



Edward  
River  
COUNCIL

# Delivery Program

2025-2029





## Disclaimer

Any information provided by Edward River Council in this document is provided in good faith. The inclusion of works or services in these documents is not guarantee that those works will be carried out by the indicative date or at all. This may be due to several factors including changing circumstances or priorities, adverse weather conditions or failure to obtain grant funding. Any person seeking to rely on any information contained in these documents relating to works or services is urged to contact Council.



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## Introduction

This Delivery Program outlines Council's commitment to deliver against the community's aspirations which were identified within the Community Strategic Plan: Towards 2035. The plan aligns with the term of the elected councillor representatives (4 years).

The Delivery Program is prepared and aligned to five key themes of the Community Strategic Plan:

1	<b>Communities</b>	<b>Caring, healthy, connected, inclusive communities</b>
2	<b>Natural environments</b>	<b>Respected and healthy natural environments</b>
3	<b>Built environments</b>	<b>Liveable built environments</b>
4	<b>Economy</b>	<b>Strong, diverse and sustainable</b>
5	<b>Leadership</b>	<b>Accountable civic leaders</b>

## Acronyms

Term	Definition
<b>CSP</b>	Community Strategic Plan  This is the community's plan and identifies the long term (10 years) aspirations of the community
<b>CUC</b>	Country University Centre
<b>DCP</b>	Development Control Plan

<b>DP</b>	Delivery Program  This Council's commitment to deliver against the community's aspirations over the term of the elected representatives (4 years)
<b>IP&amp;R</b>	Integrated Planning and Reporting Framework  As defined within the Local Government Act 1993
<b>IWCM</b>	Integrated Water Cycle Management
<b>LEP</b>	Local Environmental Plan
<b>OP</b>	Operational Plan  This is Council's annual plan aligned to the Delivery Program and the annual budget is prepared in alignment with this plan
<b>STP</b>	Sewer Treatment Plant
<b>SW REZ</b>	South West Renewable Energy Zone

## Register of Ideas

Through various community consultations, significant community feedback has been received providing a range of ideas and opportunities for projects across the Edward River region. To ensure that Council does not lose the value of this feedback and the opportunities that these projects may present, we have now created a Register of Ideas.

This register will be considered through future Community Strategic Plans or Delivery Programs or if they have already been recognised within this document but subject to Grant Funding, we will ensure that they are considered when potential grant funding aligns with the intent of the project.



## Mayor's Welcome

On behalf of my fellow Councillors and Council staff, I am honoured to present our Delivery Program for 2025-2029. This program outlines our commitments and key activities we will undertake to achieve the community goals identified in our Community Strategic Plan: Towards 2035. Our focus remains steadfast on enhancing the quality of life for all residents and ensuring sustainable growth and development within our region.

Our community is at the heart of all we do, and we want to ensure we continue to deliver the functions, services and facilities our residents want, and value. Council provides a wide range of services and programs. This plan has a strong focus on providing core services, like road and footpath renewals and maintenance, waste management, community facilities, library services, parks and reserves. I am pleased that Council will continue to prioritise programs that improve the maintenance of our local area and access by our community to our services.

Looking ahead, our Delivery Program for 2025-2029 is aligned to the five key themes of the Community Strategic Plan: Towards 2035:

1. **Communities:** We will continue to focus on building caring, healthy, connected and inclusive communities, with particular attention to progressing plans for Edward River Village, supporting the establishment of a Country Universities Centre and advocating for health services that meet community needs.
2. **Natural Environments:** We are committed to ensuring we have respected and healthy natural environments including supporting healthy, sustainable waterways, building emergency preparedness and prevention activities and promoting the reduction of waste.
3. **Built Environments:** Our Council will support initiatives that foster liveable built environments. This will encompass infrastructure improvements to water and sewer needs, maintaining the region's road, footpaths, cycleways, parks and reserves, and advocating for investment of renewable energy and energy transmission.

4. **Economy:** We aim to develop a strong, diverse and sustainable economy. We will look to diversifying the agricultural sector, addressing local workforce and skills gaps, promoting our region as a key transport hub and promoting tourism products and experiences. We will invest in projects that drive innovation and sustainability within our local economy.
5. **Leadership:** We are committed to accountable civic leadership and will support good governance practices, foster community engagement, and ensure diverse voices are heard in decision-making.

I would like to extend my gratitude to our Chief Executive Officer and all Council staff for their dedication and hard work. I thank my fellow Councillors for their unwavering commitment to our community; and I am deeply appreciative of the contributions from individuals and groups who help make Edward River a unique, vibrant and welcoming community.

Together, we will continue to build a brighter future for Edward River.



**Cr Ashley Hall**  
**Mayor**

## Council's Values, Acknowledgements and Services

### Our Core Values

Edward River Council's values (LEAD) are at the core of what we do. Our values guide our:

- behaviour;
- how we go about our work;
- how we engage with the community and others;
- the decisions we make;

and should be reflected in our everyday actions, regardless of position or tenure with Council.

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

### Acknowledgement of Country

The Edward River Council acknowledges and embraces the Traditional Owners of the Lands within the Edward River Council area – the Wamba Wamba/Perrepa Perrepa Peoples – and pay our respects to their elders, past, present and emerging.

The Edward River Council also recognises the diversity of different cultures within our community and their contribution.



## Our Services

Council provides a range of regulatory and community-based services. Below is a high-level overview of the services which are aligned to the themes identified within our Community Strategic Plan:

Communities	Natural Environment	Built Environment	Economy	Leadership
<ul style="list-style-type: none"> <li>• Support and advocacy for health services, education and training</li> <li>• Disaster response and resilience</li> <li>• Recreation facilities</li> <li>• Libraries</li> <li>• Arts and Culture</li> <li>• Volunteers</li> <li>• Support community groups</li> <li>• Enabler of accessibility and inclusion</li> <li>• Food safety inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Tree management</li> <li>• Weed and pest management</li> <li>• Advocacy for local environmental issues</li> <li>• Sustainability</li> <li>• Waste collection and disposal</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure development and maintenance</li> <li>• Road, footpath and cycle networks</li> <li>• Public space and community facilities</li> <li>• Local heritage</li> <li>• Town planning</li> <li>• Building compliance</li> <li>• Water Supply and Sewerage Services</li> <li>• Delivery of capital works and major projects</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Advocate for local business</li> <li>• Advocate for agriculture</li> <li>• Tourist and visitor information services</li> <li>• Tourism, marketing and promotion</li> <li>• Lead opportunities to develop strong workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Shared vision through Community Strategic Plan</li> <li>• Diverse leadership in decision making processes</li> <li>• Provide opportunities to grow our own leaders</li> <li>• Communication and engagement</li> <li>• Corporate Governance</li> </ul>

## The Framework

The Delivery Program forms part of our Integrated Planning and Reporting (IP&R) Framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

### Elements of the Framework

Communications and Community Engagement Strategy	Community Strategic Plan (CSP)	Delivery Program (DP)	Resource Strategy	Operational Plan (OP)
<ul style="list-style-type: none"><li>How Council will engage with its community</li></ul>	<ul style="list-style-type: none"><li>This is the community's plan and identifies the long term (10 years) aspirations of the community</li></ul>	<ul style="list-style-type: none"><li>Links back to the CSP and is Council's commitment to delivering against the community's aspirations over the term of the elected representatives (4 years).</li></ul>	<ul style="list-style-type: none"><li>How Council will deliver against their commitments and includes three key elements:<ul style="list-style-type: none"><li>- Long Term Financial Plan</li><li>- Workforce Plan</li><li>- Asset Management Strategy and Plans</li></ul></li></ul>	<ul style="list-style-type: none"><li>The implementing part of the Delivery Program inclusive of Council service and infrastructure activities and is prepared annually in alignment with the budget.</li></ul>



