill lots that would benefit from services.

**Table 11: Lot size distribution for zoned (IN1 and 2) and not serviced (water and sewer) lots across LGA**

Precinct	0-2 ha	2-5 ha	5-12 ha	12-45 ha	45-150 ha
Airport	22	4	1	2	-
North (Augustus Street)	21	-	-	-	-
Rice Mill	12	5	2	4	3
River (Davidson Street)	10	-	-	-	-
South (Barham Road)	27	2	-	-	-
<b>Total no. of lots</b>	<b>92 lots</b>	<b>11 lots</b>	<b>3 lots</b>	<b>6 lots</b>	<b>3 lots</b>

Source: HillPDA 2020 (using Edward River Council servicing GIS)

Of the vacant serviced land, the Airport Precinct and South Precinct contain the greatest proportion of lots ready for immediate development; these are mainly of a small scale. The larger lot has already been flagged for a potential transport intermodal terminal (subject to approval). Of the lots that are serviced and underutilised, the South Precinct has the greatest capacity for additional development. In contrast, the Airport Precinct has the greatest diversity in the size of lots available.

**Table 12: Lot size distribution of vacant or underutilised land parcels**

Precinct	Serviced vacant land (no. of lots)					Serviced underutilised land (no. of lots)				
	0-2	2-5	5-12	12-45	45+	0-2	2-5	5-12	12-45	45+
Airport	4	1	-	-	-	11	4	1	-	1
North (Augustus Street)	2	-	-	-	-	2	-	-	-	-
Rice Mill	-	1	-	-	-	3	2	3	1	-
River (Davidson Street)	2	-	-	-	-	24	-	-	-	-
South (Barham Road)	3	2	-	1	-	52	6	1	-	-
<b>Total no. of lots</b>	<b>11</b>	<b>4</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>92</b>	<b>12</b>	<b>5</b>	<b>1</b>	<b>1</b>

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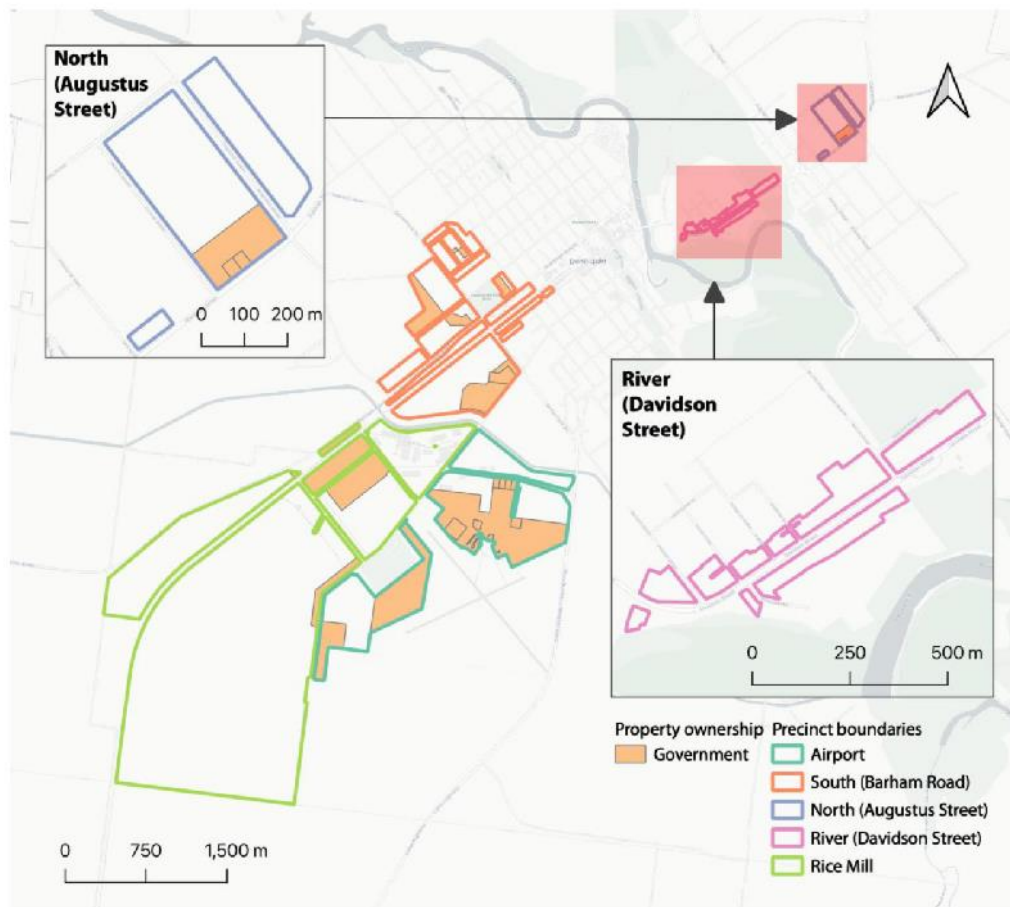


**5.1.3 Land ownership**

An analysis of land ownership can also identify opportunities and constraints to development. In some instances, where land is surplus to government requirements, there is an opportunity for government-owned land to be leveraged for development purposes through joint ventures. As can be seen in Figure 17, land in the Airport Precinct and South Precinct have the largest number of government-owned parcels.

Further subdivision of land parcels in the Airport Precinct should not be undertaken without first understanding industry land requirements through targeted consultation.

**Figure 17: Government and Local Aboriginal Land Council land ownership**



Source: HillPDA 2020, adapted from Edward River Council GIS

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**5.2 Analysis principles**

Several principles contribute to the suitability of land when analysing existing supply and determining future employment land use requirements. These are overviewed below.

<p><b>People – diverse opportunities for employment and learning</b></p>	<p><b>Land – adequate, appropriate and long term supply of land</b></p>	<p><b>Built form – suitable space that meets current and future needs</b></p>
 <ul style="list-style-type: none"> <li>• The proximity of a skilled and available local workforce</li> <li>• Provides for a diversity of employment opportunity including part-time, full time or casual work</li> <li>• Opportunities for further education and up-skilling including the availability and accessibility of suitable educational institutions, training courses and apprenticeship programs in the LGA.</li> </ul>	 <ul style="list-style-type: none"> <li>• The quantum of land or space available for rent/purchase on the market at any given time</li> <li>• A suitable pipeline of appropriately zoned land to meet current and future requirements</li> <li>• Land constraints can be feasibly addressed</li> <li>• Affordability of land from a sale and rent perspective</li> <li>• The scale of sites is suitable for the needs of a given industry.</li> </ul>	 <ul style="list-style-type: none"> <li>• Flexibility and adaptability in planning controls</li> <li>• Incentives for new industrial development to meet current and future needs</li> <li>• Appropriateness of zoning and planning controls to facilitate the business requirements.</li> </ul>
<p><b>Infrastructure – is aligned with current need and future growth</b></p>	<p><b>Economic – a sustainable and productive long-term economy</b></p>	<p><b>Place – an attractive place of employment</b></p>
 <ul style="list-style-type: none"> <li>• Appropriate and available water and wastewater services, sewerage and electricity</li> <li>• Appropriate road classification for vehicle movement</li> </ul>	 <ul style="list-style-type: none"> <li>• Opportunity to cluster and agglomerate</li> <li>• Opportunity to leverage available infrastructure and industries</li> <li>• Number and types of competing businesses and centres either to support clustering opportunity or influence demand.</li> </ul>	 <ul style="list-style-type: none"> <li>• The appeal of social infrastructure and networking services to attract and retain employees to the LGA</li> <li>• An attractive and safe urban environment</li> <li>• Affordability and suitability of residential accommodation within reasonable proximity of employment</li> <li>• The proximity and access to support services such as local shops, entertainment, childcare, schools, doctors etc.</li> </ul>

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### 5.3 Precinct suitability analysis

The following table compares and analyses each precinct against the guiding principle analysis framework identified above. The analysis has been informed by GIS mapping layers, stakeholder consultation and expert judgement.

**Table 13: Precinct suitability analysis**

		Rice Mill	South (Barham Road)	Airport	River (Davidson Street)	North (Augustus Street)
PEOPLE	Skilled workforce	Average				
	Diverse employment opportunities	Poor	Average	Poor	Average	Average
	Upskilling opportunities	Average				
LAND	Quantum of land availability	Good	Good	Good	Poor	Poor
	Pipeline of land	Good	Average	Good	Poor	Poor
	Flooding	Good	Good	Average	Poor	Poor
	Bushfire	Average	Good	Average	Average	Average
	Contamination	Average	Average	Poor	Average	Average
	Land affordability	Good				
	Suitable and diverse site sizes	Average	Average	Good	Poor	Poor
BUILT FORM	Planning controls	Average	Average	Average	Poor	Average
	Incentives	Average				
	Zoning	Good	Good	Good	Average	Good
INFRASTRUCTURE	Accessibility (road)	Average	Good	Good	Good	Average
	Reticulated water	Average	Good	Average	Good	Good
	Reticulated sewer	Average	Good	Average	Good	Poor
	Internet	Average	Good	Average	Good	Average
	Electricity	Average	Good	Average	Good	Good
ECONOMIC	Cluster and agglomeration potential	Average	Average	Good	Average	Average
	Leverage existing industries	Poor	Good	Good	Average	Good
	Diversity of businesses	Poor	Good	Average	Average	Average
PLACE	Access to services	Poor	Good	Poor	Average	Poor
	Attractive urban environment	Poor	Average	Average	Average	Average
	Residential affordability	Good				

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#### 5.4 Broader observations

The following observations were raised during field inspections and by stakeholders during the engagement process.

- Major influencers
  - Seasonal effects (drought, climate)
  - Availability of services in town (compared to competing centres)
  - The attractiveness of the town centre
- Employment
  - Most employers said they did not have too much trouble finding employees generally
  - Skilled employees are more difficult to secure. Businesses generally try to retain skilled workers after their apprenticeships
  - The view was expressed that skilled workers, like others would not move or travel to Deniliquin without reason (e.g. family)
  - Some stakeholders indicated that they thought that immigration to the LGA was at an all-time low
- Development
  - Smaller developers identified upfront costs as a disincentive to development, particularly relating to regulated servicing requirements (e.g. headworks, telecommunications, fire standards)
  - Some stakeholders expressed concern that upfront and ongoing costs for development were not competitive with other nearby centres (e.g. Moama), which also benefit from a greater diversity of services and amenities
  - It was generally felt that there was sufficient land for existing and future industrial uses
- Industrial services
  - The existing suite of supporting industries was identified as a strength of the centre, particularly about agribusiness, engineering/manufacturing and transport, freight and logistics
  - Stakeholders working closer to agriculture felt there was no requirement for any additional infrastructure until the water problems are resolved
- Positioning
  - The price of the land itself was identified as an attractive factor for some stakeholders
  - The position of the town at the junction of major road freight corridors was considered a strength
  - Cost of housing was considered cheaper, particularly when compared to Echuca and Moama
  - Density and diversity of services and retail offerings in nearby centres was attracting people away, even for shopping (e.g. Dan Murphy's). This was perceived to snowball the situation as once people or services leave, others tended to follow
- Climate / Environment
  - The current difficulties with water availability were considered a significant issue for businesses that rely on income from services provided to or from the agricultural sector
  - Stakeholders working closely with the agricultural industry expressed more significant concerns and believed confidence would not return, particularly until the agriculture sector prospered.
  - More significant concerns around the perceptions that were arising from the drought and water availability and negative media
  - Anecdotally banks and financial institutions have been refusing to provide finance for new local projects making it more challenging to attract investment to the area
  - A few stakeholders stated that adapting to prevailing drought conditions would present a challenge
  - Longer-term stakeholders believed that the local economy would rebound with rain
  - The view was expressed that there are still efficiencies to be gained by surrounding farmers that are yet to emerge

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- Opportunities
  - Caravan fabrication and storage
  - Businesses being pushed out of Melbourne
  - Residential Skypark (at the airport)
  - Manufacturing road transport trailers
  - Boat storage
  - Boat manufacturing
  - Attracting government investment (e.g. prison)
- Perceptions of council operations
  - Many of the larger business stakeholders were happy with council interactions, feeling that owing to the size of the LGA it was an easy organisation to deal with
  - Several stakeholders felt that council should adopt a more entrepreneurial approach, looking at how it can not only attract businesses in line with competing centres but also counteract the additional draw of service density in those competing centres (e.g. Echuca, Albury). It was stated that the approach needs to be innovative and the Council may need to seek out new ideas, including (but not limited to):
    - › Peppercorn leases
    - › Making land available for agreed outcomes
    - › Rate cuts
  - It was stated that an expectation of full cost recovery from industrial development was unrealistic
  - Some stakeholders felt that the Council could do more to cooperate with and support smaller developers in interacting with the planning system as well as providing support to prospective businesses on how to establish new businesses
  - Some stakeholders felt that the Council needed to move more rapidly on development opportunities
  - Some stakeholders expressed the view that rate concessions would not help alone.



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### 5.5 Airport precinct

The Airport precinct is south of Deniliquin town centre at the intersection of Cobb Highway and Cemetery Road.

<b>Land area:</b>	152 hectares	<b>Occupied GFA:</b>	34,608 square metres
<b>Gross floor area (GFA):</b>	34,608 square metres	<b>Vacant GFA:</b>	0 square metres

**Breakdown:**



- Population serving
- Industrial
- Knowledge Intensive
- Vacant space

Type:	GFA (sqm)	Per cent
Agriculture	0	0%
Electricity, Gas, Water and Waste Services	0	0%
Manufacturing	8,210	24%
Other Services	0	0%
Public Administration and Safety	7,750	22%
Transport, Postal and Warehousing	9,357	27%
Vacant space (unoccupied)	0	0%
Wholesale Trade	9,291	27%
<b>Grand Total</b>	<b>34,608</b>	<b>100%</b>

Average built FSR: 0.17

Figure 18: Airport precinct aerial



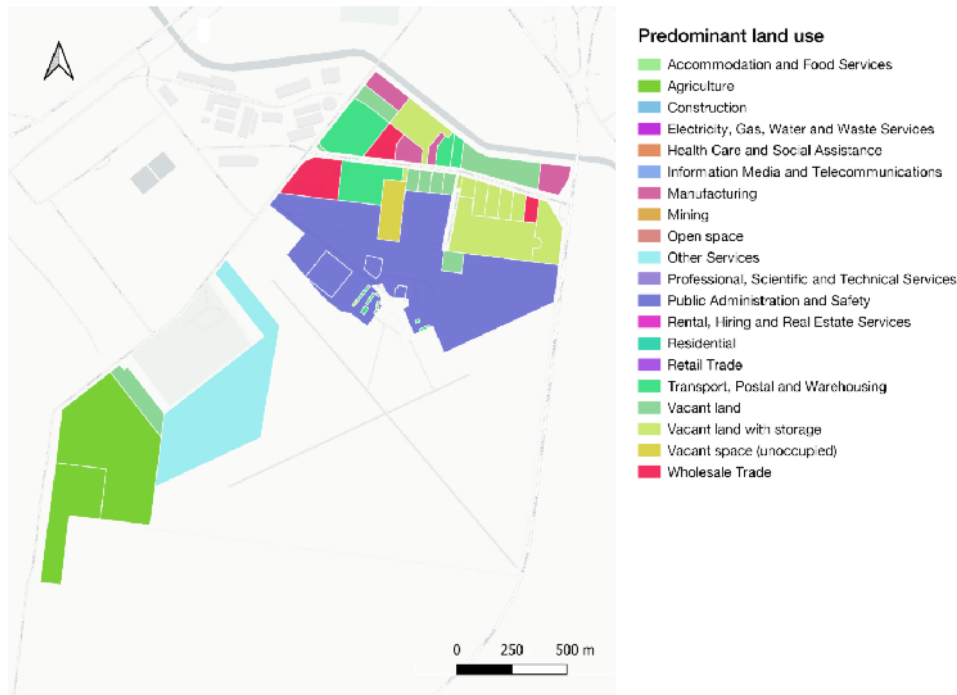
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**5.5.1 Predominant land use**

Land uses within the Airport precinct relate to the presence of the airport itself, with several businesses and government services (e.g. NSW Fire Brigade training centre, NSW Fire Management Centre) locating within the airport area. In addition, several aircraft storage hangars are being constructed within the airport. Other major landholders exist on the serviced lands directly north and north-west of the precinct including bulk agricultural and fuel wholesalers and significant road freight businesses.

**Figure 19: Airport predominant land use distribution**



**5.5.2 Land utilisation**

As can be seen in Figure 20, the utilisation of land in the Airport Precinct is relatively low, and vacant land ready for immediate development is limited. Of vacant land, as can be seen in Figure 21, the lot sizes are relatively small in comparison to the types of industries that have been developing in the area or the land is owned by the Local Aboriginal Land Council.

There is an opportunity for the underutilised land around the Airport to be further developed for industrial purposes in line with the Deniliquin Airport Masterplan.

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Figure 20: Land utilisation within precinct based on built FSR per lot



Figure 21: Lot size within the Airport precinct



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**5.5.3 Environmental constraints**

The precinct would be unaffected in a 1 in 20 flood event and would only be at low risk at its easternmost extremity during a 1 in 100 flood event. Most of the precinct falls within the provisional Flood Planning Area gazetted by the council (300mm extent).

Council has assessed over 80 per cent or 122 hectares of the precinct as being affected by some form of contamination. Approximately 75 per cent of that contamination is from fuel, which affects the airport and most of the areas surrounding it. Below this, contamination arising from agricultural land use is the next largest contaminant.

Approximately 33 hectares or 22 per cent of the land within the Airport precinct is bushfire prone, and this land is predominantly to the south of the precinct, where the uses are more agricultural. Almost all the land is rated to a level 3 bushfire hazard.

**5.5.4 Ownership**

Most land in this precinct is within the airport, of which Council is the significant owner.

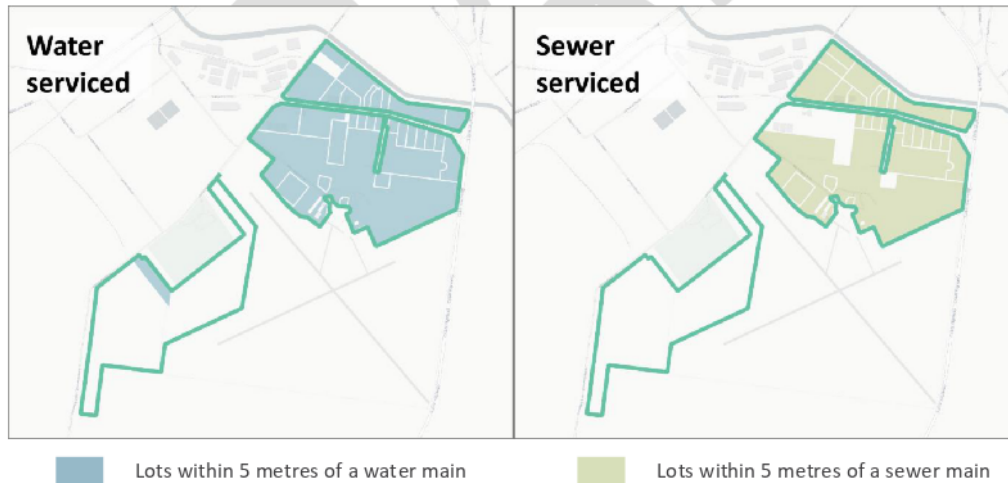
**5.5.5 Development activity**

There are currently no firm developments within the precinct.

**5.5.6 Precinct infrastructure**

The northern part of the precinct, surrounding the airport, is predominantly serviced by both reticulated water and sewer. The southern part of the precinct, which is predominantly open land is not presently serviced.

Figure 22 Water and sewer serviced lots (less than 5 metres) within the Airport Precinct



The precinct is accessible by B doubles and road trains with an east-west route through the precinct available via Cemetery and Saleyards Roads, where a number of road freight businesses are based. The precinct is bounded to the east by the Cobb Highway, which is the major southern road link from Deniliquin to the Victorian border at Moama and Echuca.

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Figure 23: Roads gazetted for b-double and road train access



#### 5.5.7 Precinct observations

- The precinct contains Deniliquin Airport, which was the subject of the Airport Masterplan that proposed activating the area through the establishment of an air freight hub. Opinion amongst the stakeholders consulted was that this would not stack up financially or have the development interest
- This precinct has benefitted from a few recent developments, significantly the construction of the NSW Fire Management Centre and NSW Fire Brigade Training Centre
- Stakeholders suggested that there is some potential for downstream food processing around horticulture or intensive meat production
- Council owns five serviced lots suitable for industrial uses, which remain vacant
- Possible industries with opportunities arising from the airport
  - Residential sky village / Skypark – residential accommodation for airport users, fly in and stay with private hangars
  - Flight training school
  - Aviation equipment manufacturing
- Poor servicing to the south of the precinct has seen the industrial zoned areas being utilised as feedlots
- There was stakeholder criticism of non-airport related industries being approved on land adjacent to the airport (e.g. agricultural machinery manufacturing)
- Some stakeholders had a view that the council-owned lots around the airport should be made available at low cost or free of charge to encourage industry
- There was a perception that the extension of the runway has been shelved with the masterplan
- Possible future expansion of the airport may be constrained with respect to runway height envelopes
- Federal funding for resurfacing the existing runway has been allocated
- There are limitations on the power supply within this precinct. A significant expansion of industry here would require an additional substation to be constructed to the south of the canal. The view was expressed that this substation should be a Council priority
- Some stakeholders suggested that anything to the south of the aerodrome on the western side of the Cobb Highway should be for agriculture purposes
- Stakeholders indicated that land to the south-eastern side of the Cobb Highway could be future industrial development. Part of the unsealed runway would need to be dispensed to facilitate this.

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### 5.6 South (Barham Road) precinct

The South precinct is located off Barham Road to the south of the town centre. The precinct is characterised by a mixed of businesses and hobby industries.