## Development of our Framework

<b>Community Strategic Plan</b>	<ul style="list-style-type: none"><li>• Through community consultation and engagement, aspirations and goals identified</li><li>• Council endorses for 28 days public exhibition</li><li>• Feedback considered</li><li>• Plan formally endorsed on behalf of community</li></ul>
<b>Delivery Program</b>	<ul style="list-style-type: none"><li>• Actions identified and aligned to aspirations and goals identified within the CSP</li><li>• Council endorse for 28 days public exhibition</li><li>• Feedback considered</li><li>• Program formally adopted</li></ul>
<b>Resource Strategy</b>	<ul style="list-style-type: none"><li>• LTFP is 10 year plan aligned to DP</li><li>• Workforce Plan aligned to DP</li><li>• Asset Management Plan considered within LTFP, DP and OP</li></ul>
<b>Operational Plan</b>	<ul style="list-style-type: none"><li>• Built from DP and inclusive of some core service</li><li>• Council endorse for 28 days public exhibition</li><li>• Feedback considered</li><li>• Plan formally adopted</li></ul>

## Our Delivery Program

### How it was developed

It is important to remember that the Community Strategic Plan: Towards 2035 belongs to all members of the Edward River community and we cannot deliver the plan alone. Together, everyone achieves more.

Council's Delivery Program details the actions which will be undertaken by Council management and officers during the Councillors' elected four year term. Each action from the Delivery Program directly aligns back to the Community Strategic Plan through the themes and strategies and more importantly it defines how our progress will be measured.

The Delivery Program must be prepared by 30 June in the year following a local government ordinary election.

### How will progress be reported?

Council is accountable for delivering and reporting on the Community Strategy Plan, Delivery Program and annual Operational Plans.

In order to monitor and measure the progress Council are making, against the Delivery Program, the Annual Operational Plan will include measures and targets against each action. These indicators will form the basis of the legislated six monthly and annual reporting against the Operational Plan with the intent of delivering against the 4 Year Delivery Program.

In addition to the above reporting, Council will also prepare an Annual Report for the community which will focus on Council's implementation of our Delivery Program and the Annual Operational Plan. The Annual Report will also outline compliance to our legislative obligations and audited financial reports.

At the end of the four year Delivery Program, Council will also provide a State of the Region report which will report against the measures identified within the Community Strategic Plan.

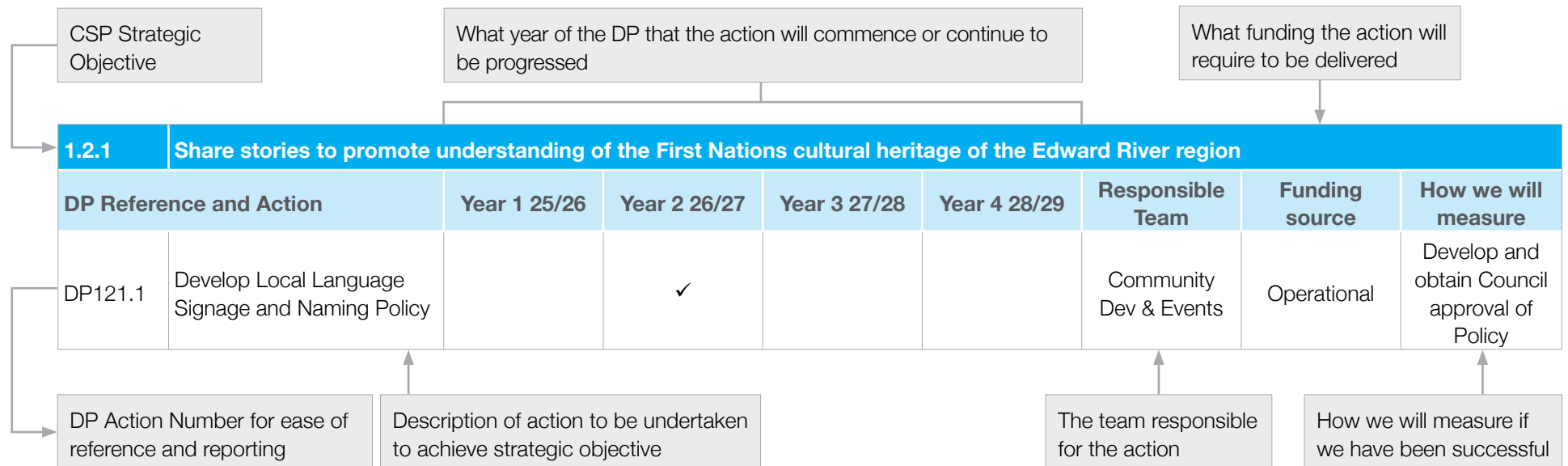
### Our Role

The goals and aspirations of our community identified within our Community Strategic Plan: Towards 2035 are extended to the Delivery Program and annual Operational Plan. However, it is important to remember that it is not always Council's sole responsibility to deliver. In some cases,

- we will partner with State and Federal Government agencies; or
- advocate on behalf of our community; or
- Key stakeholder(s) may deliver against a strategy.

The Delivery Program provides further direction and commitment in relation to our role within the action.

## How to read the Delivery Program





## Our Councillors

Edward River Council is represented by nine elected Councillors, with the Mayor and Deputy Mayor being elected by the Councillors.

Our Councillors are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation.

Councillors represent the interest of the residents and ratepayers, provide leadership and guidance to the community and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the Edward River community.