**Land area:** 117 hectares      **Occupied GFA:** 81,619 square metres  
**Gross floor area (GFA):** 86,189 square metres      **Vacant GFA:** 4,570 square metres

**Breakdown:**



**Average built FSR:** 0.17

Type:	GFA (sqm)	Per cent
Accommodation and Food Services	300	0%
Agriculture	5,370	6%
Construction	5,514	6%
Electricity, Gas, Water and Waste	7,748	9%
Health Care and Social Assistance	400	0%
Telecommunications	404	0%
Manufacturing	18,233	21%
Mining	1,238	1%
Other Services	8,272	10%
Professional, Scientific and Technical	2,100	2%
Public Administration and Safety	2,829	3%
Rental, Hiring and Real Estate	1,636	2%
Retail Trade	499	1%
Transport, Postal and Warehousing	24,353	28%
Vacant space (unoccupied)	4,570	5%
Wholesale Trade	2,724	3%
<b>Grand total</b>	<b>86,189</b>	<b>100%</b>

Figure 24: South precinct aerial



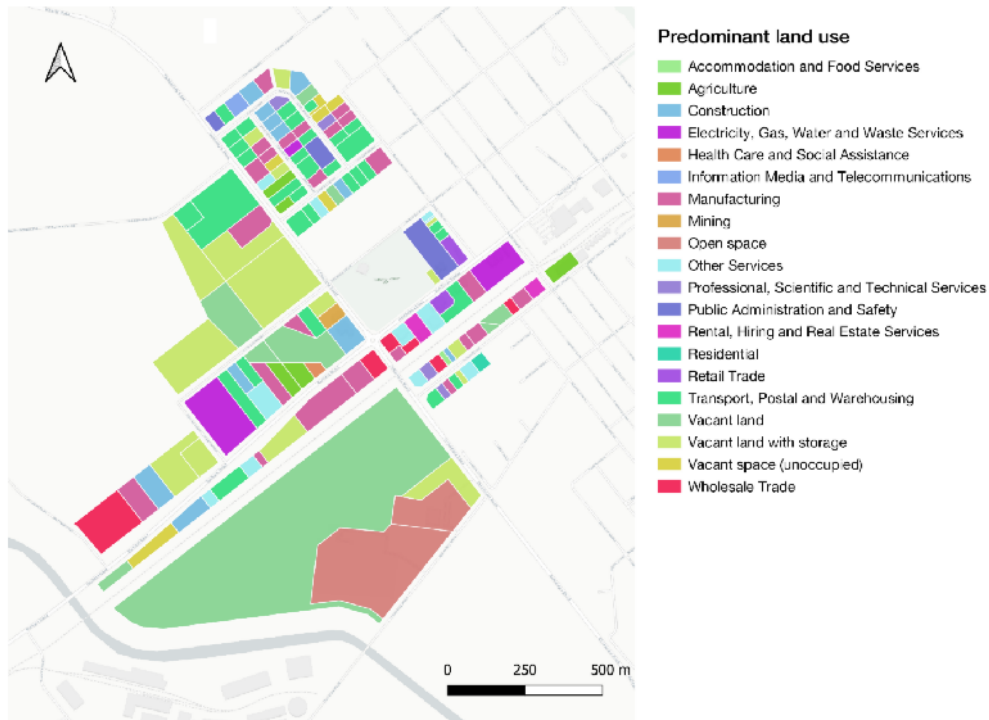
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**5.6.1 Predominant land use**

Transport and manufacturing are the two major land uses within this precinct, with freight businesses, storage, a sawmill and steel fabricators amongst the largest land uses. Following this, there is a significant proportion of “Other”, which is predominantly made up of auto-repair and servicing businesses. The precinct also includes some council land to the south, which is now being used for recreational purposes (recently developed sports grounds).

Figure 25: South precinct predominant land use distribution



**5.6.2 Land utilisation**

As can be seen in Figure 26, the utilisation of land in the South Precinct is relatively high, particularly in the northern and eastern areas of the precinct, which are positioned closest to the centre of Deniliquin. There are some vacant lots with services available ready for immediate development, with these lots being of varying sizes. There are a significant number of serviced lots below the average industrial built FSR.

Despite the relatively high level of development within this precinct, there are opportunities for some infill development on vacant lots with immediate availability of services. These lots could be brought to the market relatively quickly.

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Figure 26: Vacant and underutilised lots (based on built FSR) with access to water and sewage



Figure 27: Lot size within the South (Barham Road) precinct





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**5.6.3 Environmental constraints**

There are no flood-prone areas within or adjacent to the precinct.

Council has assessed over 41 per cent, or 33 hectares, of land within the precinct as being affected by some form of contamination. Approximately 41 per cent of that contamination is from fuel, possibly arising from extensive urban services (e.g. agricultural and automotive service and repair, as well as extensive transport services within the precinct. Below this, contamination arising from agricultural land use is the next most significant.

There is no land within the precinct classified as bushfire prone. However, some properties along the northern edge, border an area with a higher hazard rating.

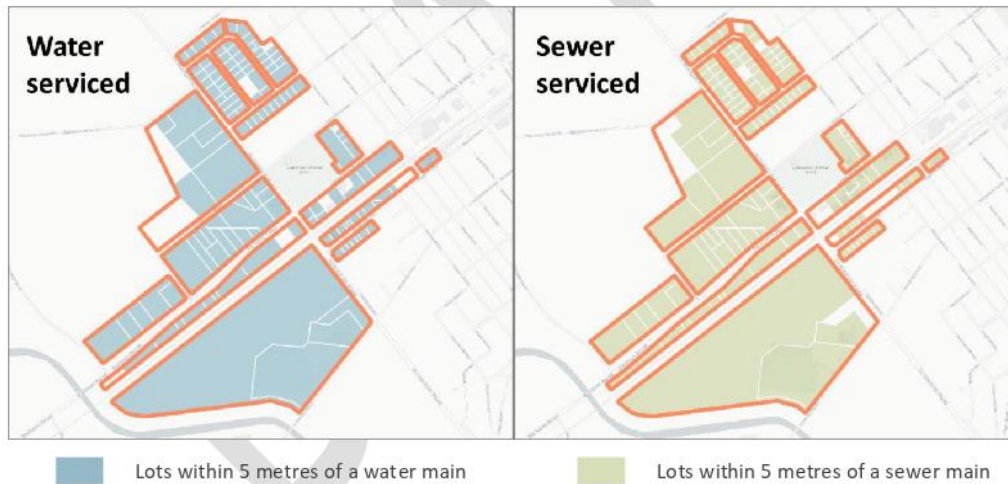
**5.6.4 Development activity**

Council is currently planning on consolidating the two existing council depots into the northern site, resulting in the present southern depot being rendered superfluous. Consequently, the council are currently seeking expressions of interest from developers regarding the existing depot.

**5.6.5 Infrastructure**

The relatively central location of this precinct within Deniliquin affords it better access to reticulated water and sewer services, with most lots being serviced, or within 5 metres of a service.

**Figure 28: Water and sewer serviced lots (less than 5 metres) within the South (Barham Road) Precinct**



This precinct is well served by road train and B-double routes, lying at the junction of the three major routes to the south and west of the Edward River and the main crossing at Deniliquin. Some of the local roads within the industrial areas have been gazetted as being appropriate for B-Double

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Figure 29: Roads gazetted for b-double and road train access



#### 5.6.6 South precinct observations

- This precinct is well-positioned relative to the town centre and as such is substantially established, with a great deal of existing industry and established uses, particularly storage
- Issues to do with road quality, particularly to the north of the precinct off Ochtertyre Street have been flagged and incorporated as a priority as part of the Council works program to address drainage issues
- To the south, there exist significantly large undeveloped lots, which are under consideration for a future intermodal facility
- The southern council depot is situated on the northern side of Barham Road, and it has recently been sold for industrial uses. Some contention exists that this could have been better used with uses that would bring more relevance to Barham Road as a major thoroughfare (e.g. bulky retail, or an attraction like the Purtil's Transport Museum)
- Some stakeholders would consider sites further out along Ochtertyre Street/Wakool Road as prime industrial land if they were to be rezoned
- It was suggested that a potential truck stop site could be accommodated on council land opposite the sewage treatment works. This site is large but would place a potential truck stop away from existing road train and B-double corridors
- Some businesses import materials to the region via rail and distribute by road
- It has been suggested that the basketball stadium to the south could be better zoned as RE.

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### 5.7 North (Augustus Street) precinct

The North precinct is located north of the Deniliquin town centre on the other side of Edward River.

**Land area:** 13 hectares      **Occupied GFA:** 13,518 square metres

**Gross floor area (GFA):** 13,901 square metres      **Vacant GFA:** 384 square metres

**Breakdown:**



- Population serving
- Industrial
- Knowledge Intensive
- Vacant space

Type:	GFA (sqm)	Per cent
Agriculture	1,559	11%
Construction	1,087	8%
Manufacturing	2,540	18%
Other Services	298	2%
Public Administration and Safety	1,489	11%
Transport, Postal and Warehousing	6,545	47%
Vacant space (unoccupied)	384	3%
<b>Grand Total</b>	<b>13,901</b>	<b>100%</b>

**Average built FSR:** 0.16

Figure 30: North precinct aerial



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**5.7.1 Predominant land use**

The land use survey revealed that transport, postal and warehousing industry has strong representation within the precinct, largely as the result of large storage sheds. Several steel and other manufacturing businesses are based within the precinct, as well as the construction industry. Murray Constructions is a major business operation in this location that provides construction services to the wider region, particularly to the north. Agribusiness is also present with wool buyers and markers and Elders having storage based in the area.

**Figure 31: North precinct predominant land use distribution**



**5.7.2 Land utilisation**

As can be seen in Figure 32, the utilisation of land in the North Precinct is higher than the average across the LGA. The precinct contains no vacant land and all sites are currently utilised, albeit at a relatively low density. While the precinct is more isolated in its location, it does play an important role in servicing areas to the north of the main town centre. It also negates the need for large vehicles to cross over the Edward River and travel through town.

As can be seen in Figure 33, lots sizes are on a small scale; however, there is a range available. The area would benefit from additional land inclusive of some large lot sizes being made available. This would enable existing industries that have identified a desire to expand operations, to remain in the precinct. As specified in Figure 17, the large site to the south-west of the precinct is Crown Land and contains items of Aboriginal significance and therefore is not appropriate for expansion. Land to the south-east of Wanderer Street and the lower end of Conargo Road, directly opposite the existing industrial area would be a suitable location to investigate as an expansion area.

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Figure 32: Vacant and underutilised lots (based on built FSR) with access to water and sewage

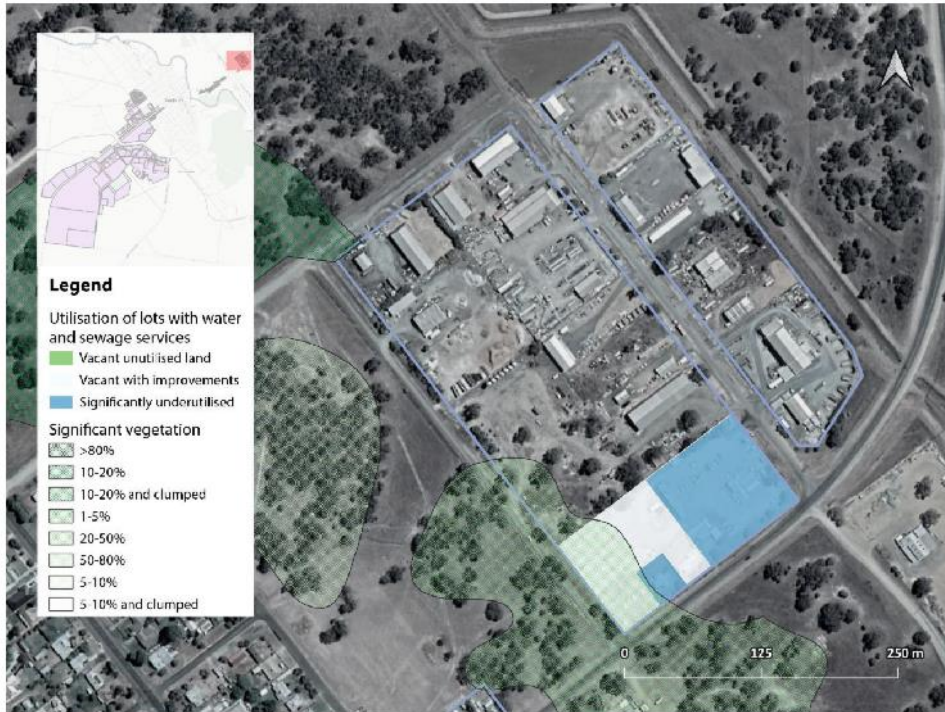


Figure 33: Lot size within the North (Augustus Street) precinct



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**5.7.3 Environmental constraints**

This precinct is at risk from flooding, owing to its position on the north side of the river. The precinct is not at risk at the 1 in 20 flood level, however the 1 in 100 level presents flood hazards. The precinct entirely falls within the provisional Flood Planning Area gazetted by the council (300mm extent).

More than half of the land in the precinct has been assessed by the council as contaminated. The major cause of this contamination within the precinct arises from fuel, which accounts for almost half of contaminated areas. Contamination arising from agricultural uses and uses associated with junkyard storage account for over 40 per cent of remaining contaminated lands.

The precinct is surrounded by woodland on all or most of its aspects. While the land within the precinct itself is not classified as bushfire prone, the areas surrounding it are considered to be category 3 for bushfire risk.

**5.7.4 Development activity**

Council is currently planning on consolidating the two existing council depots into the northern site and expanding the depot operations. Another major landowner is also seeking to expand operations in the precinct significantly.

**5.7.5 Infrastructure**

Lots within the precinct are well serviced by water, with all lots serviced by reticulated water. The area is poorly serviced by the sewer system, with lots to the south along Wanderer Street only serviced by reticulated sewer. The remainder of lots relies on septic systems. The area depends on open drainage, with minimal guttering and stormwater drainage. Subject to feasibility and further investigation, consideration could be given to extending the sewer reticulation system to this area.

**Figure 34: Water and sewer serviced lots (less than 5 metres) within the North (Augustus Street) Precinct**



The precinct lies to the north of Conargo Road, a major route leaving Deniliquin to the north gazetted for use by both B doubles and road trains. Within the precinct, a short section of Augustus Street is gazetted as suitable for use by B Doubles.

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Figure 35: Roads gazetted for b-double and road train access



#### 5.7.6 Observations

- Major landholders in this area include Edward River Council, with the northern council depot located to the south of the precinct. The council have a planned consolidation of operations at the southern depot to this location
- Stakeholders identified the precinct's location as a key advantage, being the only industrial land to the north of Deniliquin. It was said that this location affords better access to areas to the north by not requiring vehicles to travel through the town centre
- Businesses currently situated in the north precinct suggested that they would be highly unlikely to move to alternate locations to the south. They would prefer if more suitable land were made available in the north area
- Significant constraints on the capacity for some owners in this area to expand. No surrounding land available, and what exists is somewhat fragmented in terms of ownership.
- Some constraints on adjacent areas restricting the possible expansion of this industrial area:
  - Crown land to the south-west is constrained by the existence of items of Aboriginal cultural and heritage significance on site
  - Crown land to the south-east suggested for rezoning to extend the industrial area, however biodiversity issues exist on that site
- This area has the potential to be serviced through an extension of low-pressure reticulated sewer services.

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### 5.8 River (Davidson Street) precinct

The River precinct is an established precinct relatively central to the town. The precinct is oriented along the Davidson Street interface with good exposure to passing trade.

**Land area:** 9 hectares      **Occupied GFA:** 12,435 square metres

**Gross floor area (GFA):** 16,764 square metres      **Vacant GFA:** 4,329 square metres

**Breakdown:**



**Average built FSR:** 0.27

Type	GFA (sqm)	Per cent
Accommodation and Food	366	2%
Agriculture	760	5%
Manufacturing	854	5%
Other	1,333	8%
Professional, Scientific and Technical	206	1%
Retail Trade	4,646	28%
Transport, Postal and Warehousing	1,337	8%
Vacant space (unoccupied)	4,329	26%
Wholesale Trade	2,934	18%
<b>Grand Total</b>	<b>16,764</b>	<b>100%</b>

Figure 36: River precinct aerial





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**5.8.1 Predominant land use**

The land usage within this precinct is more diverse than others owing to it falling within Zone No (2) Urban (under the Deniliquin LEP 1997). This older zoning allowed for various types of compatible urban development, excluding extractive industries; intensive livestock keeping establishments; mines; offensive or hazardous industries; quarries. As a result of this, the precinct includes a significant number of residential dwellings (not counted towards industry). Additionally, the proportion of population serving uses within the precinct is significantly higher, driven predominantly by retail trade along Davidson Street. A higher proportion of vacancy exists within larger buildings that appear disused or vacant. Major active businesses include vehicle retail and hire, as well as agribusinesses.

Figure 37: precinct predominant land use distribution



**5.8.2 Land utilisation**

This precinct is highly developed and relatively well serviced. Owing to the residual zoning under the 1997 Deniliquin LEP, this precinct includes a large number of additional uses compared to the other precinct, particularly larger-format wholesalers and retailers. As such, lots are mostly utilised above the average FSR, with no substantive vacant and serviced lots.

With a relatively high level of development and smaller lot sizes, there are minimal opportunities for industrial expansion within the River (Davidson Street) Precinct.

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Figure 38: Vacant and underutilised lots (based on built FSR) with access to water and sewage

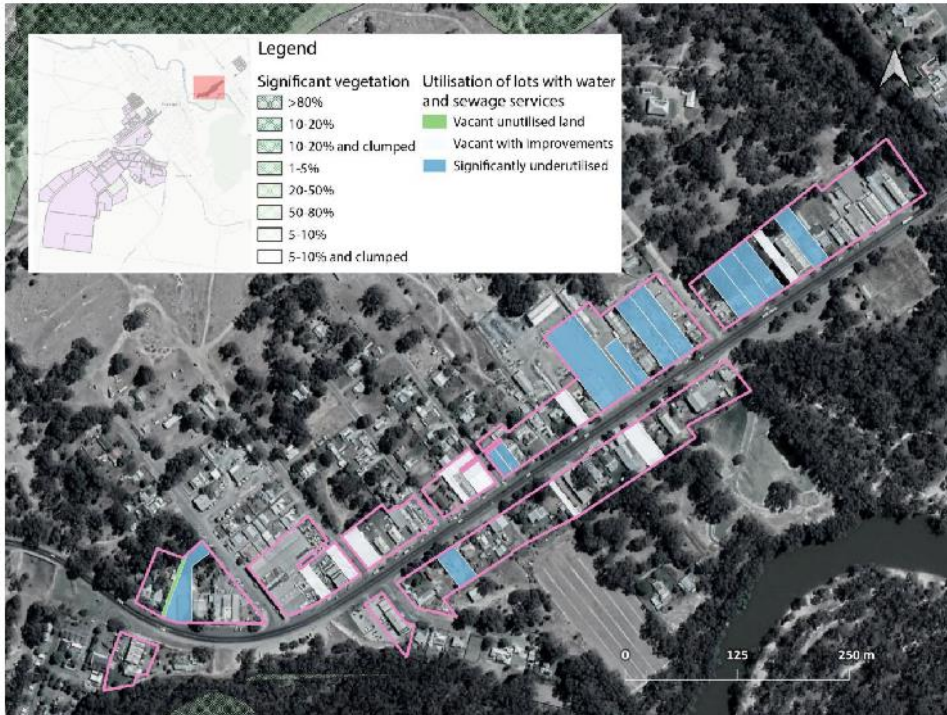
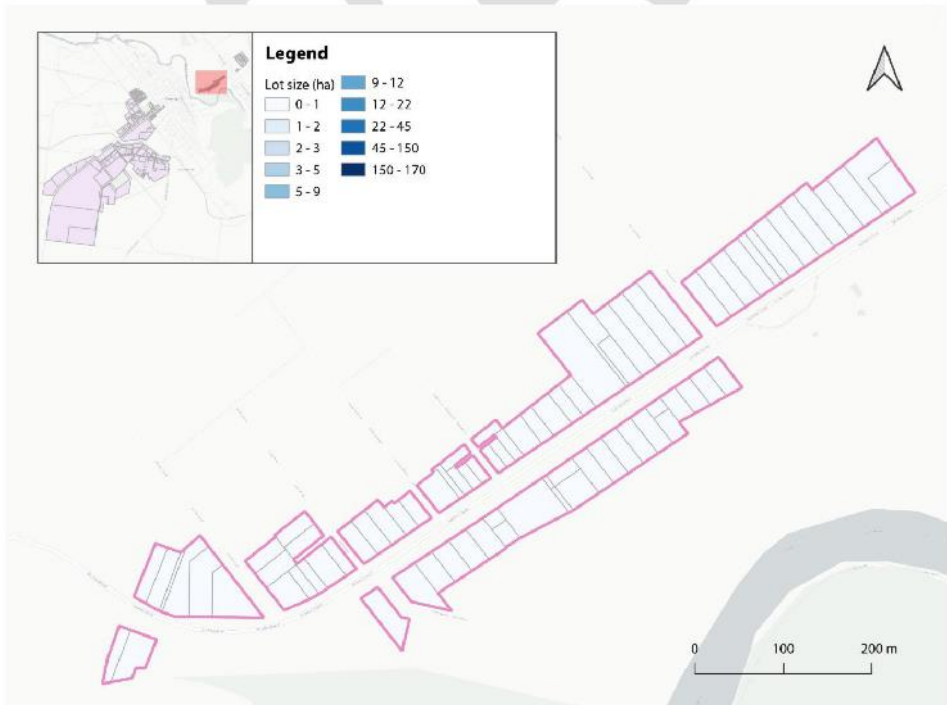


Figure 39: Lot size within the River (Davidson Street) precinct



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**5.8.3 Environmental constraints**

As the precinct lies within the floodway, it is highly susceptible to impacts from flooding. During a 1 in 50 flood event, areas to the north of Davidson Street are considered to be predominantly in low hazard areas, or no hazard at all, while properties on the southern side are considered to be high hazard areas. At a 1 in 100 flooding event, the entire precinct is deemed to be hazardous, with most lots classified as being in high hazard areas.

The council classifies approximately 34 per cent of land within the precinct as being affected by some form of contamination. Of that land, approximately 67 per cent is affected by fuel contamination, followed by 25 per cent affected by contamination relating to agricultural activity.

Approximately 5.4 hectares or 62 per cent of land within the River precinct is bushfire prone. This is mostly the result of the precinct’s woodland setting. Of that land, approximately 85 per cent is of low risk, while 15 per cent is moderate risk.

**5.8.4 Development activity**

New developments within the precinct are associated with the reconstruction of Edward River Oval and Tennis Courts.

**5.8.5 Infrastructure**

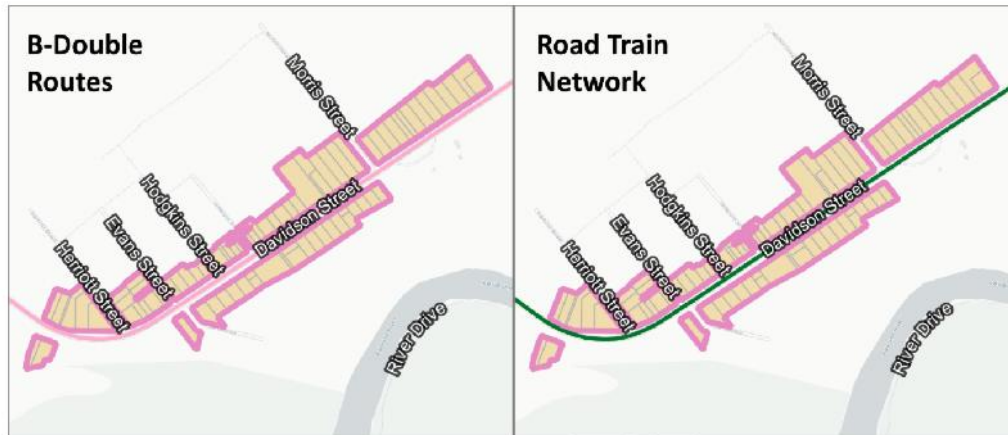
The lots within the precinct are almost entirely within the range of reticulated water and sewer systems, which run along Davidson Street.

Figure 40: Water and sewer serviced lots (less than 5 metres) within the River (Davidson Street) Precinct



The precinct is longitudinal, fronting Davidson Street, which acts as the major crossing of the Edward River for road freight either side of the river. As such Davidson Street is gazetted for use by both B doubles and road trains.

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— B-Double routes

— Road train routes

**5.8.6 Observations**

- Owing to this precinct’s more generalised zoning, development here is a mix of car dealerships, agribusiness and other retail and industrial uses, as well as significant residential. As a result, there is a higher level of vacancy, primarily amongst retail premises
- The precinct includes some sheds that appear disused on the southern side of the road
- On the south side of the road, adjacent to the park, a caravan pump-out station has been constructed to service road touring traffic
- Council is considering moving the existing rural zones surrounding this precinct to E3 Environmental Management and the existing urban zone that forms the precinct itself to B6 Enterprise Corridor (shown below in Figure 41).

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Figure 41: Proposed B6 zoning



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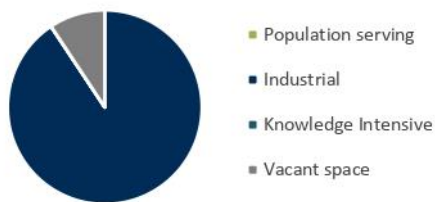
### 5.9 Rice Mill precinct

The Rice Mill precinct is located to the south of Deniliquin town centre off Barham Road, Cobb Highway and Leetham Road. The Airport precinct adjoins the precinct to the north-east. A rail line transects the eastern side of the precinct.

**Land area:** 567 hectares      **Occupied GFA:** 92,409 square metres

**Gross floor area (GFA):** 101,907 square metres      **Vacant GFA:** 9,499 square metres

**Breakdown:**



Type:	GFA (sqm)	Per cent
Agriculture	90,394	89%
Electricity, Gas, Water and Waste	0	0%
Manufacturing	51	0%
Public Administration and Safety	12	0%
Transport, Postal and Warehousing	1,952	2%
Vacant space (unoccupied)	9,499	9%
<b>Grand Total</b>	<b>101,907</b>	<b>100%</b>

**Average built FSR:** 0.79

Figure 42: Rice Mill precinct aerial



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**5.9.1 Predominant land use**

The land use audit revealed that a significant proportion (around 90 per cent) of the land within this precinct remains used for agricultural production (particularly the Sunrice mill and Graincorp). In addition, the presence of the saleyards and abattoir mean that land uses within the precinct are particularly attuned and susceptible to the performance of agriculture in the wider region. The significant proportion of vacant space (9 per cent of gross floor area within the precinct) is entirely located within the currently disused abattoir.

**Figure 43: Rice Mill precinct predominant land use distribution**



**5.9.2 Land utilisation**

This precinct has a significantly lower level of development, with the largest expanse of vacant or underutilised land. Only areas to the north of the precinct are serviced by both water and sewer, with these services not extending to the larger lots south of the abattoir. The land is currently being utilised for agricultural purposes that are not consistent with the objectives of the zone. There is little land presently available that is both vacant and serviced, but a significant amount of land that is underutilised. Opportunities to increase land utilisation further south could be realised with an extension of services and infrastructure.

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Figure 44: Vacant and underutilised lots (based on built FSR) with access to water and sewage

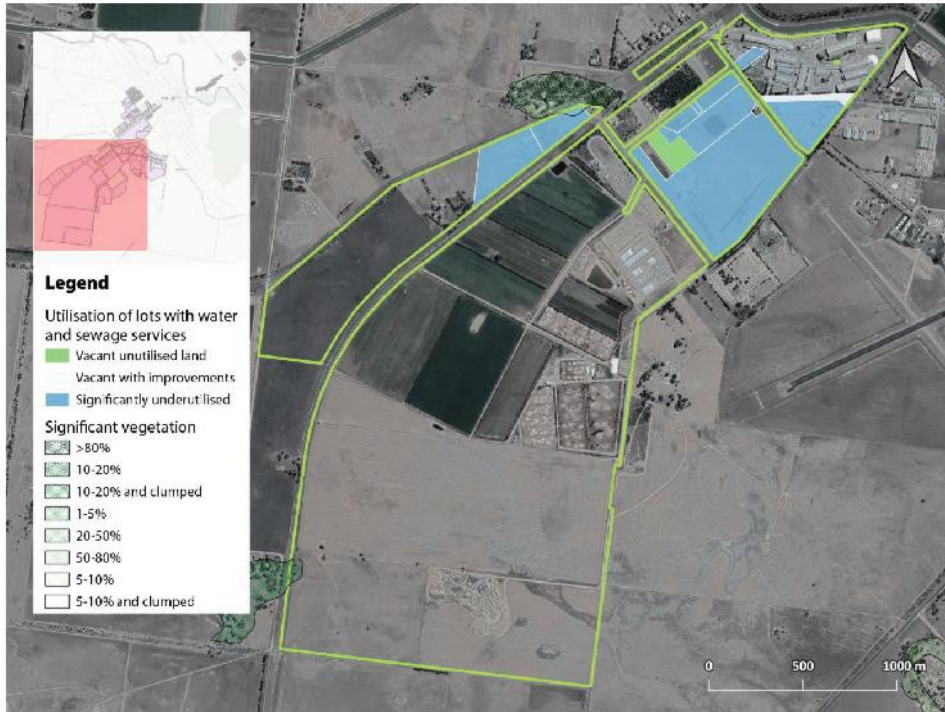


Figure 45: Lot size within the Rice Mill precinct





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**5.9.3 Environmental constraints**

No areas within the precinct are at risk from 1 in 100 flooding events. The northern areas of the precinct, including the rice mill, saleyards and abattoir site are included in the provisional flood planning layer (300mm extent).

Approximately 265 hectares or 47 per cent of land within the precinct is classified as affected by some form of contamination. Of that land, around 92 per cent is affected by contamination relating to agricultural activity, followed by 10 per cent affected by fuel contamination.

Approximately 289 hectares or 51 per cent of land within the precinct is classified as bushfire prone. Most of this land is located to the west and south of the precinct, where land usage is predominantly agricultural, with an additional area within the saleyard site. Ninety-four per cent of this land is classified as Category 3 bushfire risk.

**5.9.4 Development activity**

There are currently no firm developments within the precinct.

**5.9.5 Infrastructure**

The more developed northern area of the precinct is well serviced by reticulated sewer and water systems. Lots south-west of Saleyards and Abattoir Road lack reticulated sewer, with water services available for lots further south-west. Deniliquin’s sewage treatment facility is located directly to the west of this precinct, across Leatham Road.

Figure 46: Water and sewer serviced lots (less than 5 metres) within the Rice Mill Precinct

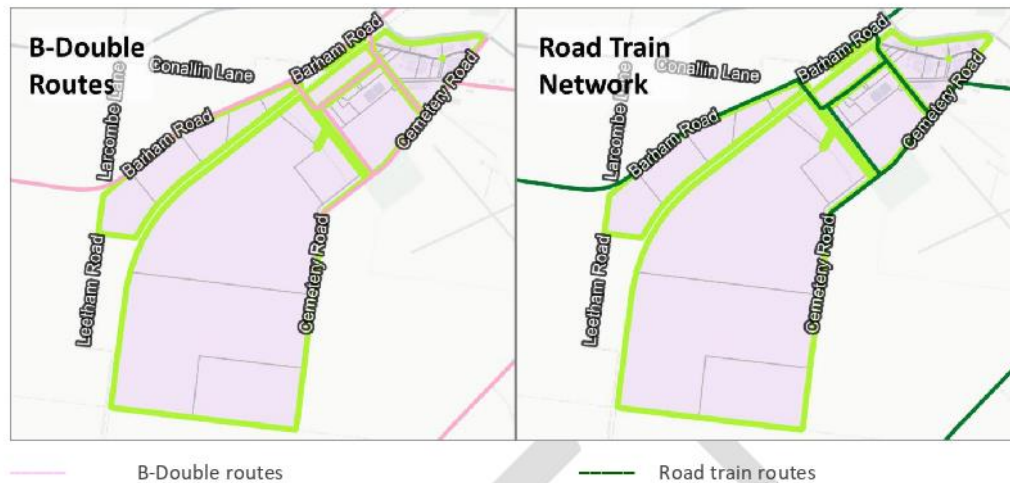


The road freight network services the precinct to its north in the areas surrounding the rice mill, sale yards and abattoirs. To its north, the precinct is bounded by Barham Road, which is a prominent road link to the souths west of Deniliquin. Most of the more poorly serviced areas to the south are not accessible for B doubles or road trains. The bridge over the canal on the eastern edge of the precinct is not rated above General Mass Limit (GML).

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Figure 47: Roads gazetted for b-double and road train access



**5.9.6 Observations**

- This precinct has historically contained some of the largest employment generators within the LGA (e.g. the rice mill and abattoir). However, they have also been some of the most susceptible to changes in the economy of the wider region, with fluctuations in agricultural production significantly affecting employment within the precinct
- The industrial land to the far south lacks most types of servicing and is predominantly used as open agricultural land, predominantly as feedlots
- Limited servicing means that lands to the far south are not likely to be developed soon
- Road quality within the precinct is also an issue within the precinct with many roads not sealed
- Industry within this precinct has excellent access to major road freight routes to the south
- This precinct was previously to include the ethanol plant approved to the south of Deniliquin. The site remains vacant.



# DEMAND ANALYSIS

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## 6.0 INDUSTRIAL LAND MODELLING

The following Chapter projects the amount of additional employment space to be accommodated within the Edward River employment precincts. This growth in demand is required to support the surrounding resident, worker and visitor community. The Chapter estimates how much floorspace/land would be needed to accommodate this projected growth.

Given there are no employment projections for the LGA, HillPDA has projected demand for employment space based on the relationship between population growth and employment demand. This is a “population-based” method. The projections consider the anticipated demographic and labour market profile of Edward River’s future population, coupled with the ability of the LGA to generate and provide these jobs.

In short, this method assumes that any growth in working-age residents (defined as residents aged 15 years and above) will have a corresponding growth in the demand for increased employment opportunities to be provided in the LGA. Given the non-metropolitan nature of Edward River and its high self-containment rate of just over 86 per cent, it is assumed that any outgoing employment<sup>7</sup> is compensated by inbound employment. As such, an increase of 1 working resident equals an equivalent 1 job growth in the LGA.

### 6.1 Population-based forecast broad approach

A high-level description of the population-based method is as follows:

1. Forecast the resident population aged 15 years and above over the next 22 years (2041) based on historical growth rates sourced from the ABS.
2. Determine the proportion of residents participating in the workforce – based on historic ABS employment to population ratios<sup>8</sup>.
3. Determine the number of employed residents working within Edward River’s employment precincts based on outcomes of the land use audit, average employment densities and 2016 resident working profile at the ANZSIC 1-digit code – convert to a proportion of total employment as of 2016.
4. Apply Step 3’s proportion to total employed residents to determine the amount directed and working within the LGA’s employment precincts.
5. Convert employment to floorspace by applying average employment densities, that is, the amount of floorspace required per employee.
6. Determine the net increase in floorspace demand by subtracting current floorspace provision from demand.
7. Proportion net growth in demand to individual employment precincts based on their current market share.

#### 6.1.1 Population projections

NSW Department of Planning, Industry and Environment (DPIE) has recently released their 2019 population projections. It is projected that the Edward River population will decrease from around 8,990 residents in 2019 to 8,085 by 2041. This represents a total decrease of around 905 persons or 8.5 per cent over the 22-year period. This forecast would result in a significant decline in employment demand and subsequently, space in the LGA.

<sup>7</sup> Persons living inside the LGA but travel to work outside the LGA

<sup>8</sup> The number of employed persons expressed as a per centage of persons aged 15 years and over

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**Table 14: NSW DPIE 2019 population projections**

Age group	2016	2021	2026	2031	2036	2041	Change
0-14	1,645	1,568	1,466	1,381	1,323	1,254	-391
15+	7,346	7,273	7,237	7,151	7,000	6,830	-516
<b>Total</b>	<b>8,991</b>	<b>8,841</b>	<b>8,703</b>	<b>8,532</b>	<b>8,323</b>	<b>8,084</b>	<b>-907</b>

Source: NSW DPIE 2019 population projections

Council expressed concern with the DPIE population forecasts and requested that HillPDA undertake our high-level independent predictions based on historical trends.

Assessment of population growth over the period between 1991 and 2016 has revealed an overall, steady reduction in the Edward River population. Having said this, evaluation of residents aged 15 years and over from 1991 to 2016 reveals that this age group has experienced fluctuating growth over the census periods.

Overall, persons aged 15 years has increased slightly over the 25 years, with significant growth being experienced over the 2011-16 period with an additional 297 residents. In comparison, younger residents have significantly decreased over the period.

**Table 15: Historic population change 1991-2016**

Age group	1991	1996	2001	2006	2011	2016	Change
0-14	2,257	2,196	2,125	1,943	1,718	1,574	-683
15+	7,136	7,170	7,064	7,104	6,871	7,168	32
<b>Total</b>	<b>9,393</b>	<b>9,366</b>	<b>9,189</b>	<b>9,047</b>	<b>8,589</b>	<b>8,742</b>	<b>-651</b>

Source: ABS

We have applied various growth rates observed in the above table to project growth in residents aged 15 years and over. Two scenarios were developed, these being:

- Low scenario – applies the annual growth rate between 1991 and 2016.
- High scenario – applies the annual growth rate between 2006 and 2016.

Applying these growth rates, it is estimated that over the next 25 years, residents aged 15 years and over are forecast to increase by between 128 and 260 residents.

**Table 16: Resident population 15+ years projections 2016-41**

Scenario	2016	2019	2021	2026	2031	2036	2041	Growth
Low	7,268	7,283	7,293	2,017	7,345	7,370	7,396	128
High	7,268	7,299	7,319	2,018	7,422	7,474	7,527	259

Source: HillPDA

### 6.1.2 Employed residents

Of the additional 128 to 260 residents, not all would be employed and working. Some would be unemployed and looking for work, some would be retired, or some would be full-time parents/careers.

To determine the likely number of residents that would be working, an assessment of historic employment ratios, that is the proportion of employed residents to working aged population, was undertaken.

This assessment reveals that the ratio has steadily decreased over the 25-year period from 58.4 per cent to around 52.5 per cent. This decrease is likely reflective of Edward River's ageing population over the period.

Despite this trend, for this assessment, we have assumed a stabilisation in this ratio at 52.5 per cent. It is noted that any further reduction would result in no further growth in employed residents. This target is in accordance with the vision of the Economic Development Strategy to encourage population and employment growth.

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**Table 17: Historic employment to population ratios**

Segment	1991	1996	2001	2006	2011	2016
Working residents	4,169	4,312	4,100	4,117	3,855	3,817
Proportion to population 15+ years	58.4%	60.1%	58.0%	57.4%	55.6%	52.5%

Source: ABS

Applying this ratio, it is estimated that employed residents will increase from 3,817 in 2016 to between 3,884 and 3,953 by 2041. This represents an increase of between 67 or 135 employed residents over the period.

**Table 18: Employed residents 15 years and over 2016-241**

Scenario	2016	2019	2021	2026	2031	2036	2041	Growth
Low	3,817	3,825	3,830	3,844	3,857	3,871	3,884	67
High	3,817	3,833	3,844	3,871	3,898	3,925	3,953	136

Source: HillPDA

The next step is to estimate the number of workers contained/accommodated in the LGA's employment precincts.

### 6.1.3 Employment within employment precincts

The following methodology estimates the amount of employment contained within the LGA's employment precincts.

1. Reviewed the 2019 land use audit to assess the types of industries currently contained within the LGA's employment precincts and their occupied floorspace.
2. Developed a land-use matrix for the LGA's employment lands.

The land use matrix determines the proportion of employment, by ANZSIC 1-digit, that should be accommodated in various land zonings. For example, it is expected that 95% of manufacturing employment would be contained within employment precincts. At the same time, only a small proportion of accommodation and food services would be directed/accommodated in these precincts.

The land use matrix was informed by our experience, the type of jobs, land use audit and types/amount of zonings in the LGA.

3. Applied the land use matrix proportions to employed residents to estimate the amount working in employment precincts.
4. Converted employment to floorspace by applying average employment densities to the number of workers until the land-use results by industry type resulted.
5. If the resulting employment densities were unreasonable, the land use matrix industry proportion(s) were changed until a satisfactory density resulted.

Using this methodology, it is estimated that of the 3,817 working residents, 1,378 or 36.1 per cent worked within the LGA's employment precincts. This total employment accounts for the 15 industries currently located in the LGA's employment precincts. This proportion was then applied to forecast the number of employed residents.

This proportion has averaged around 37 per cent over the 1991-2016 period, however, for this assessment we have applied the 2016 proportion of 36.1 per cent to the forecasted growth in employed residents.

Using this methodology, it is estimated that jobs generated in the LGAs employment precincts will increase from 1,378 in 2016 to between 1,402 to 1,427 jobs by 2041. This represents an increase of between 24 and 49 jobs over the period.

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**Table 19: Change in jobs located in employment precincts**

Scenario	2016	2019	2021	2026	2031	2036	2041	Change
Low	1,378	1,380	1,382	1,387	1,392	1,397	1,402	24
High	1,378	1,383	1,387	1,397	1,407	1,417	1,427	49

Source: HillPDA

#### 6.1.4 Floorspace requirements

Employment is converted to floorspace based on an average employment density. In the previous task, it was found that across the precincts, there is an average density of 1 employee per 170sqm.

This average was then applied to the projected growth in employment to estimate the amount of occupied floorspace required.

Using this methodology, it is estimated that occupied floorspace requirements will increase from 234,588sqm in 2016 to between 238,675sqm and 242,930sqm by 2041. This represents an increase of between 4,086sqm and 8,342sqm over the period.

Typically, employment precinct development in more built-up centres has a developable FSR of around 0.3:1. Applying this average FSR to the forecasted increase in floorspace results in demand for an additional land of between 1.4 to 2.8 hectares. In rural locations, however, the built FSR can be lower, as is the case in Edward River. Applying the average built FSR for Edward River industrial land would result in demand for an additional 2.3 to 4.6 hectares.

There is around 18,780sqm of vacant floorspace across the five employment precincts. This forecasted net increase in occupied floorspace only equates to between 22 per cent and 44 per cent of this existing vacant floorspace. Assuming this space is taken up, no additional land stocks would necessarily be required based on this assessment.

**Table 20: Occupied floorspace requirements 2016-41**

Scenario	2016	2019	2021	2026	2031	2036	2041	Growth
Low	234,588	234,928	235,269	236,120	236,971	237,822	238,674	4,086
High	234,588	235,439	236,120	237,822	239,525	241,227	242,930	8,342

Source: HillPDA

However, assuming this additional space is distributed across each precinct based on its current market share, the following table identifies the take-up in each precinct.

Given that there is no vacant floorspace currently in the Airport precinct, demand for additional space is forecast range between 558sqm and 580sqm. All other precincts are expected to experience a take-up in their vacant space over the period. The exception to this is North (Augustus Street) precinct, which under the high scenario is forecast to have an additional demand of around 75sqm, however, this is deemed marginal and could be directed to other precincts.

Usually, some allowance for vacant space and additional demand should be planned. Given that the LGA would still contain between 11,655sqm and 15,255sqm of vacant floorspace, this should be enough to accommodate further forecast growth.

The *Economic Development Strategy* outlines opportunities to enhance employment and economic contribution to the LGA. The effective implementation of this strategy may enhance land use demand and improve population prospects.

To maximise opportunity, regardless of demand, Edward River needs to position themselves to respond quickly and enable priority delivery. This is discussed further in Chapter 8.0.



Table 21: Floorspace distribution by individual employment precinct

Precinct	2019 floorspace			Low scenario 2041			High scenario 2041			Net increase	
	Occupied	Vacant	Total	Occupied	Vacant	Total	Occupied	Vacant	Total	Low	High
Airport	34,608	0	34,608	35,166	0	35,166	35,747	0	35,747	558	581
North (Augustus Street)	13,901	384	14,285	14,125	160	14,285	14,359	0	14,359	0	74
Rice Mill	101,907	9,499	111,406	103,551	7,855	111,406	105,263	6,143	111,406	0	0
River (Davidson Street)	16,764	4,329	21,093	17,034	4,059	21,093	17,316	3,777	21,093	0	0
South (Barham Road)	86,189	4,570	90,759	87,579	3,180	90,759	89,027	1,733	90,759	0	0
<b>Total</b>	<b>253,369</b>	<b>18,782</b>	<b>272,151</b>	<b>257,455</b>	<b>15,254</b>	<b>272,709</b>	<b>261,711</b>	<b>11,653</b>	<b>273,364</b>	<b>558</b>	<b>655</b>





# GAPS ANALYSIS

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## 7.0 GAPS ANALYSIS

There is a need to evaluate the gaps and opportunities in the LGA to identify the strategic directions and priorities for employment land. The Economic Development Strategy established clear strategic themes that guide the evaluation undertaken in Table 22.