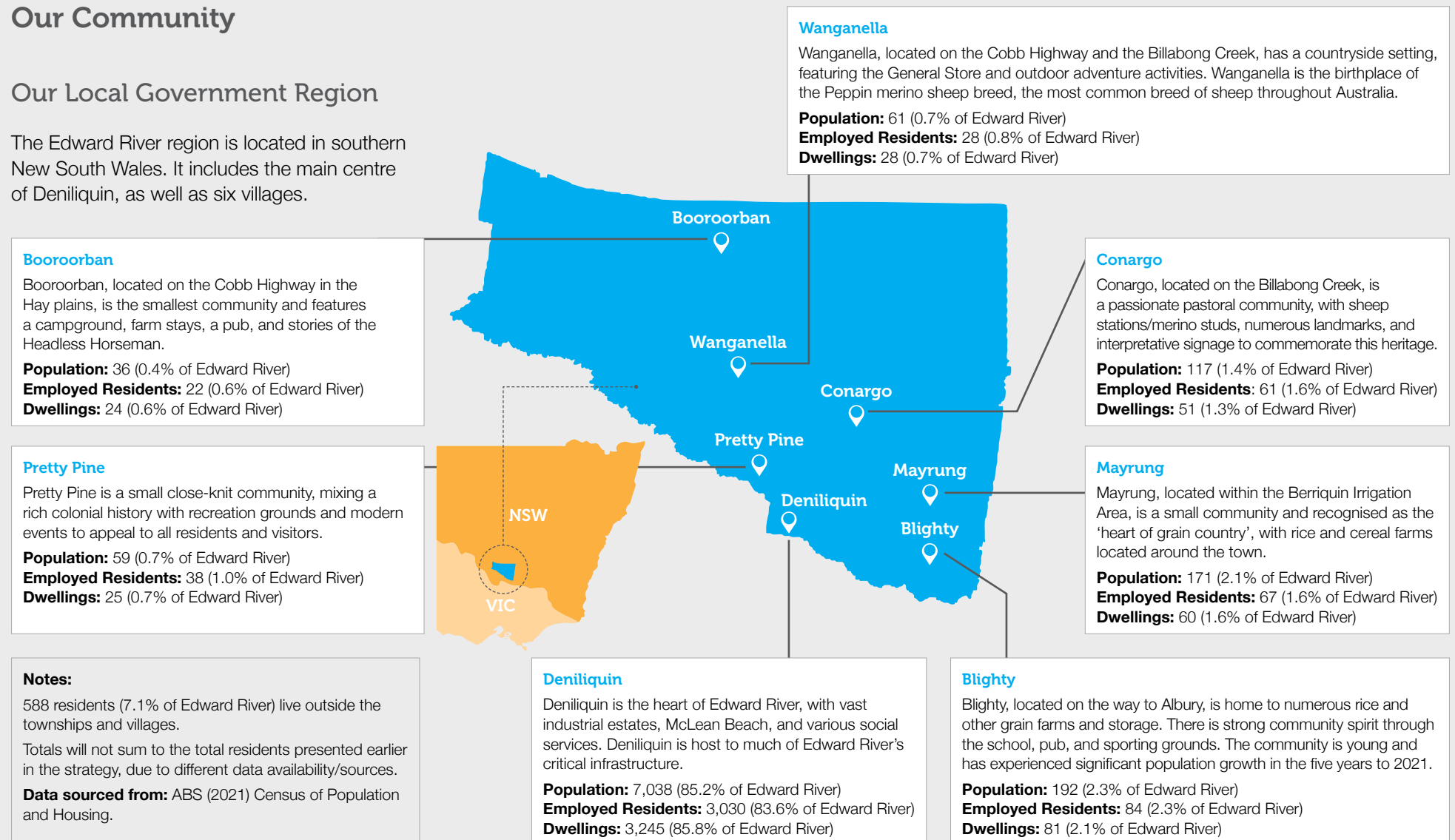


**(L-R)** Cr Ken Bates, Cr Shirlee Burge, Cr Leanne Mulham, Cr Shannon Sampson, Cr Ashley Hall (Mayor), Cr Kellie Crossley (Deputy Mayor), Cr Linda Fawns, Cr Craig Druitt, Cr Frank Schofield.  
For contact details visit: <https://www.edwardriver.nsw.gov.au/Council/Your-elected-Council/Mayor-and-Councillors>

## Our Community

### Our Local Government Region

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



## Community Involvement

Edward River Council provides a number of mechanisms by which the community may be involved in terms of information sharing, active participation, attendance at meetings or other options through various events. As defined within our Communications and Community Engagement Strategy, Council will communicate and engage with our community in various capacities which will include:

• <b>Inform</b>	One way communication providing information to help you understand
• <b>Consult</b>	Two-way communication to obtain public feedback to inform decision making
• <b>Involve</b>	Participatory process designed to ensure concerns/ aspirations are understood prior to decision making
• <b>Collaborate</b>	Working together to develop an understanding of issues/ interest and identify preferred solutions

## Councillor Interaction

The Councillors are there to represent our community's views and are accountable to the local community for the performance of the Council, and together comprise the governing body of the Council. They welcome the opportunity to discuss any matters of concern of residents. The contact details of Councillors available on Council's website.

## Council Business Papers

Council business papers are available for inspection from Council's website three days prior to the scheduled Council Meeting. Post the Council Meeting, minutes from the meeting are posted on our website creating transparent decision making of Council.

## Council Meetings

The majority of Council meetings are held at the Council Chambers in Deniliquin on a monthly basis. All meeting times and dates are listed on council's web page. At the commencement of each calendar year, through a formal resolution, Council will determine the scheduling of Ordinary Meetings of Council and our website will be updated to reflect the schedule.



# Our Delivery Program

**Communities:**  
Caring, healthy, connected,  
inclusive communities



## Communities: Caring, healthy, connected, inclusive communities

### Our Deliverables

1.1.1 Explore and review options for the Edward River Village								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP111.1	Review plan and implement agreed actions for Edward River Village	✓	✓			Project Management	Operational	Implement decisions of review

1.1.3 Provide activities for ageing residents to support their physical and mental health and wellbeing								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP113.1	Work with key stakeholders to establish a plan and delivery of events to support ageing residents	✓	✓	✓	✓	Library	Operational	Hold at least 2 events per year which supports ageing
DP113.2	Deliver Senior Weeks activities in collaboration with community groups	✓	✓	✓	✓	Community Dev & Events	Grant	Secure Grant  Plan and schedule sequence of events (minimum 2)

1.1.4 Advocate for an increase in the number of aged care places and associated workforce in the local area								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP114.1	Advocate for increased aged care places through Advocacy Plan	✓	✓	✓	✓	Mayor & Councillors	Operational	Incorporation into Advocacy Plan  Number of proactive advocacy efforts

1.2.1 Share stories to promote understanding of the First Nations cultural heritage of the Edward River region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP121.1	Collaborate with First Nations to develop a Local Language Signage and Naming Policy		✓			Community Dev & Events	Operational	Collaboratively develop and obtain Council approval of policy
DP121.2	Work with First Nations to establish a suitable Cultural Heritage Plan and delivery of events	✓	✓	✓	✓	Library	Operational	Hold at least 2 events per year which supports First Nations community
DP121.3	Revitalise and rebuild Island Sanctuary Walk in collaboration with First Nations	✓	✓	✓	✓	Tourism, Dev & Promotion	Y1 & Y4 Operational Y2-3  Budget Bid	Complete revitalisation in collaboration with First Nations and open for community and visitors

1.2.2 Encourage the preservation and showcasing of important First Nations cultural artefacts and enhance broader community understanding of these significant cultural heritage items								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP122.1	Schedule and deliver a range of cultural events and exhibitions for Edward River region	✓	✓	✓	✓	Visitor Services, Gallery & Museum	Operational	Deliver 2 exhibitions per year  Increase attendance from previous exhibitions

1.2.3 Build strong collaborative partnerships with First Nations people and organisations that considers ancient practices to drive educational, cultural and tourism experiences								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP123.1	Reinitiate Aboriginal Liaison Committee	✓	✓	✓	✓	Community & Economy	Operational	Invitations issued to relevant First Nations groups  4 meetings per year



1.3.1 Promote participation in the arts through provision of arts activities and groups								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP131.1	Continue to facilitate relevant art activities and or relevant events through school term	✓	✓	✓	✓	Library	Operational	4 events per year

1.3.3 Preserve and share local history and heritage for future generations								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP133.1	Continue to collaborate with genealogy groups and grow local knowledge	✓	✓	✓	✓	Library	Operational	1 educational session per year

1.3.4 Facilitate the creation of arts spaces across the region's towns and villages, including in community and church halls								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP134.1	Investigate and Plan for broader activation of community facilities for community, culture and arts activities Y1 Investigate, Y2 Plan, Y3 Implement - Y3 budget	✓	✓	✓	✓	Tourism, Development & Promotion	Y1 & 2 Operational Y3 & 4 Budget Bid	Create register of community facilities  Ensure consistent fees applied for usage  Promote facilities to broader community
DP134.2	Re-initiate the Arts and Culture Committee	✓	✓	✓	✓	Community Events & Development	Operational	Committee recommences  Meeting schedule set