**Table 22: Opportunities and gaps analysis**

Strategic theme	Opportunity	Challenge	Gap
<b>Attract new business investment</b>	<ul style="list-style-type: none"> <li>The diversity of industrial land and lot sizes available in the LGA is generally appropriate for attracting numerous industries</li> <li>Leverage the existing economic development role to promote further and support job growth in the region</li> <li>The liveability of the region and access to health, education community and natural assets</li> <li>The affordability of residential, commercial and industrial land</li> <li>Opportunity in agri-business processing leveraging off rising land prices in industrial estates in Victoria and consequential investment attraction.</li> </ul>	<ul style="list-style-type: none"> <li>There is currently a limited market or interest in the available land</li> <li>The water security issue reduces the appeal of the area for industrial investment</li> <li>The LGA’s economy is highly dependent on the agricultural base, with gaps in other sectors</li> <li>Industrial land is only available in the main town of Deniliquin – this is fairly normal for a regional LGA</li> <li>Access to gas is currently not viable</li> <li>Some agricultural processing facilities take up vast amounts of land, to attract these businesses land need to be available and serviced.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted program to attract manufacturing, transport and aviation industries</li> <li>A major government organisation to underpin employment base</li> <li>Secure access to affordable and safe energy sources</li> <li>Current provision of vacant land in some precincts does not have adequate infrastructure servicing.</li> </ul>
<b>Support existing businesses to grow</b>	<ul style="list-style-type: none"> <li>Deniliquin has several successful businesses that, if willing, could be used as positive case studies to attract further growth</li> <li>Greater networking and collaboration between businesses to drive new idea generation, clustering and competitive advantage.</li> </ul>	<ul style="list-style-type: none"> <li>Jobs are available, but businesses find it difficult to attract workers</li> <li>The supply of industrial land for the LGA is currently concentrated in Deniliquin. The distribution and supply of land across Deniliquin is appropriate, however consultation with some businesses indicated that more land in the North precinct would be preferable</li> <li>The River and North precincts do not have a future supply or appropriate diversity of lots available</li> <li>The planning and business start-up process can be complex making it difficult for local employers to expand operations or start new businesses</li> </ul>	<ul style="list-style-type: none"> <li>The feasibility of releasing more industrial land to the North of Deniliquin is unknown</li> <li>A business support program to assist new businesses to navigate the regulatory and planning system</li> <li>Facilitated networking and collaboration events.</li> </ul>

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Strategic theme	Opportunity	Challenge	Gap
		<ul style="list-style-type: none"> <li>Perception regarding the appropriateness of businesses Council is contributing funding to.</li> </ul>	
<b>Infrastructure provision</b>	<ul style="list-style-type: none"> <li>Prioritising the servicing of land and having ‘market ready’ site may help to stimulate business investment through targeted marketing channels</li> </ul>	<ul style="list-style-type: none"> <li>Gaps in the provision of water and sewer infrastructure. Due to the limited funding streams, financing infrastructure delivery will need to be prioritised</li> <li>The feasibility of servicing and delivering infrastructure across the LGA.</li> </ul>	<ul style="list-style-type: none"> <li>A priority infrastructure delivery plan and program to direct investment.</li> </ul>
<b>Innovation, education and skills development</b>	<ul style="list-style-type: none"> <li>The LGA currently has an established education system that can be further leveraged to attract new business</li> <li>Schools and tertiary clusters are well regarded.</li> </ul>	<ul style="list-style-type: none"> <li>Fostering collaboration between schools and local industry</li> <li>Retaining young professionals in the LGA once finished school</li> <li>Diversifying the opportunities for employment to retain and attract more workers to the region.</li> </ul>	<ul style="list-style-type: none"> <li>Clear pathways to employment in local industries</li> <li>Tailored education programs that support local industries</li> <li>Small business upskilling courses</li> <li>Subsidised entrepreneur and apprentice programs.</li> </ul>
<b>Revitalise and activate the CBD</b>	<ul style="list-style-type: none"> <li>A revitalised centre with strong amenity and services may assist in retaining and attracting more people to the area</li> </ul>	<ul style="list-style-type: none"> <li>While the Deniliquin Masterplan has been drafted, it is primarily a design document focussed on street beautification. There is a need to undertake a more holistic review that more broadly explores the urban structure and economics of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Need for a centre activation strategy that investigates economic, social and structural revitalisation opportunities.</li> </ul>
<b>Market the region</b>	<ul style="list-style-type: none"> <li>Targeting key industries and attempting to diversify the economic and employment base through active events, promotion, marketing and communication.</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the avenues that will return the highest job opportunities</li> <li>Uncertainty regarding water allocation</li> <li>Uncertainty regarding population decline</li> <li>Competition with larger centres that have a greater diversity of facilities</li> <li>Perception of affordability for day-to-day goods and services.</li> </ul>	<ul style="list-style-type: none"> <li>Need to establish a clear value proposition</li> <li>Need to advocate for improved water security</li> <li>Industrial business prospectus.</li> </ul>



# STRATEGY



POLICY



## 8.0 STRATEGY

### 8.1 Strategic directions

- 1 Promote that Edward River is 'open for business'

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- 2 Target key industries for attraction and expansion

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- 3 Secure a pipeline of employment land

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- 4 Provide development support and partnership opportunities

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- 5 Enhance and promote lifestyle and services

### 8.2 Timeframes and priority

This section details the directions and actions that are recommended for implementation to support industrial land development and transition in Edward River. Recommended timeframes and priorities to help achieve the directions and actions have been allocated as follows:

Timeframe		Priority	
Short term	0-2 years	High	Significant impact
Medium term	2-5 years	Moderate	Medium impact
Long term	5-10 years	Low	Low impact



### Direction 1: Promote that Edward River is 'open for business'

Conveying the 'open for business' message is key in attracting and retaining businesses in the LGA. Feedback from consultation indicated that there were a number of perceptions around water allocation, availability of land and the rural lifestyle that needs to be overcome to shift the negative sentiments. It was also identified that the Council take a more entrepreneurial approach and actively and assertively advocate for better processes and attract new business opportunities to the region.

The *Economic Development Strategy* establishes strong directions and actions to promote a council that is ready and willing to accept new business opportunities. Additional actions can be undertaken to encourage industrial opportunities, as outlined in Table 23.


Table 23: 'Open for business' actions

Ref	Description	Responsibility	Timing	Priority
1.1	<b>Marketing and branding</b> Consider the development of an industrial investment prospectus that clearly articulates the opportunities and benefits of locating in the LGA. This should celebrate and profile the successes of existing businesses and provide pathways for investment.	Community and economic development	Short	Moderate
1.2	<b>Council assistance</b> Fast-track industrial development applications and processes for key industries.	Environment services	Short	Low
1.3	<b>Council assistance</b> Work with proponents on key development applications to identify and resolve issues early in the application process.	Environment services	Short	High
1.4	<b>Business database</b> Develop and maintain a local industry capability database in consultation with businesses in Edward River to enable easy partnership identification, promotion and clustering.	Community and economic development	Medium	Moderate
1.5	<b>Capability building</b> Host and support local industry capability building workshops and events, including inviting specialist to the region to share knowledge.	Community and economic development	Medium	Low

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Ref	Description	Responsibility	Timing	Priority
1.6	<p><b>Communication and messaging</b></p> <p>Develop a standalone tab on Council’s website dedicated for business and investment. The current business support information is hidden under the community tab and is relatively limited. Consider expanding the content to include:</p> <ul style="list-style-type: none"> <li>• <b>Why do business in Edward River</b> – a one page snapshot promoting doing business in Edward River                             <ul style="list-style-type: none"> <li>– Quick stats and figures advertising the benefits</li> <li>– Business success profiles – regularly celebrating and promoting the local businesses in the community.</li> </ul> </li> <li>• <b>Business opinion survey</b> (actively promoted and pushed through Chamber of Commerce and Council databases)</li> <li>• <b>Learning, networking and event opportunities</b> – upcoming networking events, online training courses, tailored workshops etc.</li> <li>• <b>Funding opportunities</b> – information about the different ways local businesses can access funding, including relevant links, guides and application forms</li> <li>• <b>Quick links to relevant policy</b> - the <i>business development policy</i> (identified on the Business Support page) and any other relevant policies for ease of reference. A search of the website was unable to find a ‘Business Development Policy’ despite the reference. Potential other relevant policies include:                             <ul style="list-style-type: none"> <li>– Draft Investment Attraction and Expansion Policy</li> <li>– Waiving and refunding application fees policy (for clarity remove duplicated document with the Town Planning Policy – Waiving and Refunding Fees Policy).</li> </ul> </li> <li>• <b>Quick links to resources</b> <ul style="list-style-type: none"> <li>– Town planning applications and documents</li> <li>– Relevant regulations</li> <li>– Helpful websites for small businesses</li> <li>– Priority infrastructure delivery plan.</li> </ul> </li> </ul>	Community and economic development	Short	Moderate



**MURRAY CONSTRUCTIONS**

Murray Constructions is a locally owned, family run, and operated business based out of Deniliquin. The business was founded over 30 years ago by Mr Ronald Murray Senior.

Originating as a company specialised in bridge building, it has since evolved to include manufacturing of prestressed, precast concrete products. It also offers ancillary services such as equipment hire, project management, demolition and removal services, earth boring, civil engineering works, fencing and tree felling.

Initially serving only the Deniliquin and Conargo Shire, it has expanded to service areas across the state. The companies exemplary track record continues to attract government contracts.

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**Direction 2: Target key industries for attraction and expansion**

The Edward River economy is supported by a strong agriculture sector, albeit industry is heavily reliant on its prosperity. There is a need to create a sustainable and diversified industry base to strengthen industrial productivity and enhance job generation in the industrial areas. Actively targeting and facilitating the establishment of key industry clusters can assist in catalyse investment. As identified in Chapter 3.0 several emerging industries can be further explored as opportunities for Edward River LGA.

Based on consultation with local businesses and stakeholders, technical analysis and a review of the other technical specialist reports, a number of target industries emerged that could create opportunities for the industrial land. Table 24 explores the specific target industry opportunities and what it would mean for industrial land in Edward River LGA. Figure 48 illustrates potential future industry clusters.

**Table 24: Target industry industrial land opportunities**

Target industry	Industrial land opportunities	Barriers
<p><b>2.1. Manufacturing</b></p> <ul style="list-style-type: none"> <li>Steel product manufacturing</li> <li>Prefabrication</li> <li>Truck, trailer and caravan manufacturing</li> <li>Irrigation products</li> </ul>	<ul style="list-style-type: none"> <li>Build on strong existing agricultural product and prefabrication manufacturers</li> <li>On-farm grain storage (silos) container manufacturing – to meet rising demand from croppers looking to control and maximise returns</li> <li>Strong transport and logistics connections with opportunities to target transport vehicle manufacturing including truck, trailer and caravans</li> <li>The area is known for its irrigation systems with potential to enhance manufacturing of specific products and offering of specialised services</li> <li>Growing demand for prefabrication and specialised advanced manufacturing/3D printing</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li><b>2.1.1:</b> Develop a manufacturing industry investment prospectus</li> <li><b>2.1.2:</b> Consult with the TAFE to consider options to integrate manufacturing courses</li> <li><b>2.1.3:</b> Define and grow the manufacturing cluster in the South Precinct where there is an existing concentration of manufacturing industry suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Costs of transporting products to Deniliquin</li> <li>Distance from potential suppliers and distributors</li> <li>Skilled-employee availability</li> <li>Re-location and establishment costs</li> </ul>
<p><b>2.2. Renewables</b></p> <ul style="list-style-type: none"> <li>Solar</li> <li>Recycling facilities</li> </ul>	<ul style="list-style-type: none"> <li>Solar panel manufacturing and maintenance</li> <li>Power banking and reserves similar to the 230 hectares Hornsdale Power Reserve</li> <li>Product recycling facilities that can leverage the rail and road transport connections.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li><b>2.2.1:</b> Undertake targeted engagement with existing operators outside of the LGA to determine what their requirements are and if locating to Deniliquin would be appropriate</li> <li><b>2.2.2:</b> Encourage and progress the establishment of the solar farm in the LGA</li> <li><b>2.2.3:</b> The Rice Mill precinct would be most appropriate for power banking reserves as it is</li> </ul>	<ul style="list-style-type: none"> <li>Cost of physical infrastructure connections to the grid</li> <li>Transporting recycling materials to and from supply locations</li> <li>The attraction of industry away from major population centres</li> <li>Limited infrastructure servicing in the Rice Mill precinct for solar uses</li> </ul>



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Target industry	Industrial land opportunities	Barriers
	<p>more isolated from the town and has significant land parcels available</p> <ul style="list-style-type: none"> <li>2.2.4: Seek to investigate establishing recycling facilities, if market interest exists) in the South Precinct, due to the strong connections to transport infrastructure.</li> </ul>	
<p>2.3. Heavy and 'dirty industry'</p>	<ul style="list-style-type: none"> <li>Heavy and dirty industries are being pushed out of metropolitan areas and are also not permissible in a number of regional areas</li> <li>Unlike Murray and Berrigan Council's, heavy industry is a permissible use in the industrial land in the Edward Rive LGA</li> <li>While there is a need to plan for such uses carefully, the isolated nature of the Rice Mill precinct could be an appropriate location</li> <li>The land is not affected by flooding.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>2.3.1: Engage with existing heavy industries in other LGA's to evaluate their land use requirements and perceptions of locating in a more remote town</li> <li>2.3.2: If considered desirable, seek to work with Regional Development Australia to promote and advertise the opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>There is limited servicing in the Rice Mill Precinct</li> <li>Electricity substation capacity</li> <li>The use has been allowed in the LGA for a number of years, which potentially reflects limited demand.</li> </ul>
<p>2.4. Aviation</p> <ul style="list-style-type: none"> <li>Residential sky park</li> <li>Pilot training facilities</li> <li>Maintenance</li> <li>Hangars</li> </ul>	<ul style="list-style-type: none"> <li>Adequate land available and masterplan established</li> <li>Established examples of residential sky parks in NSW</li> <li>Excellent flying conditions</li> <li>Existing aviation facilities already established</li> <li>Established Airport Working Committee.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>2.4.1: Consult with Council's that have established residential sky parks to understand lessons learnt and things they would do differently</li> <li>2.4.2: Seek to secure an interested pilot training provider. Potentially target the smaller organisations that may train regional airlines and small aircraft pilots</li> <li>2.4.3: Market the opportunity of the airport masterplan, having consideration of the other uses that would be compatible</li> <li>2.4.4: Consider protecting land close to airport infrastructure for aviation-related uses.</li> </ul>	<ul style="list-style-type: none"> <li>Electricity substation capacity</li> <li>Subdivision required</li> <li>The desirability of residential at an airport considering amenity</li> <li>The capacity of runway considering funding was not granted for the runway extension</li> <li>Demand for maintenance facilities if other aviation industries are not successful</li> <li>Short-stay accommodation capacity at an affordable cost for pilots training</li> <li>Pilot training providers of a reasonable scale are in high demand at regional airports.</li> </ul>
<p>2.5. Agri-business</p> <ul style="list-style-type: none"> <li>Food product processing</li> <li>Indoor-farming</li> <li>Cotton gin</li> <li>By-product processing</li> </ul>	<ul style="list-style-type: none"> <li>Growing Cotton Gin demand with the capacity to process and distribute from Deniliquin</li> <li>Australian grain, cotton and stock are of high demand in export markets</li> <li>Abattoir infrastructure repurposed to support smaller, high-value production</li> <li>Opportunity for the consolidation and distribution of rice hull and cottonseed by-product for feed rations and bedding for piggeries</li> </ul>	<ul style="list-style-type: none"> <li>The attraction of investors would likely be dependent on the availability of high security, year-round water supply</li> <li>Indoor farming subject to sustainable energy supply</li> <li>Climate change and water security affecting yields</li> <li>Size of lots required to support some facilities – i.e. cotton gin (around 250ha)</li> </ul>

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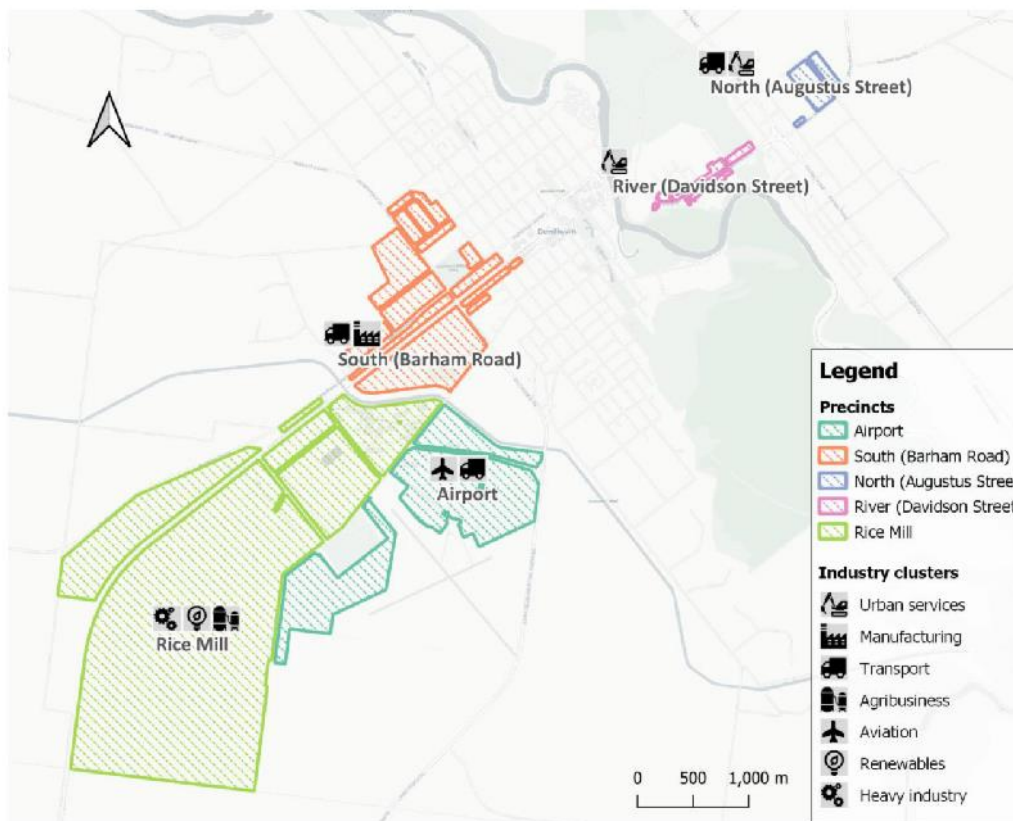
Target industry	Industrial land opportunities	Barriers
	<ul style="list-style-type: none"> <li>Cotton seed by-product processing and packaging</li> <li>As industrial land in areas such as Shepparton and Echuca become more expensive, traditional agri-businesses processors, such as dairy and vegetable processors in Goulburn Valley and Echuca, may seek more affordable industrial locations that have strong access to distribution networks and suppliers</li> <li>If a sustainable energy supply is identified – opportunities for indoor farming could be revisited</li> <li>Research and development networking and innovation facility.</li> </ul>	<ul style="list-style-type: none"> <li>Attraction of operating on industrial land versus rural.</li> </ul>
	<p><b>Actions:</b></p> <p><b>2.5.1:</b> Seek to investigate and liaise with the cotton industry on the opportunity to establish a cotton gin within Deniliquin. The Rice Mill precinct would be most appropriate for such a service as it has the largest amount of land available. Upgrades to the electricity substation would be required to ensure appropriate capacity. Subject to interest – sewer and water infrastructure servicing could be brought forward</p> <p><b>2.5.2:</b> Investigate the feasibility of attracting and operating an agri-business research and development facility to explore new agri-business and food product processing opportunities for the region</p> <p><b>2.5.3:</b> Engage with the existing owners of the rice mill and abattoir to investigate the opportunity to repurpose the in-active or underutilised infrastructure to enable opportunities to support smaller scale, premium production</p> <p><b>2.5.4:</b> Actively research, explore and converse with the smaller food processing industries around Shepparton/Goulburn that might be at risk of being priced out of the market. Attempt to understand their requirements and what would attract them to Edward River LGA.</p>	
<p>2.6. Transport, logistics and warehousing</p> <ul style="list-style-type: none"> <li>Logistics interchange</li> <li>Boat maintenance and dry storage</li> </ul>	<ul style="list-style-type: none"> <li>Existing strong road and rail linkages to ports in Sydney, Melbourne and Adelaide</li> <li>Most industrial precinct roads support or can support heavy vehicle movements</li> <li>Affordable back-loading rates due to frequent transport flow</li> <li>Existing proposal for intermodal freight facilities are being developed to transfer cotton and other commodities to Victorian ports</li> <li>Land availability for warehousing in both Airport Precinct and South Precinct</li> <li>Proximity to Rice Mill infrastructure</li> <li>Strong case studies of successful transport and logistics businesses</li> <li>Dry storage facilities for summer boat users and campervans to support tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Potential upgrade to the Tocumwal rail line required</li> <li>Proximity from suppliers and end customers</li> <li>Anecdotally limited additional market if the agriculture industry does not recover – would need a more diverse product base for more businesses to be viable</li> <li>Further encouragement of tourism industry needed.</li> </ul>

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Target industry	Industrial land opportunities	Barriers
	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>2.6.1:</b> Continue to support the opportunity for a regionally significant transport and distribution interchange along the rail line by:                             <ul style="list-style-type: none"> <li>– Working with the intermodal proponent to gain concurrence approval from State agencies for the facility</li> <li>– Supporting the preparation of the development application, with the potential to employ an independent assessor to evaluate the merits of the proposal</li> <li>– Ensuring appropriate infrastructure connections to enable the development to proceed</li> <li>– Investigating the opportunity for ancillary warehousing to promote further business opportunities.</li> </ul> </li> <li>• <b>2.6.2:</b> Investigate demand for tourism vehicle storage facilities including a potential dry dock for boats and caravan/campervan storage</li> <li>• <b>2.6.3:</b> Seek to support the clustering of transport, logistics and warehousing in the North Precinct (subject to further land being made available) and South Precinct where there is an existing presence of the industry.</li> </ul>	

Figure 48: Potential industry clusters in precincts



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In addition to the targeted industry actions, there are further actions that can be undertaken to attempt to enhance the diversity of businesses in the industrial precincts (see Table 25).

**Table 25: Additional target industry actions**

Ref	Description	Responsibility	Timing	Priority
2.7	<p><b>Key industry engagement</b></p> <p>A number of opportunities were identified in Table 24 that require further investigation and liaison with established industry providers in NSW. Speaking to existing operating companies and understanding their land use requirements and locational preferences can assist in defining a clear investment attraction proposition.</p>	Community and economic development	Short	High
2.8	<p><b>Business and investment attraction</b></p> <p>Identify external industry forums and trade shows to represent and promote doing business in Edward River and extend the reach of Edward River industry.</p>	Community and economic development	Short	Moderate
2.9	<p><b>Learning and education</b></p> <p>Facilitate connections and partnerships with TAFE NSW, high schools and local businesses to promote mentorship programs, apprentice programs and tailored industry short-courses for local industry.</p>	Community and economic development	Medium	High
2.10	<p><b>Promotion of business support services</b></p> <p>Actively promote the business support services available through local businesses and regional development platforms.</p>	Community and economic development	Short	Moderate
2.11	<p><b>Water security</b></p> <p>Continue efforts to advocate for improvements in the allocation of water for farmers and industry in Edward River LGA.</p>	Council State Government	Short	High
2.12	<p><b>Water allocation factsheet</b></p> <p>Consider developing a fact sheet to educate businesses and potential investors regarding the water allocation options and what it means for doing business in Edward River.</p>	Infrastructure	Short	High
2.13	<p><b>Small business readiness</b></p> <p>Through grants and business support programs, encourage local makers and creators in the LGA to enhance productivity and become small-scale start-up businesses. Consider the market interest and feasibility of providing or partnering to provide a multi-purpose industrial and commercial facility that may include a commercial kitchen, bottling, labelling and packaging capacity; workstations and a networking space.</p>	Community and economic development	Long	Low

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**DECENTRALISED DEMOUNTABLES**



Decentralised Demountables has been operating in Deniliquin for almost 40 years. Starting out as a company specialised in the fabrication of school demountable classrooms for the NSW Government, the company has expanded into demountables for a wide range of purposes, including agricultural, commercial and residential applications. The company has also expanded into construction, specialising in the design and construction of a range of structures, from residential buildings (single dwellings and multi-unit developments), to the design, project management and construction of motel complexes and substantial aged care facilities. The company now provides services to a customer base that is nationwide and continues to operate from Deniliquin.

**FELLOWS BULK TRANSPORT**

Fellows Bulk Transport is a family-owned business that has been operating in Deniliquin since 1997. The company provides specialist, innovative and cost-effective solutions for bulk material transport, handling and storage. They serve a catchment including areas of Queensland, New South Wales, South Australia and Victoria transporting over 100,000 tonnes of bulk material every year. The company operates grain storage facilities in Deniliquin, Hay and Blighty. This company maintains its base of operations in Deniliquin and has a strong association between its identity and the town.



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**Direction 3: Secure a pipeline of employment land**

Businesses vary in size and purpose and subsequently have differing land and floorspace requirements. Some industries require large land expanses with limited built structures for product storage and processing. Others require built structures to enhance environmental control and security. As is common in regional locations, the built density in industrial precincts is generally low. This is due to the types of uses operating in the precincts, limited market pressure and the perceived availability of additional land.

As identified in Chapter 5.0, Edward River has 16 lots that are vacant and serviced and ready for immediate development. The largest of these sites is currently the subject of a proposal for a transport intermodal. Additionally, 111 lots are identified as being used, however not to their highest potential and could pose further development opportunity if there is market interest.

In regional locations, if a site is being utilised, generally there is limited incentive for it to be purchased and developed for alternative use. Interested parties would instead look for larger land parcels that can be subdivided or vacant land. Considering the limited number of serviced, vacant land parcels available and the limited diversity in lot sizes, the pipeline of employment land is relatively limited.

While the demand modelling indicates that no additional land is required to facilitate the population growth, in order to target investment and growth, having a diversity of land available in different locations can assist in incentivising development and achieving the vision of the *Economic Development Strategy*. Land parcels that can be brought quickly to the market with limited infrastructure investment are preferable. For this reason, it is important to plan for a pipeline of appropriately zoned land with adequate infrastructure available. Changes in market condition will affect the take-up of land and the potential to recoup expenditure on servicing costs through the development process. While the study seeks to explore land requirements, it is also necessary to encourage demand through other initiatives as outlined in the *Economic Development Strategy* and strategic directions of this report.

Table 26 identifies actions to support the delivering of employment land on to the market.

**Table 26: Securing a pipeline of employment land actions**

Ref	Description	Responsibility	Timing	Priority
3.1	<p><b>Enterprise corridor</b></p> <p>Considering rezoning the land in the River precinct to B6 Enterprise Corridor (see Figure 49) to bring the zoning in line with the Standard Instrument Local Environmental Plan and create opportunities for a broader diversity of businesses along a major thoroughfare. Considering rezoning the land in the River precinct to B6 Enterprise Corridor (to bring in line with the standard instrument and create the opportunity for a broader diversity of businesses along a major thoroughfare.</p>	Environmental services	Short	Low

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Ref	Description	Responsibility	Timing	Priority
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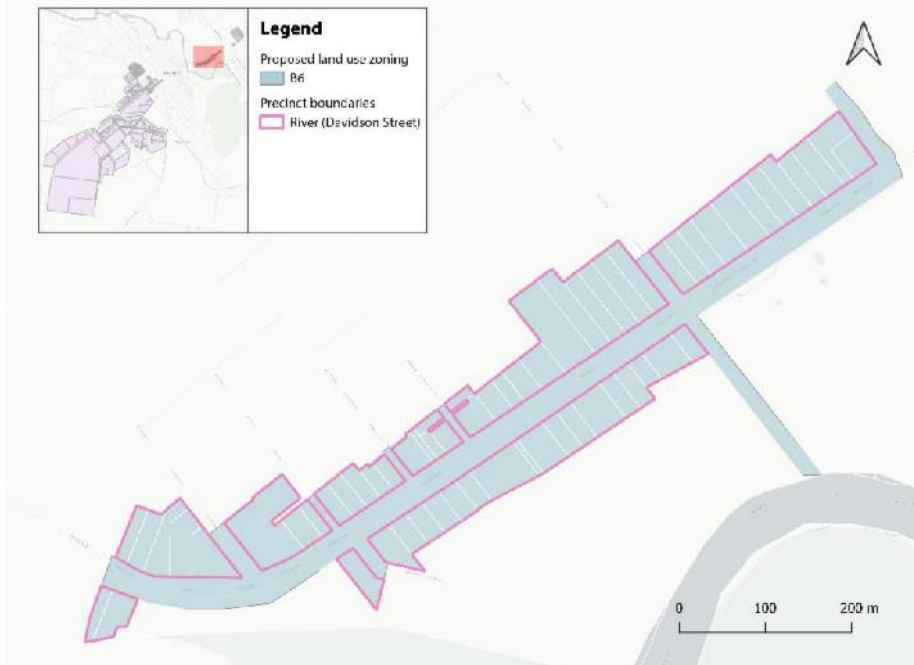
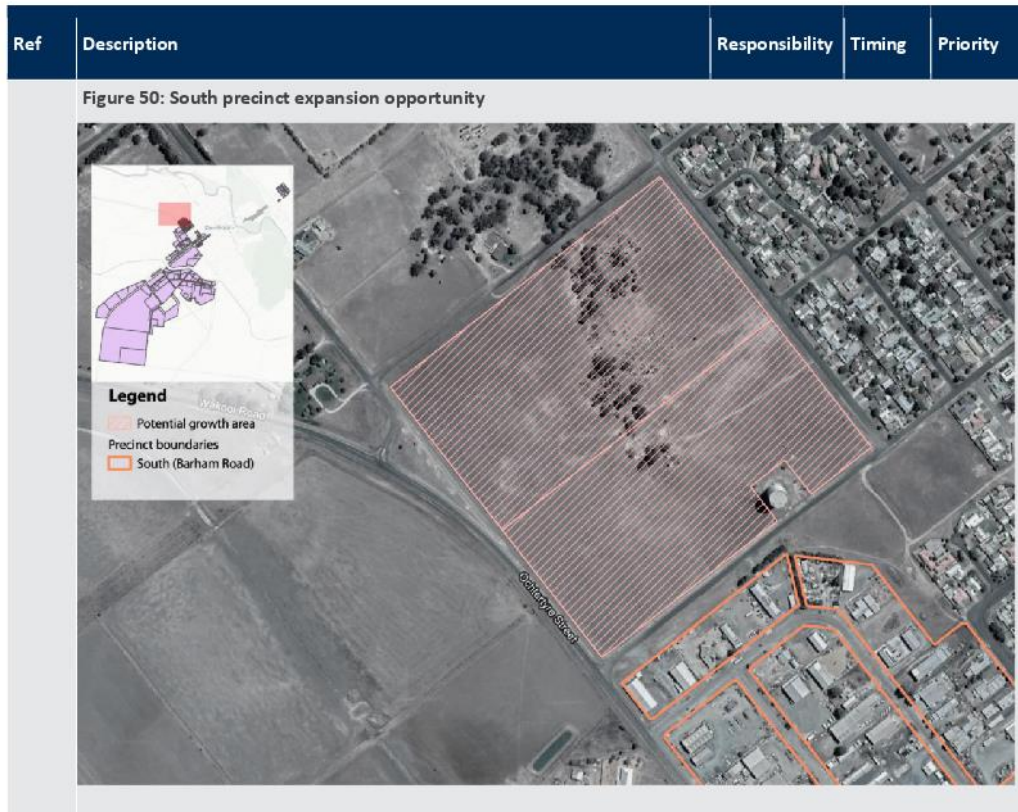


Figure 49: Proposed B6 Enterprise Corridor

<p><b>3.2 Ochtertyre Street expansion opportunity</b></p> <p>The land use audit and precinct analysis demonstrate that while there is a large amount of underutilised land in the precinct, there is limited land that is vacant and available for immediate development.</p> <p>Stakeholder engagement further suggested that a release of more land along Ochtertyre Street would be preferable and more appropriate for development than land currently zoned in the Rice Mill precinct. A potential release area for an IN1 General Industrial zone is identified in Figure 50.</p> <p>An analysis of trunk infrastructure and road servicing revealed that connection to the expansion area would likely be more feasible than connecting some of the existing zoned industrial lands. The area is currently zoned R1 General Residential. An RE1 Public Recreation zone, similar to that which runs along Harfluer Street to the north, could be provided to create a buffer from the established residential.</p> <p>It would be recommended that any future subdivision of land should be undertaken in consultation with the community, local businesses and target industries and include analysis of land-use conflicts with surrounding residences, any biodiversity issues and infrastructure capacity.</p>	<p>Environmental services</p>	<p>Medium</p>	<p>Moderate</p>
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**3.3 Northern expansion opportunity** Environmental services Medium Moderate

The land use audit and precinct analysis demonstrate that there is limited land availability to the north of town. While properties in the North Precinct are relatively underutilised in terms of floorspace, they are all being used for an industrial purpose. This leaves limited opportunity for businesses that are operating in this precinct to expand operations in the same location as no sites are available.

- Subject to land use constraints investigation, including Aboriginal cultural heritage, consider servicing the area and exploring a rezoning of land to the east of the existing precinct as identified in Figure 51.



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<p><b>3.4 Register of interested parties</b></p> <p>From time to time Council gets approached to assist in identifying land available for industrial development. Without knowing which owners are willing to sell their land, the Council is then placed in a difficult position to find sites that may be available.</p> <p>To streamline this process, the Council could consider hosting an available land database that enables landowners to register their parcel for any future interested parties to consider. This would involve:</p> <ul style="list-style-type: none"> <li>• Writing to industrial landowners to explain the intent of the database and have them put forward their details</li> <li>• Maintaining the database</li> <li>• Writing a disclaimer that states that no bias is placed on any particular parcel. While Council can assist in making the introductions, the ultimate purchase and agreement is the responsibility of and subject to the individual owners.</li> </ul> <p>Alternatively, Council could partner with a local real estate agent to provide this service.</p>	<p>Community and economic development</p> <p>Medium</p> <p>Low</p>
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Ref	Description	Responsibility	Timing	Priority
3.5	<p><b>Local Environmental Plan - Planning permissibility</b></p> <p>Consider reviewing and updating the permissible uses in the Local Environmental Plan to bring them in line with the proposed changes (as highlighted green) in Appendix A. This includes:</p> <ul style="list-style-type: none"> <li>• IN1 General Industrial: <ul style="list-style-type: none"> <li>– With consent: car park</li> <li>– Prohibit: open cut mining</li> </ul> </li> <li>• B6 Enterprise Corridor <ul style="list-style-type: none"> <li>– With consent: cellar door premises, industrial training facility, respite day care facility, restricted premises</li> <li>– Prohibit: camping ground, caravan park, educational establishment, school, restriction facility, sewerage system, biosolids treatment facility, water recycling facility.</li> </ul> </li> </ul>	Environmental services	Short	Low
3.6	<p><b>Development control plan</b></p> <p>The Development Control Plan is generally suitable to guide development in the LGA. The following recommendations have been provided for consideration to streamline and reduce complexity:</p> <p>Chapter 4 - Industrial Zones (IZ) and Chapter 3 - Commercial zone (CZ)</p> <ul style="list-style-type: none"> <li>• Seek to move away from replicating controls that exist in other instruments (eg the one disability access space per 33 spaces requirement).</li> <li>• Clause 4.2 - Control 13 (Note 1). Consider removing requirement for manoeuvrability of at least a semi-trailer truck. This could be overly cumbersome for many industrial sites that would accommodate a 12m rigid.</li> <li>• Clause 4.4 – Control 2 (IZ) and Clause 3.4 Control 1 (CZ) - Consider providing clarification that the landscaping plan requirement can be in the form of a landscape concept plan and not a detailed landscaping plan.</li> <li>• Clause 4.4 – Control 2 (Note 1) and Clause 3.4 Control 1 (CZ) The 'bond' should be removed in favour of a vegetation management plan being required for a construction certificate or through conditions of consent.</li> <li>• Clause 4.10 – Control 6 – consider removing or amending the control so not to restrict or deter development opportunity as connections may prove un-feasible. There may be instances where development can occur without being connected to reticulated sewer and water, or an alternative agreement can be met with the Council.</li> </ul> <p>Chapter 12 – Car parking</p> <ul style="list-style-type: none"> <li>• For industrial development particularly, consider moving away from numerically based assessments and instead require traffic impacts to be assessed based on merit.</li> </ul>	Environmental services	Short	Moderate

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Ref	Description	Responsibility	Timing	Priority
3.8	<p><b>Early infrastructure delivery policy</b></p> <p>Consider developing a “user pays” policy for larger developments that would bring significant investment and employment growth. The policy would enable priority infrastructure delivery, ahead of the infrastructure program, to support and attract larger industries interested in developing in the area.</p> <p>The policy would enable proponents to fund or construct trunk infrastructure and then dedicate the infrastructure to the Council. Where the developer is to occupy land owned by Council, Council could consider transferring or leasing the land to the developer at no cost, in return for the infrastructure costs being borne by the developer.</p> <p>This policy would be limited to developments that achieve a capital value or an onsite employment target.</p>	<p>Infrastructure</p> <p>Environmental services</p>	Short	High

### Infrastructure plan and program

The proposed infrastructure delivery program can be seen in

Figure 52. Several factors were considered when developing the indicative plan, including:

- Feedback from consultation with the infrastructure services department at Council
- The extent of infrastructure in place that would be able to be leveraged
- The extent of infrastructure required to service the precinct
- The net economic and employment gain that could be achieved through delivery.

The indicative plan was developed through the precinct analysis previously overviewed. While it provides direction around phasing, if through targeted engagement, specific interest arises regarding a precinct, there could be an opportunity to prioritise delivery in partnership with the interested party.

1. The Ochertyre Street expansion precinct provides an opportunity for incremental expansion of the South Precinct. There are existing infrastructure services that run along Ochertyre Street that could offer cost-effective connections to bring a greater diversity of land parcels on to the market earlier.

Works program	Timeframe	Responsibility
Liaise with landowners to measure interest in future rezoning and potential sale and subdivision.	0-2 years	Council
Facilitate an Expression of Interest process to gauge interest in the location as an industrial precinct.	0-2 years	Council
Dependent on market interest, seek to undertake a joint venture planning proposal and subdivision plan that rezones the land for industrial purpose. The subdivision should provide a diversity of lot sizes to maximise flexibility.	2-5 years	Council/ Landowner
Enter into a joint venture, and facilitate timely road and service infrastructure delivery, free of charge to the developer, subject to a business commitment.	5-10 years	Council/ Landowner

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2. The Airport Precinct North offers an opportunity for new business development with lower upfront investment costs; Council also has land holdings in this precinct and would be able to undertake joint venture projects.

Works program	Timeframe	Responsibility
Confirm and then market the existing master plan for the area to demonstrate subdivision capacity and intent	0-2 years	Council
Consider the option to incentivise development through peppercorn leasehold arrangements on Council land.	0-2 years	Council
Deliver, with proponent, sewer and water servicing subject to future subdivision and in line with the masterplan.	Flexible	Council

3. The North Precinct and north expansion area generally have reticulated water connections, however, are not connected to the sewer system. While the precinct is currently fully utilised, the infrastructure investment may enable greater utilisation of the sites.

Works program	Timeframe	Responsibility
Liaise with landowners to measure interest in future rezoning and potential site sale.	2-5 years	Council/ Landowner
Seek to undertake a planning proposal that rezones the land for industrial purpose.	2-5 years	Council
Extension of sewer reticulation to existing precinct and expansion area	0-2 years	Council
Facilitate timely road and service infrastructure delivery, subject to a business commitment.	Flexible	Council

4. The Rice Mill Precinct would require extensive infrastructure delivery to bring forward land parcels to be market-ready. The precinct would require phased infrastructure delivery.

a. Northern extent

Works program	Timeframe	Responsibility
Liaise with landowners to measure interest in a potential sale and subdivision.	10-20 years	Council
Prepare a structure plan for the precinct that includes a potential subdivision layout and infrastructure delivery program.	10-20 years	Council
Market and implement the subdivision and facilitate infrastructure delivery, including the extension of reticulation services and sealing of the roads.	10-20 years	Council

b. Southern extent

Works program	Timeframe	Responsibility
Liaise with landowners to measure interest in a potential sale and subdivision.	20+ years	Council
Prepare a structure plan for the precinct that includes a potential subdivision layout and infrastructure delivery program.	20+ years	Council
Market and implement the subdivision and facilitate infrastructure delivery, including new roads, reticulated sewer and water infrastructure and stormwater drainage.	20+ years	Council

Note: The priority of Phase 3 and Phase 4 could be reversed if targeted consultation results in a sizeable interested party wanting to move into the Rice Mill Precinct.

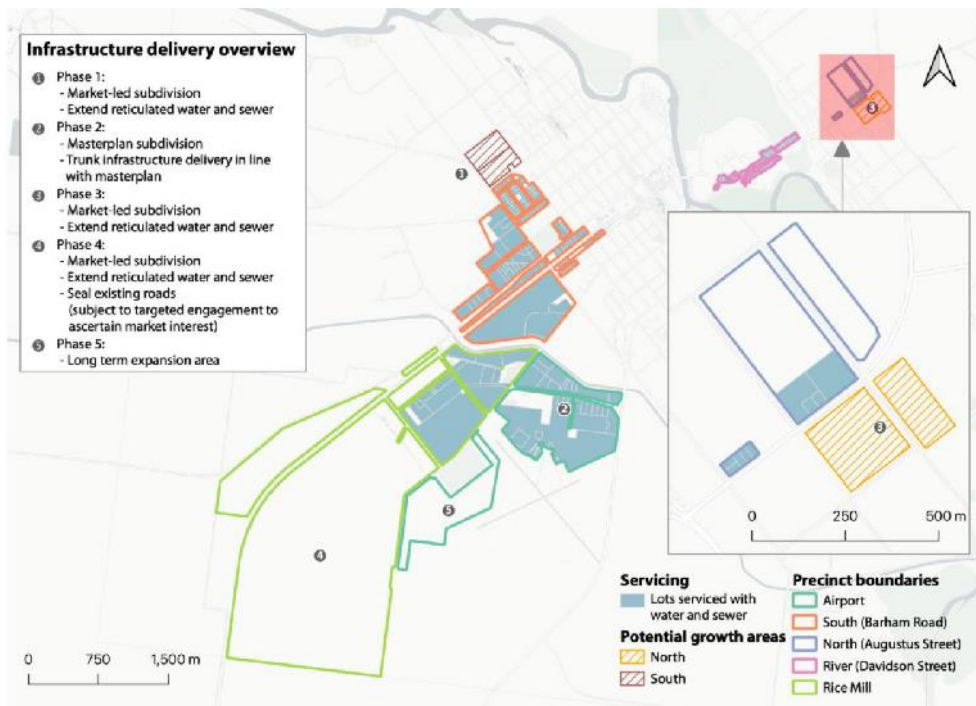
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- 5. The Airport precinct south is limited by runway clearances and offers less intensive and long term industrial opportunity.

Works program	Timeframe	Responsibility
Liaise with landowners to measure interest in a potential sale and subdivision.	20+ years	Council
Prepare a structure plan for the precinct that includes a potential subdivision layout and infrastructure delivery program.	20+ years	Council
Market and implement the subdivision and facilitate infrastructure delivery, including new roads, reticulated sewer and water infrastructure and stormwater drainage.	20+ years	Council

Figure 52: Potential infrastructure delivery overview





**Direction 4: Provide development support and partnership opportunities**

The planning and development process can be difficult for those that do not regularly operate in the space. This can create a barrier for businesses and interested parties to establish and operate in a locality. Feedback from stakeholder engagement identified that a number of businesses find it challenging to navigate the planning and legislative system and would benefit from further support by the Council. Table 27 outlines actions that can be implemented to support and attract businesses to the region.

**Table 27: Development support and partnership actions**

Ref	Description	Responsibility	Timing	Priority
4.1	<b>Development application template</b> Prepare a Development Application template that can be utilised by prospective developers to guide them through the DA requirements and items that need to be explicitly addressed.	Environmental services	Short	Moderate
4.2	<b>Independent assessment officer</b> Where Council plays an active role in assisting businesses in the development applications, consider coordinating an independent assessment. The cost of this process could potentially be covered through the development application fee.	Environmental services	Short	Moderate
4.3	<b>Consultant register</b> Prepare a register of local consultants and draftspeople that can provide reasonable cost development application and plan drafting services. Host the register on the business tab page of the Council website (see action 1.6).	Environmental services Community and Economic Development	Short	Low
4.4	<b>Joint ventures</b> Consider opportunities to enter into joint ventures with potential industrial developers where Council retains ownership of the land and enables businesses to build and operate on the property. This may support and catalyse land in industrial precincts. Alternatively, the Council can provide an option to an investor to build (on Council land) and lease the building, subject to a tenant being found by Council. This reduces the upfront costs required by small businesses.	Council	Medium	High
4.5	<b>Business assistance program</b> Small businesses can be an asset for driving economic and employment growth, however they generally need greater support and assistance. Establish a business assistance program that actively supports businesses to navigate the legislative, business and planning frameworks and identifies opportunities for networking, leadership and mentoring programs.	Community and Economic Development	Short	Moderate

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#### Direction 5: Enhance and promote lifestyle and services

A successful industrial sector is somewhat dependent on being able to attract workers and larger organisations to a town. A vibrant main street, a diversity of affordable retail uses, social infrastructure and community services all assist in making a place an attractive location to live and operate a business. An involved and empowered community can also assist in promoting and catalysing investment. As identified in the *Economic Development Strategy*, and reinforced during stakeholder conversations, people are leaving Deniliquin, both short term or long term, to access the greater range and more affordable services in Moama/Echuca. This expenditure leakage has already seen the closure of shops in the Deniliquin centre. This effect can become cumulative as the quality of use mix reduces and consumer options become more limited, furthering the number of businesses that close. Table 28 outlines actions to enhance and promote lifestyle and services.