1.3.5 Promote known events that take in all of the region's villages, including markets, social dances, art and craft exhibitions and sporting competitions								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP135.1	Enhance the functionality and grow usage of the What's On calendar	✓	✓	✓	✓	Community Development & Events	Operational	Increase number of listings by 25% for year  Promote all events on calendar via Council channels
DP135.2	Support events with effective and compliant Traffic Management	✓	✓	✓	✓	Transport	Operational	Register of events  Compliant traffic management

1.4.1 Advocate for accessible and inclusive services that promote access and inclusion for people with disability, including cultural and social opportunities and facilities								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP141.1	Continue to monitor parking and signage for Disabled Parking throughout region	✓	✓	✓	✓	Transport	Operational	Benchmark and ensure sufficient Disabled Parking space
DP141.2	Conduct review of road crossings	✓	✓	✓	✓	Transport	Operational	Conduct review  Ensure progressive upgrades of crossing 1 per annum

1.4.2 Promote sufficient space for children to engage in play and social interaction to promote healthy development								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP142.1	Review and update Public Open Space Strategy		✓	✓	✓	Open Spaces	Budget Bid	Adopted strategy

1.4.3		Provide information about events, learning opportunities, community consultations and social activities in a variety of formats, technologies and media to enable broad reach across the community						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP143.1	Enhance connections between villages and main centre of Deniliquin	✓	✓	✓	✓	Communication & Engagement	Operational	Develop engagement and promotion plan
DP143.2	Develop a New Residents Welcome Pack	✓	✓	✓	✓	Communication & Engagement	Operational	Establish agreed welcome pack  Develop Operational Procedure or the issue of packs
DP143.3	Report on implemented actions of the Disability Inclusion and Access Plan	✓	✓	✓	✓	Communication & Engagement	Budget Bid Or Grant funding	Review and adopt updated DIAP  Commence implementation of funded actions
DP143.4	Promoting awareness of Council Service and how we can support community, groups and activities	✓	✓	✓	✓	Customer Service	Operational	Incorporate actions into communication plan
DP143.5	Create opportunities for inclusion in Information Communication and Technology and Reading through support of aids (Visual, colour, wheel chair, class, sensory)	✓	✓	✓	✓	Library	Operational	Facilitate an annual education initiative for community on ICT
DP143.6	Collaboratively work on establishing a Youth Council for the local community	✓				Mayor & Councillor	Operational	Youth Council established

<b>1.5.1</b>	<b>Promote opportunities for lifelong learning – formal qualifications and informal learning – that meet the diverse needs and interests of residents across the Edward River region, including with links to industry and research that support broader community outcomes</b>							
<b>DP Reference and Action</b>		<b>Year 1 25/26</b>	<b>Year 2 26/27</b>	<b>Year 3 27/28</b>	<b>Year 4 28/29</b>	<b>Responsible Team</b>	<b>Funding source</b>	<b>How we will measure</b>
DP151.1	Public access to Computers and Internet to support inclusion in safe environment	✓	✓	✓	✓	Library	Operational	Access available 90% of open time
DP151.2	Educate driver behaviour and bike safety on roads and region	✓	✓	✓	✓	Transport	Operational	Safety awareness
<b>1.5.2</b>	<b>Continue to lobby for the establishment of a Country Universities Centre (CUC) in Deniliquin</b>							
<b>DP Reference and Action</b>		<b>Year 1 25/26</b>	<b>Year 2 26/27</b>	<b>Year 3 27/28</b>	<b>Year 4 28/29</b>	<b>Responsible Team</b>	<b>Funding source</b>	<b>How we will measure</b>
DP152.1	Collaborate and engage with key stakeholders for the promotion of Deni CUC	✓	✓	✓	✓	Economic Development	Operational	Engage with CUC Steering Committee 4 times per year
<b>1.5.4</b>	<b>Advocate, support and lobby for early caring and education to support growing communities</b>							
<b>DP Reference and Action</b>		<b>Year 1 25/26</b>	<b>Year 2 26/27</b>	<b>Year 3 27/28</b>	<b>Year 4 28/29</b>	<b>Responsible Team</b>	<b>Funding source</b>	<b>How we will measure</b>
DP154.1	Advocate and lobby for early caring and education to support community including potential funding opportunities	✓	✓	✓	✓	Mayor & Councillors	Operational	Incorporated into Advocacy Plan Advocacy efforts
<b>1.5.5</b>	<b>Advocate for an environment where local secondary education is our communities first choice</b>							
<b>DP Reference and Action</b>		<b>Year 1 25/26</b>	<b>Year 2 26/27</b>	<b>Year 3 27/28</b>	<b>Year 4 28/29</b>	<b>Responsible Team</b>	<b>Funding source</b>	<b>How we will measure</b>
DP155.1	Collaborate with local schools and education providers to be communities first education choice	✓	✓	✓	✓	Mayor & Councillors	Operational	Incorporated into Advocacy Plan Advocacy efforts



1.6.1	Deliver services that enable all residents to be proactive in their own health care							
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP161.1	Schedule events which support health awareness (Baby bounce, story time)	✓	✓	✓	✓	Library	Operational	4 events per annum Maintain or increase attendance

1.6.2	Advocate for services which promote young people's mental health and support them to be engaged in their community							
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP162.1	Work in partnership with Mental Health Advisory Group (MHAG) to support relevant events and develop an advocacy strategy	✓	✓	✓	✓	Mayor & Councillors	Operational	Hold community facilitated health forum

1.6.4	We will advocate for health services that fully meets community needs							
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP164.2	Work with relevant health key stakeholders to develop a Council Health Advocacy Strategy	✓	✓			Mayor & Councillors	Operational	Health Advocacy Strategy developed

1.7.1	Advocate and encourage investment and innovation for diverse housing options available to meet the needs of our community through land releases, new housing development, higher density CBD residential development and upgrades to old housing stock							
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP171.1	Plan, develop and implement a Housing Strategy		✓	✓	✓	Planning & Development	Budget Bid	Strategy adopted 85% funded scheduled actions completed
DP171.2	Undertake service area planning to support increased housing numbers		✓			Utilities	Budget Bid	Plan adopted
DP171.3	Collaborate in early discussions where potential new subdivisions are being planned to enable drainage, roads, footpaths, kerb and guttering, street lights	✓	✓	✓	✓	Transport	Operational	Hold developer/industry forums with Planning team

1.7.2 Seek government investment into housing availability to meet the needs of health, education and other essential service workforce								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP172.1	Advocate for investment in various housing options, and promote and enable (through policy – Local Environment Plan (LEP), Development Control Plan (DCP))	✓	✓	✓	✓	Mayor & Councillors	Operational	Adoption of updated Development Control Plan

1.8.1 Facilitate all-ages participation in sport and other physical activities to promote healthy lifestyles								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP181.1	Raise awareness for local sporting, recreation and cultural programs with the aim of increasing inclusion and access in all activities which promote healthy lifestyle	✓	✓	✓	✓	Community Development & Events	Operational	Promotion of notified events through defined communication channels

1.9.1 Identify initiatives that promote awareness and reduce violence, leading to reduction of crime								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP191.1	Development of Closed-Circuit Television (CCTV) Framework and work with local police to assist with crime reduction and asset protection		✓			Information Communication Technology	Operational	Framework approved
DP191.2	Provide technical support to Regulatory Agencies in relation to Development Applications	✓	✓	✓	✓	Planning & Development	Operational	Feedback provided when sought