**Table 28: Enhance and promote lifestyle and services actions**

Ref	Description	Responsibility	Timing	Priority
5.1	<p><b>Centre activation strategy</b></p> <p>Consider undertaking a centre activation strategy to complement the Deniliquin Masterplan. The Centre Activation Strategy would need to take a more holistic approach, including considering the urban structure and economic foundations of the centre.</p>	Community and Economic Development	Short	High
5.2	<p><b>Main street program</b></p> <p>Continue to deliver the main street program as part of the Deniliquin Masterplan, including the provision of the civic space.</p>	Council	Long	Low
5.3	<p><b>Festivals and events</b></p> <p>Continue to attract and support the growth of events and festivals to bring people to the LGA and promote the regional lifestyle. The investment that has gone into the festival ground at Deniliquin can be further leveraged to provide a larger events program, including more music festivals. Other events could include sporting events such as the 'Hell of the West' festival in Goondiwindi.</p>	Community and Economic Development Festival ground owners	Medium	Moderate
5.4	<p><b>Marketing and communication</b></p> <p>Facilitate and empower the community to develop and launch a Deni brand that encourages locals and visitors to 'buy local'.</p>	Community and Economic Development	Long	Moderate
5.5	<p><b>Night time and entertainment economy</b></p> <p>In collaboration with the community, develop, launch and promote a regular community events program that provides activities on weekends and evenings. The intent is to attract people into town and deter them from travelling to the bigger centres. Activities could include:</p> <ul style="list-style-type: none"> <li>• Outdoor cinemas (during summer)</li> <li>• Skate park competition</li> <li>• Night markets</li> <li>• Car boot sale</li> <li>• Dance, ball or discos.</li> </ul>	Visit Deni Community and Economic Development	Medium	Moderate

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## APPENDIX A | PLANNING PERMISSIBILITY REVIEW



Legend: x = Prohibited c = Permitted with Consent o = Permitted with out consent	Industrial Zones				Business zones			
	IN1 General Industrial				B6 Enterprise Corridor			
	Berrigan	Murray	Deniliquin	Recommen- dation	Berrigan	Murray	Deniliquin	Recommen- dation
<b>agriculture (group term)</b>	x	x	x	x		x	x	x
<b>aquaculture</b>	x	x	x	x		x	x	x
pond-based aquaculture	x	x	x	x		x	x	x
oyster aquaculture	c	c	c	c		c	c	c
tank-based aquaculture	c	c	c	c		c	c	c
<b>extensive agriculture;</b>	x	x	x	x		x	x	x
bee keeping	x	x	x	x		x	x	x
dairy (pasture based)	x	x	x	x		x	x	x
<b>intensive livestock agriculture;</b>	x	x	x	x		x	x	x
dairy (restricted)	x	x	x	x		x	x	x
feedlot	x	x	x	x		x	x	x
<b>intensive plant agriculture;</b>	x	x	x	x		x	x	x
horticulture	x	x	x	x		x	x	x
turf farming	x	x	x	x		x	x	x
viticulture	x	x	x	x		x	x	x
<b>air transport facility (group term)</b>	x	x	c	c		x	x	x
airport	x	x	c	c		x	x	x
heliport	c	c	c	c		x	x	x
airstrip	x	x	c	c		x	x	x
amusement centre	x	x	x	x		x	x	x
animal boarding or training establishment	c	c	c	c		x	x	x
boat building and repair facility	c	c	c	c		c	c	c
boat launching ramp	c	c	c	c		c	c	x
boat shed	c	c	c	c		c	c	x
camping ground	x	x	x	x		c	c	x
car park	c	x	x	c		c	c	c
caravan park	x	x	x	x		c	c	x
cemetery	x	c	x	x		x	x	x
charter and tourism boating facility	c	c	c	c		c	c	c
centre-based child care centre	x	x	x	x		c	c	c
<b>commercial premises (group term)</b>	x	x	x	x		c	c	c
<b>business premises;</b>	x	x	x	x		c	c	c
funeral home	c	c	c	c		c	c	c
office premises	x	x	x	x		c	c	c
<b>retail premises;</b>	x	x	x	x		x	c	c
cellar door premises	x	x	x	x		x	x	c
<b>food and drink premises;</b>	x	x	c	c		x	c	c
restaurant or cafe	x	x	c	c		x	c	c
take away food and drink premises	c	c	c	c		x	c	c
pub	x	x	x	x		x	c	c
small bar	x	x	c	c		x	c	c
garden centre	c	c	c	c		x	c	c
hardware and building supplies	c	c	c	c		x	c	c
kiosk	c	c	c	c		x	c	c
landscape materials supplies	c	c	c	c		x	c	c
market	x	x	x	x		x	c	c
plant nursery	c	c	c	c		x	c	c
roadside stall	c	x	x	x		x	x	x
rural supplies	c	c	c	c		x	c	c
<b>shop;</b>	x	x	x	x		x	x	x
neighbourhood shop	c	c	c	c		x	c	c
neighbourhood supermarket	x	x	x	x		x	x	x
specialised retail premises	x	x	x	x		x	c	c
timber yard	c	c	c	c		x	c	c
vehicle sales or hire premises	c	c	c	c		x	c	c
community facility	c	x	c	c		c	c	c
correctional centre	c	c	c	c		x	x	x
crematorium	c	c	c	c		c	x	x
depot	c	c	c	c		c	c	c
eco-tourist facility	x	x	x	x		c	c	c
<b>educational establishment (group term)</b>	x	x	x	x		c	c	x
school	x	x	x	x		c	c	x
electricity generating works	c	c	c	c		c	x	x

Legend: x = Prohibited c = Permitted with Consent o = Permitted with out consent	Industrial Zones				Business zones			
	IN1 General Industrial				B6 Enterprise Corridor			
	Berrigan	Murray	Deniliquin	Recommen dation	Berrigan	Murray	Deniliquin	Recommen dation
emergency services facility	c	c	c	c		c	c	c
entertainment facility	x	x	x	x		c	c	c
environmental facility	c	c	c	c		c	c	c
environmental protection works	o	o	o	o		c	o	o
exhibition home	x	x	x	x		c	x	x
exhibition village	x	x	x	x		c	x	x
extractive industry	c	c	c	c		x	x	x
farm building	x	x	x	x		x	x	x
flood mitigation works	c	c	c	c		c	c	c
forestry	x	c	x	x		x	x	x
freight transport facility	c	c	c	c		x	x	x
function centre	x	x	x	x		x	c	c
<b>health services facility (group term)</b>	x	x	x	x		c	c	c
medical centre	x	x	x	x		c	c	c
health consulting rooms	x	x	x	x		c	c	c
hospital	x	x	x	x		c	c	c
<b>heavy industrial storage establishment (group)</b>	c	c	c	c		x	x	x
hazardous storage establishment	c	c	c	c		x	x	x
liquid fuel depot	c	c	c	c		x	x	x
offensive storage establishment	c	c	c	c		x	x	x
helipad	c	c	c	c		x	c	c
highway service centre	c	c	c	c		c	c	c
home based child care	x	x	x	x		c	c	c
home business	x	x	x	x		c	c	c
home occupation	x	x	x	x		c	c	c
home occupation (sex services)	x	x	x	x		c	c	c
industrial retail outlet	c	c	c	c		c	c	c
industrial training facility	c	c	c	c		c	x	c
<b>industry (group term)</b>	c	x	c	c		x	x	x
general industry	c	c	c	c		x	x	x
<b>heavy industry;</b>	x	x	c	c		x	x	x
hazardous industry	x	x	c	c		x	x	x
offensive industry	x	x	c	c		x	x	x
<b>light industry;</b>	c	c	c	c		x	c	c
high technology industry	c	c	c	c		x	c	c
home industry	c	c	c	c		x	c	c
artisan food and drink industry	c	c	c	c		x	c	c
information and education facility	x	x	x	x		x	c	c
jetty	c	c	c	c		c	c	c
marina	x	c	c	c		c	c	c
mooring pen	x	c	c	c		c	c	c
moorings	x	c	c	c		c	c	c
mortuary	c	c	c	c		c	c	c
open cut mining	x	c	c	x		x	x	x
passenger transport facility	c	c	c	c		c	c	c
place of public worship	c	c	c	c		c	c	c
port facilities	c	c	c	c		c	c	c
public administration building	x	x	x	x		c	c	c
recreation area	c	c	c	c		c	c	c
recreation facility (indoor)	c	c	c	c		c	c	c
recreation facility (major)	c	c	c	c		c	x	x
recreation facility (outdoor)	c	c	c	c		c	c	c
registered club	x	x	x	x		c	c	c
research station	c	c	c	c		c	c	c
<b>residential accommodation (group term)</b>	x	x	x	x		x	x	x
attached dwelling	x	x	x	x		x	x	x
boarding house	x	x	x	x		x	x	x
<b>dual occupancy</b>	x	x	x	x		x	x	x
dual occupancy (attached)	x	x	x	x		x	x	x
dual occupancy (detached)	x	x	x	x		x	x	x
dwelling house	x	x	x	x		x	x	x
<b>group home</b>	x	x	x	x		x	x	x
group home (permanent)	x	x	x	x		x	x	x

Legend: x = Prohibited c = Permitted with Consent o = Permitted with out consent	Industrial Zones				Business zones			
	IN1 General Industrial				B6 Enterprise Corridor			
	Berrigan	Murray	Deniliquin	Recommen- dation	Berrigan	Murray	Deniliquin	Recommen- dation
group home (transitional)	x	x	x	x		x	x	x
hostel	x	x	x	x		x	x	x
multi dwelling housing	x	x	x	x		x	x	x
residential flat building	x	x	x	x		x	x	x
rural workers dwelling	x	x	x	x		x	x	x
secondary dwelling	x	x	x	x		x	x	x
semi-detached dwelling	x	x	x	x		x	x	x
seniors housing	x	x	x	x		x	x	x
residential care facility	x	x	x	x		x	x	x
shop top housing	x	x	x	x		x	c	c
respite day care centre	x	x	x	x		c	x	c
restricted premises	c	c	c	c		x	x	c
restriction facility	c	c	c	c		c	c	x
roads	o	c	c	c		c	c	c
<b>rural industry (group term)</b>	c	c	c	c		x	x	x
agricultural produce industry	c	c	c	c		x	x	x
livestock processing industry	c	c	c	c		x	x	x
sawmill or log processing works	c	c	c	c		x	x	x
stock and sale yard	c	c	c	c		x	x	x
service station	c	c	c	c		c	c	c
<b>sewerage system (group term)</b>	c	c	c	c		c	c	x
biosolids treatment facility	c	c	c	c		x	c	x
sewage reticulation system	c	c	c	c		c	c	c
sewage treatment plant	c	c	c	c		x	x	x
water recycling facility	c	c	c	c		x	c/x	x
sex services premises	c	c	c	c		c	x	x
<b>signage (group term)</b>	c	c	c	c		c	c	c
advertising Structure	c	c	c	c		c	c	c
building identification sign	c	c	c	c		c	c	c
business identification sign	c	c	c	c		c	c	c
<b>storage premises (group term)</b>	c	c	c	c		c	c	c
self storage units	c	c	c	c		c	c	c
<b>tourist and visitor accommodation (group term)</b>	x	x	x	x		c	c	c
backpackers accommodation	x	x	x	x		c	c	c
bed and breakfast accommodation	x	x	x	x		c	c	c
farm stay accommodation	x	x	x	x		c	x	x
hotel or motel accommodation	x	x	x	x		c	c	c
serviced apartment	x	x	x	x		c	c	c
transport depot	c	c	c	c		c	c	c
truck depot	c	c	c	c		c	c	c
vehicle body repair workshop	c	c	c	c		x	c	c
vehicle repair station	c	c	c	c		c	c	c
veterinary hospital	c	c	c	c		c	c	c
<b>warehouse or distribution centre</b>	c	c	c	c		c	c	c
local distribution premises	c	c	c	c		c	c	c
<b>waste or resource management facility (group)</b>	c	c	c	c		c	x	x
resource recovery facility	c	c	c	c		c	x	x
waste disposal facility	c	c	c	c		c	x	x
waste or resource transfer station	c	c	c	c		c	x	x
water recreation structure	c	c	c	c		c	c	c
<b>water supply system (group term)</b>	c	c	c	c		c	c	c
water reticulation system	o	c	o	o		c	o	o
water storage facility	c	c	c	c		c	c	c
water treatment facility	c	c	c	c		c	c	c
wharf or boating facility	x	x	x	x		x	x	x
wholesale supplies	c	c	c	c		c	c	c

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5. Due care has been taken to prepare the attached financial models from available information at the time of writing, however no responsibility can be or is accepted for errors or inaccuracies that may have occurred either with the programming or the resultant financial projections and their assumptions.
6. This report does not constitute a valuation of any property or interest in property. In preparing this report HillPDA has relied upon information concerning the subject property and/or proposed development provided by the Client and HillPDA has not independently verified this information except where noted in this report.
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**10.12 ENVIRONMENTAL SERVICES REPORT****Author:** Marie Sutton, Manager Development Services**Authoriser:** Philip Stone, General Manager**RECOMMENDATION**

That Council note the Environmental Services report for May 2021

**BACKGROUND**

Attachment 1 is the Environmental Services Report for May 2021

**ISSUE/DISCUSSION**

N/A

**STRATEGIC IMPLICATIONS**

N/A

**COMMUNITY STRATEGIC PLAN**

N/A

**FINANCIAL IMPLICATIONS**

N/A

**LEGISLATIVE IMPLICATIONS**

N/A

**ATTACHMENTS**

1.	Environmental	Services	Report	May	2021
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<b>Applications - May 2021</b>					
<b>Application</b>	<b>Property Description</b>	<b>Proposal</b>	<b>Date Received</b>	<b>Date Approved</b>	<b>Status</b>
DA 42/21	Lot 1 DP420037, Lot A DP347519, Lot Y DP420615, Lot Z DP420617 & Lot 7 DP1108254, 109 and 113 End Street, Deniliquin	2 lot subdivision	7/05/21	24/05/21	Approved
DA 43/21 CC 27/21	Lot 6 DP758782, 255 River Street, Deniliquin	New dwelling	11/05/21	-	Under assessment
DA 44/21 CC 28/21	Lot 112 DP1051662, 171-173 River Street, Deniliquin	Residential shed	12/05/21	-	Under assessment
DA 45/21	Lot 20 DP8914, 62 Davidson Street, Deniliquin	Change of use to Steel Fabrication	13/05/21	-	Neighbour notification period
DA 46/21 CC 29/21	Lot 5 DP778062, Lot 5 Hogans Lane, Deniliquin	Relocate transportable home and building transportable studio	20/05/21	-	Under assessment
DA 47/21	Lot 473 DP46236, 2-14 Napier Street, Deniliquin	Peppin Heritage Centre upgrade	12/05/21	-	Under assessment
S4.55 15/20A	Lot 1 DP323712, 400 Wood Street, Deniliquin	Modification to DA 15/20 (Demolition of dwelling)	24/05/21	25/05/21	Approved
CC 30/21	Lot 2 DP588243, 70 Napier Street, Deniliquin	Alterations and additions to retail building	25/05/21	-	Under assessment
CC 31/21	Lot 17 DP237702, 321 Victoria Street, Deniliquin	Shed	24/05/21	-	Under assessment

Complying Development Certificates					
PC CDC 1/21	Lot 1 DP503099, 343 Wood Street, Deniliquin	New dwelling	06/05/21	06/05/21	Approved
S68 Applications					
S68 16/21	Lot 5 DP778062, Hogans Lane, Deniliquin	Install a septic tank	20/05/21	-	Under assessment
S68 17/21	Lot 1 DP1132408, Lot 1 Butler Street (Site 361)	Extend flyover	28/05/21	02/06/21	Approved

Processing Times for May 2021		
Application Type	* Mean Gross Days	** Mean Net Days
DA	34	27
Mod (S4.55) of DA & DA/CC	30	30
CDC	18	18
CC	37	37
S68 Applications	-	-

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



Value and Number of Applications Determined 2020 and 2021								
Month	DAs 2020	DAs 2021	CDCs 2020	CDCs 2021	S68 2020	S68 2021	Value 2020	Value 2021
January	3	8	2	0	-	3	\$737,500	\$1,885,946
February	3	7	1	0	-	4	\$89,175	\$1,599,609
March	8	18	-	1	1	4	\$46,000	\$2,918,375
April	7	9	-	1	-	5	\$818,000	\$673,735
May	5	7	-	1	1	0	\$205,000	\$463,520
June	10		-		1		\$532,258	
July	11		1		1		\$983,473	
August	7		-		5		\$918,903	
September	10		2		2		\$1,153,983	
October	16		2		3		\$5,484,292.00	
November	9		-		2		\$275,550	
December	9		-		3		\$1,466,842	
<b>TOTALS</b>	<b>98</b>	<b>49</b>	<b>8</b>	<b>3</b>	<b>19</b>	<b>11</b>	<b>\$1,742,392.00</b>	<b>\$7,541,185.00</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 10.7 Certificates/Sewerage Drainage Diagrams	
Planning certificates	27
Sewerage drainage diagrams	14

Swimming Pool Inspection Program			
Month	1 <sup>st</sup> Inspection	2 <sup>nd</sup> Inspection	3 <sup>rd</sup> Inspection
May	-	-	-

## NSW Planning Portal

From 1 July 2021, all Development Applications (DAs), Construction Certificates and Complying Development Certificates (CDCs) must be lodged via the [NSW Planning Portal](#). Council will no longer be able to accept applications directly.

This change is in line with the NSW Government's mandatory requirements for all Councils to participate in their ePlanning platform for application lodgment by 1 July 2021.

Council has been successful in receiving funding of up to \$50,000 from Department of Planning Industry & Environment (DPIE) to support digital transformation of the Planning processes and integration with the NSW Planning Portal.

The following processes are currently being undertaken to transition to the Planning Portal;

Training	Staff training conducted by DPIE held at North Depot 9 June 2021 Applicant training conducted by DPIE held at North Depot for developers and general public 10 June 2021 Ongoing staff training in-house Ongoing assistance to applicants in- house
Licences	Software licencing for programs to support ePlanning Platform and E-payment options
Systems integration	Integration of Planning Portal with Tech one system
Stakeholder communication and media	Website, media and Facebook advertising
IT Hardware	Procurement of IT equipment and devices to assist applicants and staff to process applications through the planning portal

<b>Ranger's Report – May 2021</b>		
<b>Companion Animals</b>		
	<b>Cats</b>	<b>Dogs</b>
Animals still impounded	1	1
Animals seized/surrendered	2	11
Animals released to owner	1	8
Animals euthanised	0	1
Animals rehomed	0	1
Dogs declared dangerous / menacing	-	0
Animals microchipped by Council	0	1
Animals microchipped by Council (Desexing Program)	6	0
Animals microchipped by Council (quarterly free chipping week)	-	-
Animals registered	6	9
Animal registration notices sent	-	-
Animal fines	0	2
<b>Clean Up Notices</b>		
Property clean up notices	0	
Illegal dumping	0	
<b>Parking</b>		
Parking fines	0	
Parking patrols completed	3	
<b>Impoundment (Impounding Act 1993)</b>		
Vehicles	3	
Livestock	0	
<b>Euthanised Wildlife</b>	1 x kangaroo	

<b>Dog Attacks 2020 and 2021</b>			
<b>Month</b>	<b>No. of Incidents</b>	<b>No. of Attacking Dogs</b>	<b>No. of Victims</b>

	2020	2021	2020	2021	2020	2021
<b>January</b>	1	1	1	1	1	1
<b>February</b>	2	2	4	2	29	2
<b>March</b>	2	1	2	1	2	1
<b>April</b>	1	-	1	-	1	-
<b>May</b>	2	1	3	1	2	2
<b>June</b>	CAR website unavailable					
<b>July</b>	1		1		1	
<b>August</b>	1		1		3	
<b>September</b>	4		6		5	
<b>October</b>	2		1		3	
<b>November</b>	0		0		0	
<b>December</b>	2		2		1	
<b>TOTAL</b>	<b>13</b>	<b>5</b>	<b>15</b>	<b>5</b>	<b>40</b>	<b>6</b>

<b>Dog Attack Details</b>			
<b>Date</b>	<b>Details</b>	<b>Victims</b>	<b>Outcome</b>
9.5.21	Dog attacked sheep	2 sheep	1 sheep euthanised, owner of dog issued penalties.

**10.13 PRETTY PINE RESERVE COMMITTEE'S REQUEST**

**Author:** Cassie Harkin, Administration Officer Infrastructure

**Authoriser:** Mark Dalzell, Director Infrastructure

**RECOMMENDATION**

That Council

1. Enter into an agreement with the Pretty Pine Reserve Committee to fund the construction of a second synthetic tennis court on a 50:50 basis up to a Council contribution of \$15,000,
2. Re-allocate \$15,000 from the Local Roads & Community Infrastructure Round One funding to the construction of a second synthetic tennis court at Pretty Pine Reserve, and
3. Consider the construction of a verandah at the Caretaker's cottage on the Pretty Pine Reserve as part of Council's building renewal program.

**BACKGROUND**

Council has received a request from the Pretty Pine Reserve Committee to contribute towards the construction of a second synthetic tennis court at the Pretty Pine Reserve as part of the Local Roads and Community Infrastructure Program Round 1. It is noted that Council has committed \$40,000 towards the construction of the first synthetic tennis court at this location. The location of the existing clay based courts at the reserve is shown below:



The Pretty Pine Reserve Committee has received a quotation for approximately \$70,000 + GST to construct two synthetic tennis courts to replace the existing clay based tennis courts and has requested additional funds from Council to undertake this work. A copy of their request as presented to Council as a public forum submission to Council's 20 May 2021 meeting is included in Attachment 1.

**ISSUE/DISCUSSION**

The Pretty Pine Reserve Committee have made representations to Council over the years regarding the existing courts and upgrading them to make it easier for the reserve committee to maintain them. The existing courts are clay based and therefore require constant maintenance to ensure they are in a playable condition.

Council allocated \$40,000 towards the Pretty Pine Reserve as part of Round 1 of the Local Roads and Community Infrastructure program (LRCI) and following consultation with the reserve committee it was determined that the construction of a synthetic tennis court would be the best project to proceed with. The cost of the installation of a single synthetic court is \$40,000 and the committee also received a quotation of \$70,000 for the installation of two synthetic courts. The committee have noted that they have funds in reserve and would be able to contribute \$15,000 towards the second synthetic court if Council could match this funding. This \$15,000 was earmarked for the construction of a verandah at the Caretaker's Cottage and it is noted that the verandah project would be part of Council's building renewal program.

Savings have been made in other areas of the Community Facilities Refurbishment Program 2020/21 project within LRCI Round 1, which has a total funding amount of \$350,000, and \$15,000 could be reallocated to this project without impacting the overall project.

Council staff support this project to install the second synthetic tennis court at the Pretty Pine Reserve through the re-allocation of funds from within the LRCI Round 1 program as it will provide more recreational opportunities for residents in the north-west of the Council area. It is noted that Council has made decisions in the past regarding tennis facilities, namely the North Deniliquin Tennis Courts where Council resolved to demolish the courts and re-purpose the land, however, it is noted that there were other similar facilities in Deniliquin that could be used. The upgrading of the courts in Pretty Pine will allow them to become usable with reduced maintenance into the future with the Reserve Committee being responsible for maintenance.

### **STRATEGIC IMPLICATIONS**

It is important for Council to provide suitable recreational facilities through the Council area to support communities. These facilities should be fit for purpose so that they provide value for money over their useful lives and encourage community usage.

### **COMMUNITY STRATEGIC PLAN**

This report relates to Outcome 1 - A great place to live.

### **FINANCIAL IMPLICATIONS**

Funding for this project is provided through the Local Roads Community Infrastructure Program Round 1, with the additional \$15,000 to be provided through savings elsewhere in the program. Funding for the installation of the verandah at the Caretaker's cottage would come from Council's Building Renewal program or through future grant funding.

### **LEGISLATIVE IMPLICATIONS**

Nil.

### **ATTACHMENTS**

- 1. Public forum submission from the Pretty Pine Reserve Committee**

## Public Forum



Submission date: 18 May 2021, 10:43AM  
Receipt number: 19  
Related form version: 6

### Applicant Details

Company Name

First Name

Ben

Surname

Chartres

Postal Address

[REDACTED]

Phone Number

[REDACTED]

Email

[REDACTED]

### Meeting Details

Date of Council Meeting

20/05/2021

Item of business

Are you speaking 'for' or 'against' the recommendation?

For

Subject of Address

Request for additional funding to complete the tennis court upgrade at Pretty Pine

Summary of points to be covered during address

- Replacing the existing courts with synthetic alternatives has been a goal of the Pretty Pine Ground Committee's for over 10 years and impeded only by lack of available funds.
- The Pretty Pine Reserve has many exceptional facilities and installing synthetic courts will help the community further capitalise on these assets.
- The Committee's & Council's preferred supplier has quoted \$68,998 (not incl. GST) to install two synthetic courts inclusive of the preparation work as required by Council.
- The Committee have been allocated \$40,000 in funding through the Local Roads & Community Infrastructure Program, and while this will fund the majority of the project, there remains a balance of \$28,998.
- The Committee respectively request Council's financial support towards making this project possible; whether this could be by a reallocation of leftover funding under the Local Roads & Community Infrastructure Program, or other arrangement, including a co-contribution with the Committee.

### Applicant declaration

Name of Applicant

Ben Chartres

Date of application

18/05/2021

Attachments



**10.14 POTENTIAL DENILIQVIN AIRPORT RESIDENTIAL SKYPARK DEVELOPMENT****Author:** Mark Dalzell, Director Infrastructure**Authoriser:** Mark Dalzell, Director Infrastructure**RECOMMENDATION**

That Council

1. Prepare a business case for the development of a residential Skypark at Deniliquin Airport,
2. Allocate \$30,000 from Airport Industrial Land reserve towards the business case for a residential Skypark development at the Deniliquin Airport.

**BACKGROUND**

At its 3 June 2021 workshop, Council discussed the development of a residential Skypark at the Deniliquin Airport in accordance with the Deniliquin Airport Masterplan. The Skypark would allow people to construct a residence and hangar in the airport precinct with full access to the airport facilities. The proposed location of the residential Skypark is shown below and a copy of the Airport Masterplan summary map is included in Attachment 1.

**ISSUE/DISCUSSION**

Discussions at the Council workshop, as well as at the Edward River Airport Advisory Committee, have noted that the development of a residential Skypark would be of benefit to the airport precinct and the area in general. Based on the total available area and likely lot sizes, it is anticipated that at least eight lots would be able to be development at this location. At the Airport Advisory Committee meeting it was also discussed that other areas in the precinct may also be developed to provide a range of lot sizes and opportunities.

Based on the information available it is recommended that Council undertakes a business case process to formalise potential lot layouts as well as determining development costs, including infrastructure costs, and selling prices for the lots. The business case would also investigate interest in the market for this type of development. Council would engage an experienced marketing firm and/or planning consultancy to undertake this work. It is noted that there is currently \$187,000 in the Airport Industrial Land Development reserve and it is recommended that \$30,000 from this reserve be allocated for the residential Skypark development. This amount would be put back into the reserve should the development proceed, and lots are sold.

Following engagement of consultants to assist with the project, the next stages would be the preparation of concept layout options with construction estimates and workshops with the councillors and advisory committee regarding the development.

**STRATEGIC IMPLICATIONS**

The airport is of strategic importance to Deniliquin and the region as it provides a high level of access and support for various parts of the community. The development of a residential Skypark would increase the use, and therefore viability, of the facility.

**COMMUNITY STRATEGIC PLAN**

Development of the airport aligns with Outcome 2 – A prosperous and vibrant economy and the target that ‘our economy is strong and diverse’.

**FINANCIAL IMPLICATIONS**

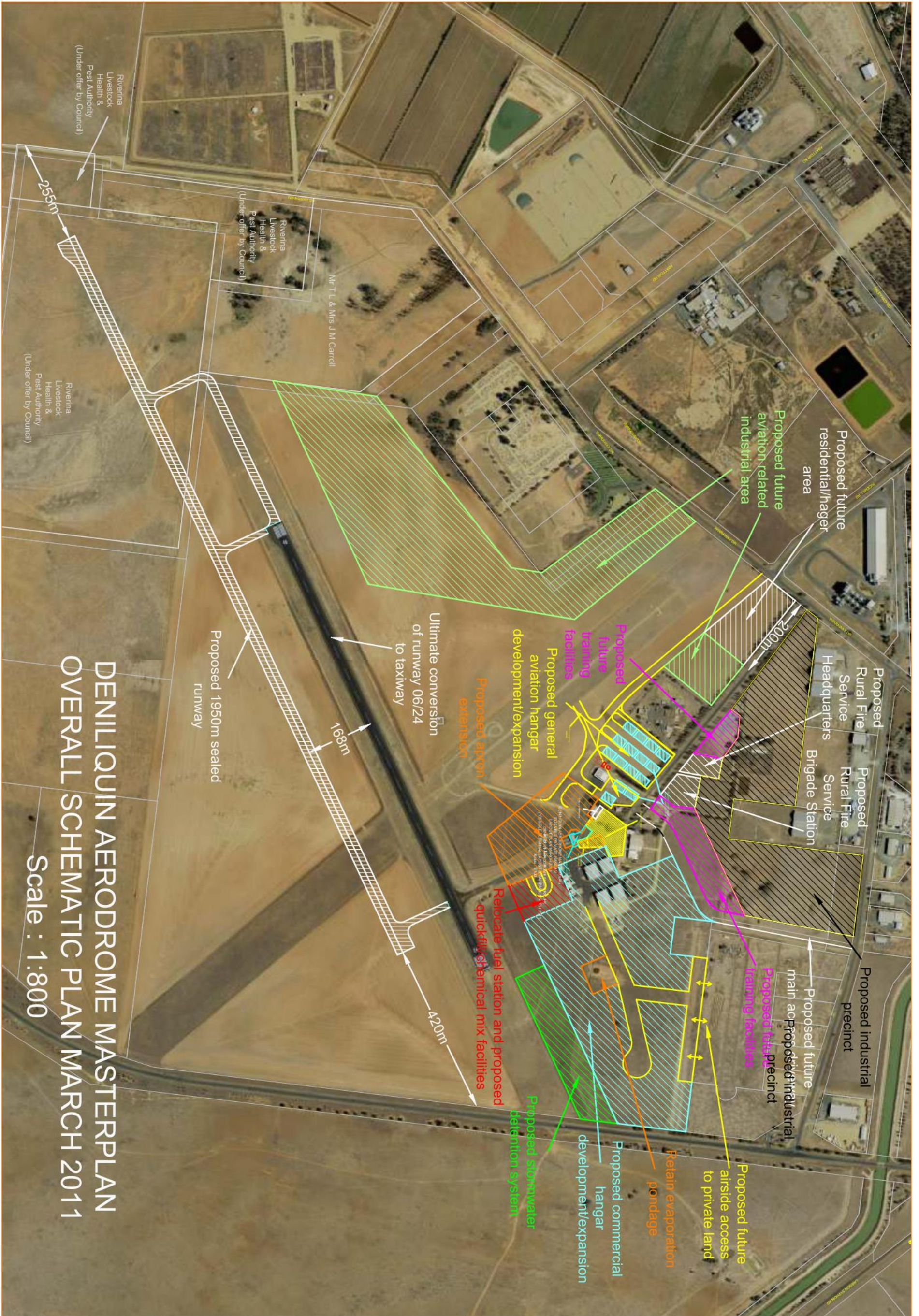
Council has sufficient funds in the Airport Industrial Land reserve to undertake a business case for this development.

**LEGISLATIVE IMPLICATIONS**

Nil

**ATTACHMENTS**

<b>1. Airport</b>	<b>Masterplan</b>	<b>Summary</b>	<b>Map</b>
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**DENILIQUIN AERODROME MASTERPLAN  
OVERALL SCHEMATIC PLAN MARCH 2011**

Scale : 1:800

**10.15 EXPRESSION OF INTEREST FOR DENILQUIN AIRPORT INDUSTRIAL AREA****Author: Mark Dalzell, Director Infrastructure****Authoriser: Mark Dalzell, Director Infrastructure****RECOMMENDATION**

That Council:

1. Undertakes a public exhibition period of 28-days regarding the sale of land in the Airport Precinct as defined in Attachment 1 to this report, and
2. Receives a further report regarding the Expression of Interest process following a 28-day exhibition period.

**BACKGROUND**

Council has received an enquiry to develop part of the airport precinct for industrial purposes in line with the Denilquin Airport Masterplan and the Industrial Land Strategy. The area noted in these documents for development is shown on the map included in Attachment 1.

**ISSUE/DISCUSSION**

Following receipt of an enquiry to develop part of the airport precinct for industrial purposes, Council staff have been investigating undertaking an Expression of Interest process to determine the community interest in, and market for, such a development. It is noted that Council received similar request a few years ago.

The sale of Council land is principally governed by:

- The *Local Government Act*, and
- Council's *Sale of Council Land* policy. A copy of this policy is included in Attachment 2.

The *Local Government Act* (LGAct) states that Council cannot sell land that is classified for community use and that the approval for sale of the land must be by way of Council resolution and cannot be delegated (Section 377(1)(h)). In relation to these requirements, the airport precinct is operational land owned freehold by Council and Council's *Sale of Council Land* policy includes the requirements for the decision to sell land be made by Council resolution.

Council's *Sale of Council Land* policy includes the following process to sell land:

- Confirm that the land is classified as operational,
- Determine that the land is surplus to Council's operational and community needs,
- Undertake a 28-day public consultation process to obtain community feedback regarding Council's intentions,
- Council receives a report regarding the sale of the land and resolves to proceed with the sale by way of public competitive sale (Auction of Expression of Interest), private sale or other sales methods.

Regarding public consultation and Council's determination that the land noted in Attachment 1 is surplus to Council's operational and community needs, Council has undertaken and prepared the following strategic documents:

- Airport Masterplan, and
- Industrial Land Strategy.

### Airport Masterplan

The Airport Masterplan defines areas within the airport precinct that Council wishes to develop as industrial or commercial land. This land is therefore surplus to Council's operational and community needs. A copy of the summary map from the Airport Masterplan is included in Attachment 3.

Council undertook a public consultation process as part of adopting the Airport Masterplan as noted below:

- The Deniliquin Airport Advisory Committee, at its 15 March 2011 meeting, recommended that the draft Airport Masterplan be received by Council and placed on public exhibition for 28 days. This recommendation follows extensive work by the committee and Council to prepare the draft Masterplan,
- Council, at its 3 May 2011 meeting, resolved to adopt the minutes from the Deniliquin Airport Advisory Committee's meeting of 15 March 2011, thereby resolving to receive the Masterplan and place it on public exhibition,
- Council, at its 13 July 2011 meeting, resolved to consider the objections received from the public exhibition period and adopt the Deniliquin Airport Masterplan.

### Industrial Land Strategy

The area noted in Attachment 1 has been included in the Industrial Land Strategy as an area that Council wishes to proceed with developing as industrial land.

The draft Industrial Land Strategy is subject to a separate report to this Council meeting. The report notes that no submissions have been received by Council relating to the development of land within the airport precinct for industrial purposes.

### Legal Advice

Following the Council workshop, staff contacted Council's solicitors for a legal opinion regarding whether the actions undertaken in relation to the Airport Masterplan and Industrial Land Strategy constitutes Council meeting its responsibilities in accordance with its *Sale of Council Land* policy. This is especially regarding Clause 4, which requires Council to advertise for 28 days and request community submissions regarding whether the land in question is surplus to Council requirements.

The initial legal advice received from the solicitors is that, whilst the Masterplan details guidelines and directions for Council to develop the land at the airport, it does not deal with the procedures as clearly stated in Council's *Sale of Council Land* policy. Council would need to meet the requirements of Clause 4 of the policy, with the advertisement clearly noting that Council intends to sell the land.

Based on the above information, staff recommend that Council commence a public exhibition process of 28-days following the June 2021 Council meeting. The public exhibition period would commence on Friday, 18 June 2021 and finish on Friday, 16 July 2021. It is noted that the caretaker period for Council commences on 6 August 2021 and therefore Council may wish to hold an extraordinary meeting before this date to deal with the outcomes of the public exhibition period. This would allow an Expression of Interest to proceed whilst Council is in caretaker mode.

## **STRATEGIC IMPLICATIONS**

It is important for Council to manage land on behalf of the community in a strategic manner to ensure the best use of the land. This includes disposing or selling of land that is surplus to Council's needs for financial and economic development benefits.

**COMMUNITY STRATEGIC PLAN**

This project meets the objectives of *Outcome 1 – A prosperous and vibrant economy* in the Community Strategic Plan, including:

- Target 2.1 – Our economy is strong and diverse, and
- Target 2.2 – We develop our key assets to enhance agriculture, boost tourism and support local businesses.

**FINANCIAL IMPLICATIONS**

Council must ensure that the sale of any land is of the benefit of the community, including that the sale of land provides a value for money return to Council. Cost involved in developing the land will be recovered through the sale of land.

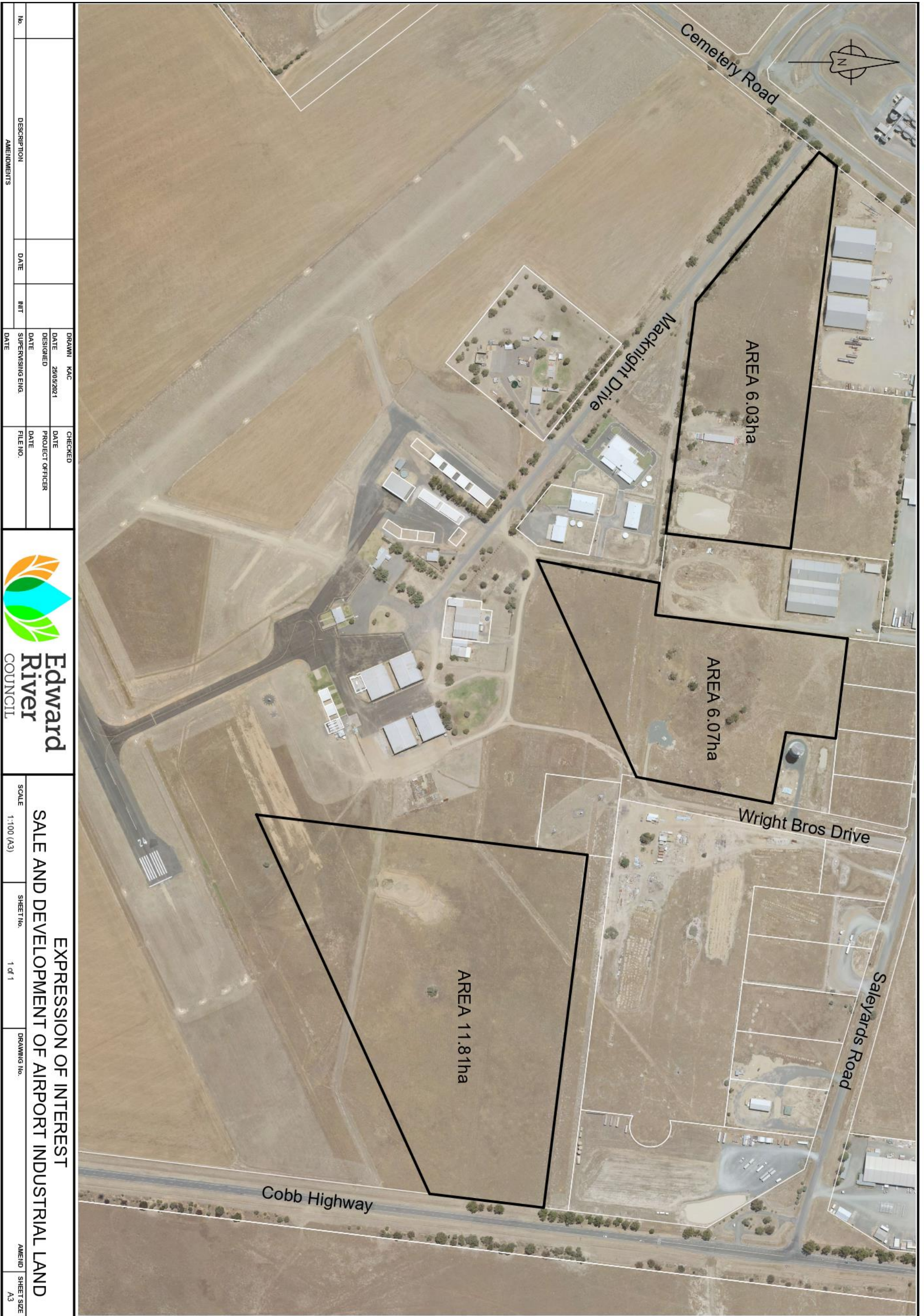
**LEGISLATIVE IMPLICATIONS**

The disposal or sale of land must comply with the *Local Government Act* and Council's *Sale of Council Land* policy.

**ATTACHMENTS**

1. **Area within Airport Precinct to be developed**
2. **Sale of Council Land policy**
3. **Airport Masterplan**

**Summary****Map**



No.	DESCRIPTION	DATE	MUT	DRAWN	KAC	CHECKED	
				DATE	25/05/2021	DATE	
AMENDMENTS				DESIGNED		PROJECT OFFICER	
				DATE		DATE	
				SUPERVISING ENG.		FILE NO.	
				DATE			



**EXPRESSION OF INTEREST  
SALE AND DEVELOPMENT OF AIRPORT INDUSTRIAL LAND**

SCALE 1:100 (A3) SHEET No. 1 of 1 DRAWING No. AMEND | SHEET SIZE A3



## **POLICY PURPOSE**

The purpose of this policy is to ensure that, prior to considering the sale of land assets, Edward River Council has explored all other options for the use of the land and that the sales process is equitable, consistent, and transparent.

## **POLICY SCOPE**

This Policy applies to any 'operational' property or land assets owned by the Edward River Council. It does not apply to Crown Land controlled and/or managed by Edward River Council on behalf of the Crown or a Trust.

## **POLICY STATEMENT**

This policy recognises that the sale of council land must follow a process that is consistent, fair, and transparent.

The sale of any council asset must follow a considered approach, meet community expectations and be in accordance with applicable council policy and government legislation and regulations.

Council acknowledges that when undertaking the sale of operational land, it is important that the process is seen to be fair and transparent and that this can best be achieved through a process of community engagement. The process for community engagement may vary depending on the degree of importance and effect that any sale will have on community members and should follow the principles outlined in the International Association of Public Participation (IAP2) guidelines.

## **OBJECTIVES**

All sales of land assets will;

- be consistent with Council's economic, social, and environmental objectives,
- be undertaken in accordance with the requirements of the Local Government Act 1993.
- occur only after consultation with affected stakeholders and relevant sections of the community and following considering all comments and representations,
- be undertaken with the intention of securing maximum economic, social and environmental benefits for the community,
- occur through a fair and transparent process,
- consider any industry or ICAC guidelines <sup>1</sup>
- be open to public scrutiny while maintaining appropriate levels of commercial confidentiality, and
- be conducted in accordance with any relevant Council procedures.

## **POLICY APPLICATION**

### **Sale of Council Land**

Chapter 6, Part 2, Sec's 25, 26 of the Local Government Act 1993 state that public land must be classified as either 'Community' or 'Operational and that community land cannot be sold. Council acknowledges that when undertaking the sale of operational land, a relevant community engagement process should be determined, if deemed appropriate, using the International Association of Public Participation guidelines.



### 1. Sale of surplus land

Council may consider the sale of operational land where it has been assessed by the Executive Management Team (EMT) and council is satisfied that it is not required for future operational or community purposes.

The report should canvas all alternative uses for the land under current or other zoning. The report should also recommend to Council the preferred method of sale.

### 2. Sale of surplus road reserve

Council can consider the sale of a portion of a road reserve, where the land is classified as operational and where it has been assessed by the Executive Management Team (EMT) as being surplus to council's needs. Consideration should be given to future requirements for road widening, footpath construction or other Council infrastructure.

Except where the dimensions of the land proposed to be sold are sufficient to permit independent development of the site, the Council will only consider sale to the owner/s of the adjoining property/properties and, in such cases, will require that the parcel of surplus land be consolidated with the adjoining property/properties.

### 3. Report to Council to Sell Land

Where council owned land has been identified as surplus to councils needs a report will be prepared for council and will contain the following information:

- Description of property and property history
- Current valuation and date of valuation (*valuation must be current within six months of the proposed date of sale*)
- Locality map
- Current use and zone
- Rationale for recommended sale
- Recommended method of sale
- Recommended sale price range (*in line with market valuation*)
- Proposed sale process
- Encumbrances on the land
- Timelines for the sale.

### 4. Consultation Process

Prior to the sale of any operational land an advertisement must be placed in Council's regular print media outlets advising of the proposed sale. The 28-day notice period is to allow members of the community to make submissions in relation to the proposed sale.

Following the period of public exhibition, a further report will be brought to Council detailing any submissions received enabling Council to reach an informed position on whether to proceed or not proceed with the sale of the land.

### 5. Methods of Disposal

The sale of operational land can be by;

- Public Competitive Sale (Auction or EOI)
- Private Sale
- Other Sales.

### 6. Public Competitive Sale

Following council approval to proceed with a sale, the following procedures should apply:

- The Council shall determine how the land is to be sold
- The Council may invite expressions of interest from prospective buyers for the sale of the property or;
- Select a licensed real estate agent to dispose of the property based on the following criteria but not limited to:

- (a) type of property to be marketed
- (b) relevant experience in that market
- (c) proposed commission
- The Council shall determine the reserve price if the sale is by auction or by negotiation
- If reserve is met, then the sale proceeds
- If reserve is not met, then any offer or proposal to amend reserve will be referred to the Council for consideration.

#### 7. Private Sale

The General Manager may be delegated to negotiate the sale with prospective purchaser/s. The council must approve the final sale price and any terms or conditions associated with the sale.

#### 8. Other Sales

If any sales fall outside the guidelines above, then Council approval will be required prior to acceptance of any offer to purchase.

#### 9. Contracts of Sale

All Contracts of Sale are to be prepared by Council's solicitors and executed by the Mayor and General Manager under delegation.

### POLICY HISTORY AND VERSION CONTROL

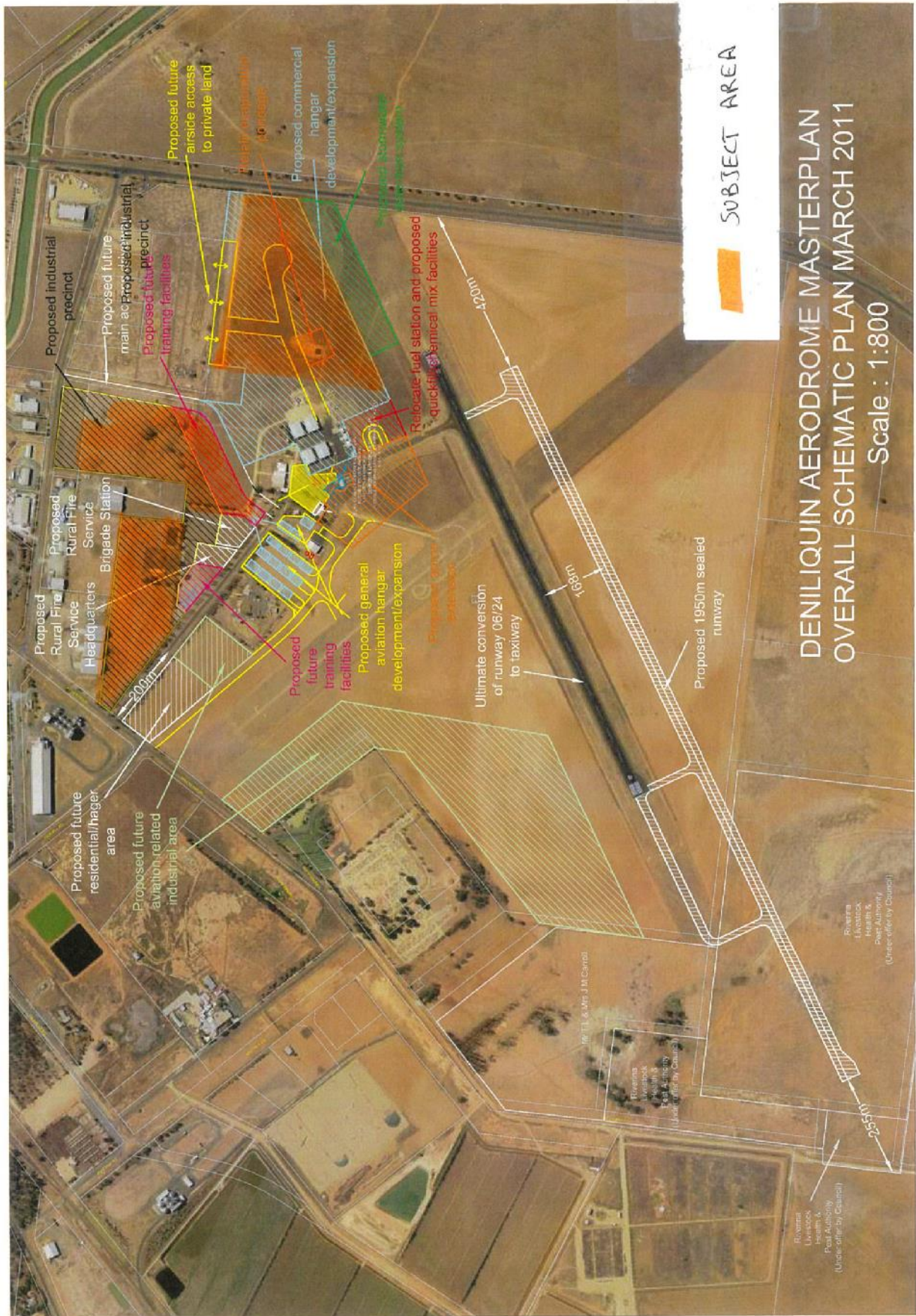
<b>Title</b>	Sale of Council land Policy			
<b>ECM Doc Set ID</b>	51087			
<b>Date Adopted</b>	19 April 2018			
<b>Council Minute No.</b>	2018/72			
<b>Responsible Officer</b>	General Manager			
<b>Version Number</b>	<b>Modified By</b>	<b>Modifications Made</b>	<b>Date modified and Approved by Council</b>	<b>Council Minute Number</b>

#### Relevant Legislation

NSW Local Government Act 1993  
Environmental Planning & Assessment Act 1979

#### Related policies, procedures, & protocols

1. 'Corruption risks in NSW development approval processes' ICAC Sydney Position Paper 2007 – Chapter 7, Council Land Disposal.
2. 'Guidelines for managing risks in direct negotiations', ICAC Sydney May 2006



**10.16 OPERATIONS DEPARTMENT UPDATE****Author:** Cassie Harkin, Administration Officer Infrastructure**Authoriser:** Mark Dalzell, Director Infrastructure**RECOMMENDATION**

That Council receive and note the June 2021 Operations Department Update.