## Natural environments: Respected and healthy natural environments



## Natural environments: Respected and healthy natural environments

### Our Deliverables

2.1.1 Advocate for water policy collaboratively with key stakeholders								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP211.1	Advocate for local water policy to support our community	✓	✓	✓	✓	Mayor & Councillors	Operational	Incorporated in Advocacy Plan Number of advocacy efforts

2.2.1 Promote and support the eradication of noxious weeds and management of other weed species								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP221.1	Promote and support the control of noxious weeds and other weeds species through State Weed Action Plan	✓	✓	✓	✓	Open Spaces	Operational	90% of scheduled actions completed
DP221.2	Finalise and Implement Open Space service levels and schedule of operational programs	✓	✓	✓	✓	Open Spaces	Y1 Operational Y2 – Y4 Budget Bid	90% of scheduled operational programs completed per plan
DP221.3	Maintain roadside weed control on rural roads	✓	✓	✓	✓	Transport	Operational	90% of actions completed

2.2.2 Promote and support actions to reduce numbers and impact of key vertebrate pests including: European foxes, feral cats, feral pigs and wild rabbits								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP222.1	Undertake feral animal eradication and control programs	✓	✓	✓	✓	Facilities	Operational	90% of programs completed



2.2.3 Support initiatives that result in healthy, sustainable water ways								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP223.1	Engage and collaborate with key stakeholders on education of development of river frontage	✓	✓	✓	✓	Planning & Development	Operational	Website links updated and maintained with relevant agency information and annual information forum
DP223.2	Develop a Stormwater Network Masterplan			✓		Transport	Operational	Adoption of Masterplan
DP223.3	Reinitiate Edward River Users Group	✓	✓	✓	✓	Community Engagement & Events	Operational	Committee re-established

2.3.1 Pursue opportunities for carbon offset investment and trading								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP231.1	Review, Plan and Implement for energy efficiency improvements on Council assets		✓	✓	✓	Facilities	Budget Bids	90% of improvements implemented in accordance with plan
DP231.2	Develop a Public Tree Management Strategy	✓	✓	✓	✓	Open Spaces	Y1 Operational Y2 – 4 Budget Bid	Strategy adopted  90% of planned actions implemented
DP231.3	Review and monitor Electric Vehicle charging stations	✓	✓	✓	✓	Fleet	Operational	Utilisation of stations

2.3.2 Identify and invest in business and industry practices that mitigate risks of climate change (such as more frequent and severe weather events and droughts)								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP232.1	Investigate further opportunities for recycling and waste reuse	✓	✓	✓	✓	Waste	Operational	Proposal on plan Approved recommendations implemented

2.4.1 Promote emergency preparedness and prevention through engagement with local residents and businesses								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP241.1	Collaboratively advocate for support with other key stakeholders to address river bank erosion	✓	✓	✓	✓	Flood mitigation & drainage	Operational	Adoption of advocacy position for discussion with stakeholders
DP241.2	Plan and prepare a Flood Mitigation Strategy to ensure flood management	✓	✓			Flood mitigation & drainage	Budget Bid	Strategy Adopted
DP241.3	Review Davidson Street Flood Report and make recommendations on proposed actions	✓	✓	✓	✓	Flood mitigation & drainage	Y1 & Y2 Operational Y3 & 4 Budget Bid	Review Report Make Recommendations Implement approved actions
DP241.4	Ensure sufficient communications and internet access for Communications Centre	✓	✓	✓	✓	Information Communication Technology	Operational	Internet and phones available within designated area
DP241.5	Ensure Emergency Evacuation site at Rotary Park Stadium is sufficiently established as last place of resort (Generator, Solar, Lighting, etc)	✓	✓	✓	✓	Project Management	Grant Funding	Funding obtained Scoped works delivered
DP241.6	Undertake levee upgrade work to improve community preparedness for flooding event.	✓	✓			Project Management	Grant funding and budget bids	Completion of scheduled works

2.5.1		Promote the reduction and re-use of waste across Edward River region						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP251.1	Explore options for operation of second-hand shop at Transfer Station			✓		Waste	Operational	Report to Council with recommendation approved
DP251.2	Review actions from Waste Strategy to review operations of rural landfills	✓				Waste	Operational	Review of rural landfills completed and recommendation adopted
DP251.3	Review of Domestic Waste Management service area		✓			Waste	Operational	Complete review and report to Council on findings and any recommendations
DP251.4	Undertake planning for extension of landfill disposal cells			✓		Waste	Operational	Plan for extension completed and approved
DP251.5	Undertake a review of Public Space Waste (rationalisation, recycling)	✓				Open Spaces	Operational	Complete review and seek approval of recommendations

# Built environments: Liveable built environments





## Built environments: Liveable built environments

### Our Deliverables

3.1.1		Plan to invest in infrastructure improvements to future-proof Edward River's water and sewer needs						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP311.1	Undertake planning for approval of new Sewage Treatment Plant (STP)	✓	✓	✓	✓	Sewer	Budget Bid	Plan adopted
DP311.2	Detailed concept plan to secure water (2nd main and North Water)		✓			Water	Budget Bid	Plan adopted
DP311.3	Investigate and prepare action plans for addressing regional and catchment level water plans				✓	Water	Budget Bid	Plans developed and approved
DP311.4	Investigate and implement securing water sources for fire fighting at Tip	✓	✓			Water	Operational Y2 Budget Bid	Investigation and recommendations approved
DP311.5	Deliver funded major projects for water supply and sewer systems	✓	✓	✓	✓	Project Management	Operational	90% of scheduled projects delivered

3.1.2 Advocate for investment of renewable energy and energy transmission into the Edward River region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP312.1	Engage with broader community in relation to South West Renewable Energy Zone (SW REZ) opportunities	✓	✓	✓	✓	Economic Development	Operational	Educate community members to access opportunities
DP312.2	Leverage opportunities for asset improvement	✓	✓	✓	✓	Strategic Assets	Operational	Create priority list of proposed projects that may be funded from REZ community benefit programs
DP312.3	Ensure Council is resourced sufficiently to manage the impacts and opportunities of the South West Renewable Energy Zone	✓	✓	✓		Economic Development	Grant Funding	Apply for grant funding  Utilise grant funding to engage suitable resource support

3.1.3 Plan and review existing Agricultural Infrastructure assets								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP313.1	Collaborate with key stakeholders to ensure the long term sustainability of agricultural infrastructure	✓	✓	✓	✓	Economic Development	Operational	Number of engagements with key stakeholders
DP313.2	Undertake a feasibility study and review strategic plan for Saleyards	✓	✓	✓	✓	Facilities	Operational  Grant Funding for implementation	Study adopted  Funding sought to implement
DP313.3	When bridge works completed by relevant authority ensure entry/exit maintained and aligned	✓	✓	✓	✓	Roads, Kerb & Gutter	Operational	90% of sites inspected and required works completed