**BACKGROUND**

This report provides an update to Council of operational highlights over the past month and in upcoming months.

**ROADS**

Works undertaken during May/June 2021 in the Roads Section:

**Major Works**

- Deniliquin Industrial Estate:
  - Kerb and gutter construction along Kelly Street completed and installation of stormwater drainage system continuing,
  - Initial sealing of Kelly and Jane Streets anticipated to be undertaken in mid-June depending on the weather,
  - Installation of kerb and gutter and stormwater drainage in Jane Street will continue in June and July,
- Maude Road Construction and Seal – Sealing planned mid-June for the 3<sup>rd</sup> km depending on the weather,
- Re-sheeting of Moonbria Road in continuing to complete the 202/21 re-sheeting program, and
- Conargo Road/Lindifferon Lane intersection treatment has been completed.

**Transport for NSW Works**

- Received 6,000 tonne of select material and Class 2 rock for Stage 3 of the Finley Road construction project. This stage will be undertaken in 2021/22 subject to Council's construction program,
- Inspection of the state highway network undertaken as part of the RMCC agreement.

**Maintenance**

- Road Maintenance Grading – two grader teams operating throughout May and June in the northern and eastern areas of the council area,
- Ongoing inspections of the network.

**Staff**

- Recruitment for two Plant Operators completed. New staff to commence by the end of June,
- Workforce Plan and Staff Development Plan drafted for discussions,
- Training Attendance
  - Leadership Training,
  - Project fundamentals.

**WATER AND SEWER**

Works Completed for the month of May/June 2021 in the Water and Sewer Section:

**Maintenance**

- 21 Sewer chokes and maintenance issues,
- 10 Water meter issues,
- Seven Water mains – Burst / Leaks w

**Sewerage Treatment Plant (STP) and Pump Stations**

- Repairs undertaken at the Hay Road, Effluent Re-use and Macauley Pump Stations,
- New pump impellers installed at Macauley Street, Rice Mill and Airport paddock Pump Stations,
- All Testing and basic Maintenance is up to date,
- 40 ML pumped to reuse
- Three 2 mt + deep sewer repairs.

**Water Treatment Plant (WTP)**

- 123 ML of water treated,
- All testing and basic Maintenance is up to date.

**Capital Works**

- George Street – Watermain and water services upgrade 70% completed.

**New Water and Sewer Services**

- Three water services (new) to properties along Ochertyre Street
- One Low Pressure Sewer line approximately 300 metres long installed along Riverview Drive with one new water service also installed.

**PARKS AND GARDENS**

Works undertaken during May/June 2021 in the Parks and Gardens Section include:

**General**

- Waring Gardens Arrowhead Weed Control:
  - Lagoon perimeter targeted by boat, manual operation, two person operation (no motorised propulsion due to clogging of propellor). This is remove the weed along the banks of the lagoon that would be hard for a contract harvester to access,
  - Harvested weed raked and windrowed on Shore, for removal to Waste Depot after drying,
  - Further Harvesting to be completed in last week of May with help of Lagoons Working Group,
  - Through external funding, Council will engage a contractor to harvest the thicker weeds in the middle of the lagoon. This is scheduled for end July due to contractor commitments.

**Maintenance**

- Inspections – Playgrounds,

- Ongoing – Parks and Gardens, Toilets, Playgrounds, Cemeteries,
- Village maintenance undertaken in conjunction with Locals and P&G Staff,
- Street tree maintenance ongoing with stump grinding and top dressing various locations,
- Maintenance and Burials / Ashes Interment General & Lawn Cemetery,
- Swim Centre weed spraying,
- CBD furniture maintenance.
- Mouse baiting at various Council Buildings and Village Halls – in plague proportion in some areas,
- Tree removal at Deniliquin Cemetery, old fencing removed and stump grinding of stumps undertaken,
- Maintenance at rural buildings at Blighty and Pretty Pine,
- Irrigation Repairs at Waring Gardens,
- Asbestos Identification and Register completed for all Council Buildings.

### **Weeds**

- 360 kilometres of roadside spraying of invasive species under the Weeds Action Plan,
- 262 kilometres of High Risk Pathway inspections under the Weeds Action Plan,
- Khaki program still tracking well,
- 240 metres of shoulder spraying on Mills Road as part of a weed eradication trial to support shoulder grading of roads so that vegetation is not brought back onto the road during maintenance grading.

### **Waste**

- Using newly constructed cells at Deniliquin landfill more being constructed in June,
- Push-up by Contractor at Wanganella and Pretty Pine Tips
- 2021 Bin supply delivered for June.

### **Public Support**

- Breast Screen Van – re-location for upgrade on Harrison Street Amenities Block by contractor

### **PLANT AND FLEET**

Works undertaken during May/June 2021 in the Plant and Fleet Section:

#### **FLEET**

- Fleet Capital Plant ordered in May
  - XL Ranger for Building Surveyor,
  - XLT Ranger for Manager Operations,
  - GXL Prado for Director Infrastructure
- Plant delivered in May includes two XLT Rangers for Roads Supervisor and Parks and Gardens Supervisor,
- Construction Plant major expenses: Currently undertaking winter roadworthy and servicing of all RFS trucks and equipment,
- TechOne Fleet Module Development ongoing date to be advised for going live

**STAFF**

- Recruitment for Mechanic in progress.

**AIRPORT EMERGENCY EXERCISE**

- Group Airport Emergency Exercise – completed on 16 May with all affected Agencies

**STRATEGIC IMPLICATIONS**

N/A

**COMMUNITY STRATEGIC PLAN**

N/A

**FINANCIAL IMPLICATIONS**

N/A

**LEGISLATIVE IMPLICATIONS**

N/A

**ATTACHMENTS**

Nil

**10.17 MAJOR PROJECTS PROGRAM - JUNE 2021 - PROGRESS REPORT**

**Author:** Nicole Rogers, Project Coordinator

**Authoriser:** Mark Dalzell, Director Infrastructure

**RECOMMENDATION**

That Council note the Major Projects Program from various funding sources - Progress Report for June 2021.

**BACKGROUND**

Since amalgamation in 2016, Council has received over \$40,000,000 in funding from State and Federal Government bodies. A breakdown of the funding received is as follows:

<b>Government Funding Body</b>	<b>Funding Amount</b>
<b>Stronger Communities - Round 1 and New Council Implementation Funding R1</b> (Original merger funding)	\$15,000,000
<b>Stronger Communities - Round 2</b> (Additional merger funding)	\$3,990,000
<b>Stronger Country Communities – Round 1</b> (State funding)	\$1,269,841
<b>Stronger Country Communities - Round 2</b> (State funding)	\$3,371,750
<b>Stronger Country Communities – Round 3</b> (State funding)	\$1,264,500
<b>Building Better Regions</b> (Federal Funding)	\$630,883
<b>Our Rivers Our Region</b> (Federal funding)	\$1,673,080
<b>Drought Communities Program – Round 1</b> (Federal funding)	\$1,000,000
<b>Drought Communities Program – Round 2</b> (Federal Funding)	\$1,000,000
<b>Murray Darling Diversification Funding</b> (State funding)	\$750,000
<b>Local Roads and Community Infrastructure Program</b> (State funding)	\$963,190
<b>Local Roads and Community Infrastructure Program R2</b> (State funding)	\$880,903
<b>NSW Showground Stimulus Funding – Memorial Park Showground</b> (State Funding)	\$312,190
<b>HSVPP (Federal Funding), Fixing Country Roads, TfNSW (State Funding) for Maude Road Construction</b>	\$2,917,568
<b>Commonwealth Regional Airport Program</b> (Federal Funding)	\$2,500,000



<b>Fixing Local Roads (TfNSW) Round 1</b> (State Govt)	\$1,052,055
<b>Fixing Local Roads (TfNSW) Round 2</b> (State Govt)	\$910,000
<b>Environmental Trust NSW</b> Landfill Consolidation	\$200,000
<b>NSW Showground Stimulus Funding R2 – Memorial Park Showground</b> (State Funding)	\$1,650,775
<b>Local Roads and Community Infrastructure Program R3</b> (State funding)	\$1,926,340
<b>NSW Emergency Operations Centres (EOCS) Critical Upgrade Program</b> (State Funding)	\$125,080
<b>Total Funding Received</b>	<b>\$43,388,155</b>

The **Stronger Country Communities Round 4** funding program has allocated \$1,500,000 to the Edward River LGA. This funding is a competitive process. ERC and other eligible organisations can apply. Council have no input into the determination of successful grants under this program, however, submissions made effecting Council land, assets or Council managed land must receive approval as part of their submission.

#### ISSUE/DISCUSSION

Details regarding the status of current projects are included in Attachment 1 of this report.

#### Project Updates

##### Maude Road Sealing

The third km of this project is nearing completion and a 7mm primer seal is programmed for the 15th of June. Council staff will commence work on the next 1km (fourth) section of road as soon as the sealing works are complete. Contractors have completed four culvert replacements.

##### Civic Precinct

Progress during June included the following:

Estates Building;

- Reroofing completed,
- Scaffolding gradually being removed as external works progresses downward,
- Electrical rough-in completed,
- All framing completed,
- Additional brickwork repairs done to external cracking in walls, and
- Reception desk layout confirmed. In detailed design.

Town Hall

- Audio visual design in town hall completed and shop drawings being prepared,
- Easement created for the new power substation in the car park area,
- Furniture schedules for all buildings prepared. To go to quote to supply, and
- Two competitive quotes received for the clock mechanisation. In report for confirmation.

Memorial Park – Changerooms and Amenities

Fascia and roofing iron, gutter and barge cladding were completed this week. The scaffold has been removed for the plumber to commence sewer works. Ceiling battens and internal electrical cabling is complete with internal ceiling lining to commence week of 8 June 2021.

Community Halls Refurbishment works

Internal painting of the Blighty Hall will commence on 14 June 2021 and will be complete by end of July 2021.

The Pretty Pine committee have requested the construction of two tennis courts. The LRCI P1 funding will cover the cost of one of these courts with Council and the committee contributing the additional court.

A structural report has been prepared of the Mayrung Hall which recommended several works, including footpaths, tree removal and bollard installation be undertaken to prevent the hall building from deteriorating further. These works will be undertaken by Council work teams.

Playground equipment for Wanganella has been received and will be installed by Council in the very near future.

Off-Leash Dog Park

This project has been awarded to Chris Wright to commence stage 1 week of 15 June 2021. Stage 1 will include fencing, small and large dog areas, water connection and drinking fountain, carpark area and some landscaping.

Airport Hangar Refurbishment

Concrete pads with tie down points are complete, along with additional spoon drains to minimise water leaking into the hangars. The project manager is in the process of obtaining quotes.

**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	-	June21
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Funded Projects - Summary Report – June 2021						
<b>Time, Cost &amp; Quality</b>		Task/Activity – Completed ✓ or Progressing - on Time, Cost and Quality				
<b>Time, Cost &amp; Quality</b>		Task/Activity – Progressing - requires monitoring and or action to minimise risk of not meeting performance targets				
<b>Time, Cost &amp; Quality</b>		Task/Activity – Stalled/Stopped - High Risk or will not meet Performance Target.				
<b>Time, Cost &amp; Quality</b>		Task/Activity- Pending - is currently not commenced				
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)						
Riverfront Masterplans and Initial Works <b>\$750,000 + \$700,000 +</b> (Stronger Communities Round 2) <b>\$550,000</b> (Regional Growth Fund)	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Contract for Pontoons has been awarded</li> <li>Pontoon in detailed design – User Group have provided preferences</li> </ul>
Town Hall Revitalisation <b>\$435,000 + \$1,315,170</b> (Stronger Country Communities Round 2) <b>+-\$329,000</b> (Unallocated Funding), <b>+\$630,883</b> (Building Better Regions Fund), <b>\$964,500</b> (Stronger Country Communities Round 3)	Complete	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>Reroofing completed</li> <li>Scaffolding gradually being removed as external works progresses downward</li> <li>Electrical rough-in completed</li> <li>All framing completed</li> <li>Additional brickwork repairs done to external cracking in walls</li> <li>Easement created for new power substation</li> </ul>
<b>Stronger Community Grant Funding (Original) - Sub-Total \$8,600,000</b>						
STRONGER COMMUNITIES GRANT FUNDING (ROUND 2)						
Riverfront Enhancement <b>\$750,000 + \$550,000</b> (Regional Growth Fund) <b>+ \$750,000</b> (Stronger Communities Original)	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Contract for Pontoons has been awarded</li> <li>Pontoon in design – discussions with Edward River User group as to design and size of pontoon to allow for remaining budget</li> </ul>
Waring Gardens Upgrade <b>\$640,000</b>	Complete	Complete	Complete	Complete		Playground fencing and Softfall has been installed
Truck Stop Strategic Plan <b>\$10,000</b>	Pending	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>Discussions with stakeholders to be coordinated</li> </ul>
Civic Plaza <b>\$390,000</b>	Completed	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>See comments above.</li> </ul>
<b>Stronger Communities Grant Funding (Round 2) – Sub-Total \$3,390,000</b>						
Environmental Trust NSW						
Landfill Consolidation (Pretty Pine & Conargo) <b>\$200,000</b>	Complete	Complete	In Progress	Pending		<ul style="list-style-type: none"> <li>No quotes received – reviewing documentation</li> </ul>
<b>Environmental Trust NSW - Sub-Total \$200,000</b>						

Project Description	Initiation and Communication	Design, Documentation and Approvals	Quotes and Tendering	Delivery and Handover	Code	Comments/Milestones
<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	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>See comments above</li> </ul>
<b>Regional Growth Fund – Sub-Total \$1,673,080</b>						
<b>STRONGER COUNTRY COMMUNITIES GRANT FUNDING (ROUND 2)</b>						
Deniliquin Town Hall & Arts & Cultural Precinct <b>\$1,315,170 + \$435,000</b> (Stronger Communities Grant Funding Original) <b>+~\$329,000</b> (Unallocated Funding), <b>+\$630,883</b> (Building Better Regions Fund), <b>\$964,500</b> (Stronger Country Communities Round 3)	Complete	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>See comments above</li> </ul>
Memorial Park <b>\$786,000</b>	Complete	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>11<sup>th</sup> week of construction – roof is on, connection to sewer and lining taking place</li> </ul>
<b>Stronger Country Communities Grant Funding (Round 2) – Sub-Total \$3,371,750</b>						
<b>STRONGER COUNTRY COMMUNITIES GRANT FUNDING (ROUND 3)</b>						
Town Hall <b>\$964,500, + \$1,315,170</b> (Stronger Country Communities Round 2) <b>+ \$435,000</b> (Stronger Communities Grant Funding Original) <b>+~\$329,000</b> (Unallocated Funding), <b>+\$630,883</b> (Building Better Regions Fund)	Complete	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>See comments above</li> </ul>
North Deni Rest Stop <b>\$300,000</b>	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>Designs with Architect to be changed to Stage 1 only</li> <li>RFQ to go out mid June</li> <li>Time variation approved</li> </ul>
<b>Stronger Country Communities Grant Funding (Round 3) – Sub-Total \$1,264,500</b>						
<b>DROUGHT COMMUNITIES PROGRAMME FUNDING (ROUND 2)</b>						
Visit Deni Tourism Campaign <b>\$50,000</b>	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Campaign in market</li> </ul>
Rural Villages Business Painting <b>\$100,000</b>	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>50% of works complete</li> <li>Wanganella to commence 15 June</li> </ul>
Waring Gardens Upgrade <b>\$200,000</b>	Complete	In Progress	In Progress	In Progress		<ul style="list-style-type: none"> <li>Awaiting completion of designs for DDA compliant amenities (Harrison St)</li> <li>Waiting on quotes for works to the Rotunda</li> </ul>
Signage Strategy Implementation <b>\$140,000</b>	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Signage is on order</li> </ul>
Rotary Park (clubrooms and pitches) <b>\$200,000</b>	Completed	Complete	In Progress	In Progress		<ul style="list-style-type: none"> <li>Clubrooms nearing completion</li> <li>Carpark and drainage works complete</li> </ul>

Project Description	Initiation and Communication	Design, Documentation and Approvals	Quotes and Tendering	Delivery and Handover	Code	Comments/Milestones
Deniliquin Town Hall – Civic Plaza <b>\$210,000</b>	Completed	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>See comments above</li> </ul>
North Tennis Court Redevelopment (Rest Stop) <b>\$100,000</b>	Completed	Complete	In Progress	In Progress		<ul style="list-style-type: none"> <li>See comments above (SCCFR2)</li> </ul>
<b>Drought Communities Programme Funding (Round 2) – Sub-Total \$1,000,000</b>						
<b>BUILDING BETTER REGIONS FUND</b>						
Town Hall <b>\$630,883 + \$964,500</b> (Stronger Country Communities Round 3), <b>+ \$1,315,170</b> (Stronger Country Communities Round 2) <b>+ \$435,000</b> (Stronger Communities Grant Funding Original) <b>+~\$329,000</b> (Unallocated Funding),	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>See comments above</li> </ul>
<b>Building Better Regions Fund – Sub-Total \$630,883</b>						
<b>Local Roads and Community Infrastructure Program Funding R1</b>						
Community Facilities Refurbishment ( <b>\$350,000</b> )	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>Works to Halls have commenced</li> <li>DA has been submitted due to State Heritage significance for the Peppin Heritage Centre component</li> </ul>
Deni Visitor Information Centre & V+CS area ( <b>\$200,000</b> )	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>DA has been submitted due to State Heritage significance for the Peppin Heritage Centre component</li> </ul>
Airport Hangar Refurb ( <b>\$100,000</b> )	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Drainage and concrete poured</li> <li>Works to be complete by June21</li> </ul>
Urban & Rural Cemeteries ( <b>\$180,000</b> )	Complete	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Fencing commenced</li> </ul>
Memorial Park Amenities Upgrade ( <b>\$153,170</b> )	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>Revised scope to be discussed due to additional funding received under the Showground Stimulus Funding.</li> </ul>
Off Leash Dog Park ( <b>\$80,000</b> )	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>Quote Awarded</li> <li>Works to commence mid June</li> </ul>
<b>Sub-Total \$963,170</b>						
<b>Infrastructure NSW</b>						
Maude Road Reconstruction	Complete	Complete	Complete	Complete		<ul style="list-style-type: none"> <li>Council staff due to commence 4<sup>th</sup> km</li> </ul>
<b>Restart NSW - Sub-Total \$3.2M</b>						

Project Description	Initiation and Communication	Design, Documentation and Approvals	Quotes and Tendering	Delivery and Handover	Code	Comments/Milestones
<b>Commonwealth Regional Airport Program – Round 1</b>						
Deniliquin Aerodrome Upgrade (loan by ERC to source additional \$2.5m for 50:50) 20/21 - \$1,250,000 21/22 - \$1,250,000	Complete	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>Quotes being reviewed</li> </ul>
<b>Commonwealth Regional Airport Program Fund – Sub-Total \$2,500,000</b>						
<b>Infrastructure NSW</b>						
Fixing Local Roads – Poitiers Street	In Progress	Complete	Complete	In Progress		<ul style="list-style-type: none"> <li>Construction on schedule</li> </ul>
<b>Restart NSW - Sub-Total \$1,052,055M</b>						
<b>Infrastructure NSW</b>						
Fixing Local Roads R2 – North Deni Industrial Area (Augustus Street)	Pending	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>Funding agreement returned</li> </ul>
<b>Restart NSW - Sub-Total \$910,000M</b>						
<b>Local Roads and Community Infrastructure Program Funding Round 2</b>						
Shortfall in Funding from Round 1, LRCI (\$100,000)	In Progress	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>See above Community Facilities – LRCI1</li> </ul>
Footpath replacement and upgrade (\$380,000)	In Progress	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>List of footpaths/PAMS being collated</li> </ul>
Skatepark Renewal Work (\$60,000)	In Progress	In Progress	Pending	Pending		<ul style="list-style-type: none"> <li>In design</li> </ul>
Fencing Island Sanctuary (\$60,000)	In Progress	In progress	In Progress	Pending		<ul style="list-style-type: none"> <li>Quotes received</li> <li>Work due to commence</li> </ul>
Rural Gravel Road Renewal and Upgrade	In Progress	Pending	Pending	Pending		<ul style="list-style-type: none"> <li>List of roads being collated</li> </ul>
<b>Sub-Total \$880,903</b>						
<b>Local Roads and Community Infrastructure R3</b>						
Yet to be determined	Pending	Pending	Pending	Pending		
<b>Sub Total \$1,926,340</b>						
<b>NSW Emergency Operations Centre (EOCs) Critical Upgrade</b>						
RFS FCC emergency line	Pending	Pending	Pending	Pending		
<b>Sub Total \$125,080</b>						

Showground Stimulus Funding					
Construction of a new designated sealed access roads, kerb and gutter and carparks between ovals - \$792,000	Pending	Pending	Pending	Pending	
Construction of new access roadway and formal carparking to the Eastern side of the reserve - \$276,925	Pending	Pending	Pending	Pending	
Demolition and construction of anew toilet block and facilities - \$168,850	Pending	Pending	Pending	Pending	
Construction of an extension to the cub rooms utilised by the Netball association and cricket clubs adjacent to oval 3 - \$413,000	Pending	Pending	Pending	Pending	
<b>Sub Total \$1,650,775</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>





**11 NOTICES OF MOTIONS**

Nil

**12 QUESTIONS WITH NOTICE**

Nil

**13 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:

**13.1 Request to Write-off Debtor Accounts**

This matter is considered to be confidential under Section 10A(2) - a and b 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) and discussion in relation to the personal hardship of a resident or ratepayer.

**13.2 Contract C2021/06 - George Street Reconstruction 20-21**

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.

**14 CLOSE OF MEETING**