3.2.1		Maintain and enhance the region's road, footpath and cycleways network to enable residents, visitors and freight to move safely within and through the region						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP321.1	Plan for enhanced access between key locations enabling inclusivity of all community members (Deniliquin). Eg between Hospital/aged care facilities and CBD	✓	✓	✓	✓	Transport	Operational	Plan approved  90% of actions within plan implemented
DP321.2	Review, plan and expand walking and cycle pathways	✓	✓	✓	✓	Roads, Kerb & Gutter	Y1 Operational Y2 – 4 Budget Bid	Plan approved  90% of actions within plan implemented
DP321.3	Review opportunities for efficiency improvement on maintenance vs capital	✓				Roads, Kerb & Gutter	Operational	Complete review and seek approvals of recommendations
DP321.4	Deliver funded major works program	✓	✓	✓	✓	Project Management	Operational	90% of projects delivered on time
DP321.5	Undertake review and develop a Policy regarding Street Lighting	✓	✓	✓	✓	Transport	Y1 Operational Y2 – Y4 Budget Bid	Policy adopted  90% actions implemented
DP321.6	Review, update and deliver Asset Management Strategies, Plans and revaluation	✓	✓	✓	✓	Assets	Operational	Plan and strategies adopted  Revaluation program completed to required schedule
DP321.7	Review Council parking and seek grant funding for Sail Shade over designated long-term parking	✓	✓	✓	✓	Project Management	Grant Funding	Obtain grant funding  Deliver works

3.3.1		Plan to enhance the River front precinct to provide facilities catering for recreational activities that meet the diverse needs of the whole community						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP331.1	Ensure Boat Ramp compliance meets minimum standards	✓	✓	✓	✓	Boat ramps	Y1 Operational Y2 – Y4 Budget Bid	Boat ramps compliant to minimum standards
DP331.2	Plan and develop a River Front Master Plan			✓		Planning & Development	Budget Bid	Master Plan adopted
DP331.3	Implement actions of River Front Master Plan				✓	Facilities	Budget Bid	90% funded actions completed

3.3.2		Advocate for a youth centre or PCYC in Deniliquin CBD, utilising a vacant building						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP332.1	Advocate for youth centre in Deniliquin CBD utilising a vacant building	✓	✓	✓	✓	Mayor & Councillors	Operational	Incorporated in Advocacy Plan Advocacy efforts



3.3.3		Plan and maintain quality sporting facilities that meet needs of community now and into future						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP333.1	Increase partnership with community groups for increased activation of open space	✓	✓	✓	✓	Open Spaces  Community & Economy	Operational	Conduct Review of Agreements  Enable community booking of spaces  Increased utilisation of spaces
DP333.2	Continue to progress actions of Pool Masterplan	✓	✓	✓	✓	Facilities	Operational, Budget Bid, Grant	Masterplan adopted (Year 1)  Grant funding sought where appropriate to implement actions (Years 2-4)
DP333.3	Review and update relevant Open Space Master Plans for sporting facilities	✓	✓	✓	✓	Facilities	Operational, Grant for implementation	Masterplan reviewed and updated  Grant funding sought where appropriate to implement actions

3.3.4		Plan to maintain and enhance the network of parks and reserves across the region to provide pleasant open space for residents and visitors to participate in active and passive recreation						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP334.1	Maintain network of parks and reserves in accordance with service level and relevant strategies	✓	✓	✓	✓	Open Space	Operational	Maintenance in accordance with service levels  90% actions of strategies relevant to open space completed

3.4.1 Value and preserve our local built heritage, utilising available grant opportunities to refurbish street frontages and other key heritage items								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP341.1	Through open space maintenance, consider potential enhancements for heritage sites		✓	✓	✓	Facilities	Operational	Inclusion of heritage sites into the Public Space Strategy and Heritage Strategy
DP341.2	Administer the Local Heritage Grants Program	✓	✓	✓	✓	Planning & Development	Operational	Number of applicants increase
DP341.3	Review and update Heritage Strategy				✓	Planning & Development	Budget Bid	Strategy adopted

3.5.1 Advocate for enhanced digital connectivity, mobile phone coverage and internet								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP351.1	Continue to advocate with Riverina and Murray Joint Organisation (RAMJO) for improved digital connectivity in our regions	✓	✓	✓	✓	Information Communication Technology	Operational	Attendance at scheduled meetings
DP351.2	Review and ensure appropriate leases in place for crown land communication towers	✓				Facilities	Operational	All crown leases reviewed and added to Lease register

## Economy: Strong, diverse and sustainable



## Economy: Strong, diverse and sustainable

### Our Deliverables

4.1.3 Pursue opportunities to diversify the agricultural sector to ensure its long-term sustainability								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP413.1	Plan and utilise existing industrial land for warehousing rural products for distribution locally and interstate	✓	✓	✓	✓	Economic Development	Y1 Operational Y2 – Y 4 Budget Bid	Create network to enable engagement and collaboration to facilitate opportunities
DP413.2	Enable collaboration and event opportunities that promote Agriculture Diversification Plan		✓	✓		Economic Development	Y2 Operational Y3 Budget Bid	Establish plan 90% of actions implemented

4.2.1 Advocate to education providers to ensure curriculum options address local workforce and skills gaps								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP421.1	Edward River Council to retain and attract a diverse and capable workforce (Diversity Inclusion, Attraction, Retention, Reward and Recognition)	✓	✓	✓	✓	People & Culture	Operational	Approved suite of policies 80% positions filled in first recruitment campaign 80% Retention rate
DP421.2	Enable collaboration of key stakeholders to ensure appropriate learning opportunities are within the Edward River region	✓	✓	✓	✓	Economic Development	Operational	Create network of stakeholders fostering collaboration
DP421.3	Take action to 'grow our own' workforce through creation of apprenticeships and traineeships that enable our young people to remain local	✓	✓	✓	✓	People & Culture	Operational	Number of apprentices/trainees within workforce



DP421.4	Implement locally designed initiatives to build workforce skills in customer service with a focus on retail and dining	✓	✓	✓	✓	Tourism, Development & Promotion	Operational	Annual training opportunity to gain skills locally
DP421.5	Edward River Council to review skill set and identify opportunities for multi skilled workforce	✓				Infrastructure	Operational	Approved plan

4.3.1 Plan, prepare and develop Business Investment strategies for Edward River region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP431.1	Review, Plan and Deliver an updated Economic Development Strategy to grow the region	✓	✓	✓		Economic Development	Y1 Operational Y2 – Y3 Grant and Budget Bid	Adopted Economic Development Strategy  90% Actions implemented

4.4.1 Plan and pursue opportunities to revitalise Deniliquin CBD and river frontage								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP441.1	Collaborate and engage with key business stakeholders to promote active CBD	✓	✓	✓	✓	Economic Development	Operational	Establish register of stakeholders  # of stakeholders  Schedule # collaboration opportunities
DP441.2	Review and ensure a well serviced and activated CBD through maintenance schedule (footpath sweeping, beautification, toilet cleaning)	✓	✓	✓	✓	Facilities	Operational	90% Maintenance schedule completed

4.4.2 Engage and partner with key stakeholders to grow the economy								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP442.1	Engage and support local businesses in collaboration with Business Chamber to grow economy	✓	✓	✓	✓	Economic Development	Operational	2 events per annum Increase participants from previous events
DP442.2	Engage with Local Business regarding initiatives to support environmental health improvements				✓	Health & Building	Operational	All food premises inspected annually Education/Information provided to business owners
DP443.3	Seek adoption of Growth Strategy and progress implementation of actions	✓	✓	✓	✓	Economic Development	Grant Funding	Strategy adopted 85% funded, scheduled actions delivered

4.5.1 Review and update long-term land-use planning strategies and legal instruments to ensure they continue to plan for and enable land use that supports achievement of the Edward River community's goals								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP451.1	Develop a cohesive Crown Land Development Plan that enables public/private partnerships to foster economic growth, job creation, infrastructure enhancement and community development		✓			Economic Development	Operational	Adopted plan
DP451.2	Develop Development Control Plan	✓				Planning & Development	Budget Bid	Adopted plan
	Develop Developer Contribution Plan	✓					Operational	Adopted plan
	Review, investigate Local Environment Plan (LEP) amendment to enable residential opportunities within Aerodrome development	✓					Operational	Adopted amendment

4.5.2 Provide for adequate, well-serviced industrial land and employment precincts to facilitate the expansion of local enterprise that value-adds to the local economy								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP452.1	Develop an industry investment prospectus package	✓				Economic Development	Grant	Package developed
DP452.2	Undertake service area planning to support increased industrial and commercial development		✓			Utilities	Budget Bid	Plan adopted

4.6.1 Engage and partner with relevant tourism bodies to grow Edward River region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP461.1	Review and Update Tourism and Events Strategy	✓				Tourism, Development & Promotion	Grant	Adopted strategy
DP461.2	Collaborate and engage with local event organisers for the promotion of local events (including in-kind support and sponsorship)	✓	✓	✓	✓	Tourism Development & Promotion	Operational	6 events promoted annually
DP461.3	Promote redgum forest for recreational activities (hiking, cycling, picnics)		✓			Tourism Development & Promotion	Operational	Communication plan for promotion approved 90% actions implemented

4.6.2 Encourage overnight visitation through provision of parking and rest areas for long-haul drivers and caravans								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP462.1	Develop a Parking Strategy incorporating rest areas for long-haul drivers and caravans.		✓			Transport	Budget Bid	Adopted strategy

4.6.3 Advocate and promote tourism products and experiences that celebrate our local region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP463.1	Plan and develop opportunities for key stakeholders to increase visitation	✓	✓	✓	✓	Tourism Development & Promotion	Operational	2 events focusing on increased visitation

4.7.1 Enhance and upgrade Deniliquin Airport to attract more regional flights and private aviation								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP471.1	Review and update Airport Master Plan		✓			Facilities	Budget Bid	Plan adopted
DP471.2	Plan and develop an airport runway extension for emergency aeromedical access under all conditions	✓	✓			Project Management	Grant Funding	Completion of work

4.7.2 Plan and promote the region as a key transport hub with links to Port of Melbourne, Adelaide-Sydney, Melbourne-Brisbane freight routes and the inland Rail hub								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP472.1	Collaborate and engage with key stakeholders to increase access and utilisation of transport hub	✓	✓	✓	✓	Economic Development	Operational	Establish register of stakeholders  4 meetings

# Leadership: Accountable civic leaders





## Leadership: Accountable civic leaders

### Our Deliverables

5.1.1 Promote and use this Community Strategic Plan across the Edward River region so that it becomes the vehicle through which the community shares its aspirations for the future and works to achieve them								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP511.1	Continuously reference and consider this document and ensure actions align with the suite of IP&R documents	✓	✓	✓	✓	Leadership	Operational	Alignment of projects and initiatives to Delivery Program

5.1.2 Use this Community Strategic Plan as the evidence base for seeking funding and other investments to resource activities that achieve the Edward River community's goals								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP512.1	Plan, promote and educate community and industry on potential funding opportunities through various grants	✓	✓	✓	✓	Grants	Operational	2 education events annually  Promotion of opportunities via Council communication channels
DP512.2	Through CSP and DP identify and plan for potential funding opportunities to enable delivery of identified Council goals	✓	✓	✓	✓	Grants	Operational	Calendar of opportunities established  Y3 onwards look for community project opportunities
DP512.3	Work collaboratively to develop a contemporary and updated Council Vision	✓				Mayor & Councillors	Operational	Collaboratively developed and supported vision

5.1.3 Update and deliver the Edward River Advocacy Plan to support our elected leaders to speak with one voice on behalf of our community								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP513.1	Advocate for community priorities identified in Advocacy Plan	✓	✓	✓	✓	Mayor & Councillors	Operational	2 Advocacy actions per item annually
DP513.2	Review, prioritise and update Advocacy Plan for term of Council aligned to aspirations identified in CSP	✓				Economic Development	Operational	Plan adopted

5.1.4 Equitably use public revenue to support enhancement and provision of community facilities across the region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP514.1	Implementation of online booking system inclusive of all public assets and facilities	✓				Customer Service	Budget Bid	Customers able to book online Utilisation increases
DP514.2	Plan, identify and ensure internal audits are scheduled, completed and recommendations actively progressed	✓	✓	✓	✓	Risk	Operational	2 Internal audits annually 1 service review annually 80% recommendations actioned
DP514.3	Ensure ARIC continues to operate in accordance with defined regulations	✓	✓	✓	✓	Risk	Operational	4 Meetings annually 90% of Annual Plan achieved
DP514.4	Develop and prepare a State of Asset Report on annual basis	✓	✓	✓	✓	Assets	Operational	Annual Report approved

5.2.1		Create ways to hear diverse voices in decision-making processes						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP521.1	Develop employees through structured leading, mentorship and leadership initiative to build resilient and future ready workforce	✓	✓	✓	✓	People & Culture	Operational	Leadership opportunities provided to expand skills
DP521.2	Engage and enable feedback from committees that enables informed community based decisions	✓	✓	✓	✓	Community & Economy	Operational	Representative at each Council committee meeting
DP521.3	Plan to implement supported actions of adopted strategies that align with community aspirations	✓	✓	✓	✓	Economic Development	Operational	Number of actions implemented
DP521.4	Implement rotating Council engagements at each of six main villages per year	✓	✓	✓	✓	Mayor & Councillors	Operational	Bi-monthly events held rotating between various villages

5.3.1		Ensure the aspirations of the Edward River community are heard in decision-making across all levels of government						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP531.1	Ensure that our community has the opportunity to provide feedback where it can influence decision making	✓	✓	✓	✓	Leadership	Operational	Community engagement opportunities
DP531.2	Through advocacy efforts ensure that the communities aspirations are heard to enable informed decision making	✓	✓	✓	✓	Mayor & Councillors	Operational	Advocacy efforts are informed by community feedback

5.4.1 Identify, collaborate and facilitate opportunities for current, aspiring and emerging leaders and volunteers within the Edward River region								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP541.1	Edward River Council to develop an Apprentice/ Trainee Framework in collaboration with local key stakeholders		✓			People & Culture	Operational	Framework adopted
DP541.2	Introduce an annual Community Award event to recognise the contribution of local volunteers and leaders	✓	✓	✓	✓	Community & Economy	Operational	New award introduced
DP541.3	Ensuring our volunteers have the skills to support the needs of our community	✓	✓	✓	✓	Visitor Services, Gallery & Museum	Operational	2 Volunteer skill sessions annually
DP541.4	Plan and promote opportunities for mentor models			✓	✓	People & Culture	Operational	Mentor model defined Opportunities implemented

5.5.1 Plan and foster community engagement strategies for the whole of Edward River community								
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP551.1	Implementation of the Communication and Community Engagement Strategy	✓	✓	✓	✓	Communications & Engagement	Operational	90% of funded actions completed
DP551.2	Develop a plan of customer experience improvements (engagement, accessibility, digital, responsiveness, first point call)	✓	✓	✓	✓	Customer Service	Operational	90% of actions completed
DP551.3	Work with Communications to ensure a vast Communication Plan is in place so our community knows what is happening	✓	✓	✓	✓	Leadership	Operational	Ensure communication plan incorporates engagement opportunities
DP551.4	Review and update Community Participation Plan	✓				Planning & Development	Operational	Plan adopted

5.6.1		Encourage businesses, community groups, government organisations, clubs and sporting organisations to implement practices that promote good governance, ethical decision-making, risk management and financial sustainability						
DP Reference and Action		Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Responsible Team	Funding source	How we will measure
DP561.1	Develop a plan of incremental steps to drive awareness, improve efficiency and overall compliance for managing Council's records	✓	✓	✓	✓	Information Management	Operational	90% of actions completed
DP561.2	Develop and implement an updated internal Intranet to enable access to corporate records	✓				Business Systems	Operational	Intranet Implemented
DP561.3	Scope and investigate opportunities for community to engage digitally with Council		✓			Customer Service	Operational	Seek approval of recommendations
DP561.4	Continue to review version relevance, utilisation of TechOne, workflows and modules	✓	✓	✓	✓	Business Systems	Operational	Version updates updated in accordance with compliance agreement Utilisation increase
DP561.5	Ensure robust policies, processes and systems that uphold legislative compliance through review, development and implementation	✓	✓	✓	✓	Leadership	Operational	90% policies due for review are reviewed
DP561.6	Develop an IT security policy, response and testing plans, annual user training and external reviews to ensure compliance with current best practices	✓				Information Communication Technology	Operational	Framework approved
DP561.7	Review availability of suitable meeting spaces with modern technology enabling live streaming	✓				Information Communication Technology	Budget Bid	Upgrades completed
DP561.8	Implement Committees and Facilities Framework	✓	✓	✓	✓	Governance	Operational	90% of actions completed



DP561.9	Continue to implement actions from internal audits and educate workforce on benefit of compliance Procurement through accountability reporting	✓	✓	✓	✓	Procurement	Operational	90% of actions implemented  Reporting model implemented  Improvements to compliance
DP561.10	Facilitate ongoing review and compliance through Internal and External Audits	✓	✓	✓	✓	Finance	Operational	Audits completed in accordance with accounting standards
DP561.11	Continue to review Council's Financial position to ensure financial sustainability and long term sustainability	✓	✓	✓	✓	Finance	Operational	Implement Leadership reporting
DP561.12	Review and update the Revenue Statement through budget process	✓	✓	✓	✓	Rates & Revenue	Operational	Statement approved
DP561.13	Prepare Annual and Long-Term Financial Plan in accordance with legislative and accounting standards	✓	✓	✓	✓	Finance	Operational	Adopted LTFP
DP561.14	Review, update and implement refreshed WHS Management System	✓	✓	✓	✓	Safety	Y1 – Y3 Operational Y4 Budget Bid	Approved system
DP561.15	Continue implementation of Risk Management Framework	✓	✓	✓	✓	Risk	Y1 – Y2 Operational Y3 Budget Bid	90% of actions completed  Risk alignment to appetite in all Council reports

DP561.16	Continue to review and monitor compliance to Governance Framework	✓	✓	✓	✓	Governance	Operational	90% Actions completed Annual refresher training completed
DP561.17	Undertake regular reporting against Delivery Program and Operational Plan reporting	✓	✓	✓	✓	Corporate Performance & Strategy	Operational	6 monthly reporting
DP561.18	Undertake a review and establish a full Lease Register of Council assets and facilities ensuring annual changes applied	✓	✓	✓	✓	Facilities	Operational	Lease register established Annual review of increments/renewals completed Fees charged via Finance
DP561.19	Undertake review of asset data and ensure reconcilable, data elements applied and build on data	✓	✓			Assets	Operational	Reconciled data Condition data applied to all assets Parent/Child relationships established
DP561.20	Undertake review of CRM category and consider sub category implementation	✓				Customer Service	Operational	Category aligned to service and sub category to delivery
DP561.21	Undertake Financial Sustainability Review seeking efficiencies to ensure long term sustainability	✓				Corporate Performance & Strategy	Operational	Improved financial sustainability outcomes to General Fund

## Funding our Delivery Program

The development of this Delivery Program has been built with a prime focus of ensuring Council's long term financial sustainability. Although Council would like to commit to delivering all of the goals and aspirations of the community, this is not the reality and through this term Councillors have committed to work collaboratively with staff and the community to look for long term efficiencies that ensure the long term sustainability of Edward River Council.

### Edward River Council Income Statement Projections - consolidated

<i>* scenario one</i>	Proposed Budget	Forecast		
Year Ending	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	16,708	17,149	17,602	18,067
User Charges and Fees	4,230	4,434	4,588	4,738
Other Revenues	712	875	1,112	1,276
Grants & Contributions Provided for Operating Purposes	14,745	14,793	12,699	12,972
Grants & Contributions Provided for Capital Purposes - Cash	1,328	1,130	1,134	1,137
Interest & Investment Revenue	1,612	1,639	1,412	1,354
Net Gains from the Disposal of Assets	342	351	359	368
<b>Total Income from Continuing Operations</b>	<b>39,677</b>	<b>40,371</b>	<b>38,906</b>	<b>39,912</b>
<b>Expenses from Continuing Operations</b>				
Employee Costs	13,805	14,189	14,614	15,053
Materials and Contracts	10,193	10,491	10,690	11,233
Borrowing Costs	0	0	0	0
Depreciation & Amortisation	11,748	11,779	11,840	11,986
Other Expenses	729	747	766	785
<b>Total Expenses from Continuing Operations</b>	<b>36,475</b>	<b>37,206</b>	<b>37,910</b>	<b>39,057</b>
<b>Operating Result from Continuing Operations</b>	<b>3,202</b>	<b>3,165</b>	<b>996</b>	<b>855</b>
<b>Surplus/(Deficit)</b>				
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>	<b>1,874</b>	<b>2,035</b>	<b>(138)</b>	<b>(282)</b>
<b>Surplus/(Deficit)</b>				

Council's financial performance will be monitored through industry benchmarks, as reported in council's audited annual financial statements.

The following benchmarks will be regularly reported against within our Annual Financial Statements:

Benchmark	Target
Operating Performance Ratio	> 0
Own Source Operating Revenue Ratio	>60%
Debt Service Cover Ration	>2x
Rates and Annual Charges Outstanding	<10%
Cash Expense Cover Ratio	>3 months
Building and Infrastructure Renewals Ratio	>100%
Infrastructure Backlog Ratio	<2%
Asset Management Ratio	>100%

## Conclusion

The Delivery Program 2025-2029 has been developed in consideration of the Community Strategic Plan: Towards 2035. The document aims to outline the actions that Council will undertake over their four year term to deliver against the goals and aspirations of the community. It is important to remember that Council cannot deliver on all of the aspirations of the community and by working together, everyone achieves more.

## Document and Version Control

Plan #	PLA-COR-002		Title	Delivery Program 2025-2029	
Document Type	Plan		Approval Type	Council	
Version Number	Modified by	Modifications made	Approval Type	Minute Number and Date	Status
1	Acting Director Corporate Services	Developed for public exhibition	Endorse for exhibition		Draft
2	Executive Assistant Corporate Services	Added approved responses to feedback from public exhibition	Adoption	2025/1706/11.2 Date: 17.06.2025	Final







EDWARD RIVER COUNCIL  
**DELIVERY PROGRAM 2025-2029**

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