



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

Date: Thursday, 20 October 2022
Time: 4:00pm
Location: 105 Loftus Street
TEMORA NSW 2666

AGENDA

Ordinary Council Meeting

20 October 2022

Gary Lavelle
General Manager

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1 OPEN AND WELCOME

The following Public Forum requests have been received:

- NIL

2 APOLOGIES

3 OPENING PRAYER

4 CONFIRMATION OF MINUTES

Ordinary Council Meeting - 15 September 2022

5 MAYORAL MINUTES

Nil

6 REPORTS FROM COMMITTEES**6.1 MINUTES OF THE TRAFFIC COMMITTEE MEETING HELD ON 11 OCTOBER 2022****File Number:** REP22/1246**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Minutes of the Traffic Committee Meeting held on 11 October 2022**RECOMMENDATION**

It is recommended that the reports be received.

It is recommended that the reports and recommendations as presented be adopted.



Date: Tuesday, 11 October 2022
Time: 1:00pm
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Traffic Committee Meeting

11 October 2022

Order of Business

1	Open Meeting	3
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**MINUTES OF TEMORA SHIRE COUNCIL
TRAFFIC COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 11 OCTOBER 2022 AT 1:00PM**

PRESENT: Cr Rick Firman (Mayor) (Chair), Cr Graham Sinclair (Observer), Cr Claire McLaren (Observer), Cr Anthony Irvine (Observer) Mr Greg Minehan (TfNSW), NSW Police Aaron Coddington, Cr Max Oliver

IN ATTENDANCE: Alex Dahlenburg (Engineering Works Manager)

1 OPEN MEETING

1:00pm

2 APOLOGIES

COMMITTEE RESOLUTION 22/2022

Moved: NSW Police Aaron Coddington

Seconded: Cr Max Oliver

That apologies from Road Safety Officer Karen Trethowan and TfNSW Kim Schultz be received and accepted.

CARRIED

3 DISCLOSURES OF INTEREST

Councillor/Officer	Item	Nature of Interest	How Managed
NIL			

4 REPORTS**4.1 BACK ARIAH PARK ROAD SPEED ZONE****File Number:** REP22/1112**Author:** Engineering Works Manager**Authoriser:** Engineering Asset Manager**Attachments:**

1. Back Ariah Park Road Overview Map
2. Previous Traffic Committee Meeting Report

REPORT

The matter of Back Ariah Park Speed Zone at Ariah Park has been raised again following the previous report in 2018 attached which resulted in a speed zone review at the time that saw an outcome of no change to current speed zone signposting.

This matter was further presented back to Traffic Committee in August 2021 where the previous response to the speed zone review was advised.

Since this time a further development has been approved for a new Elders Agricultural Business site just inside the current 50km/h zone with two new additional commercial driveway accesses. An overview map is attached showing where this site is situated. Based on the previous concerns and further development question has been raised to see if the 50km/h speed zone can be pushed out by the previously proposed 190 metres.

This would see the 50km/h speed signs installed prior to (east of) the bend in the road which by radius calculation should have an advisory speed of 65km/h instead of the current 100km/h zone.

As previously indicated in past reports it should also be noted that Council is not responsible for speed zone reviews and recommendations for the change of speed zones with this the responsibility of Transport for NSW. However, the committee and Council for this report are to determine if you wish this matter to be recommended to Transport for NSW for a further formal speed zone review.

Budget Implications

Up to \$1,000 through general road maintenance funds.

COMMITTEE RESOLUTION 23/2022

Moved: Cr Max Oliver

Seconded: NSW Police Aaron Coddington

That the Committee recommend to Council for an application for a further speed zone review on Back Ariah Park Road, through the Centre for Road Safety after the Elders development is completed.

CARRIED

Report by Alex Dahlenburg

Map 1: Overview Map and block of land highlighted showing new Elders Development site



Key:



Land being developed by Elders for business use with 2x new commercial driveways



Current 50km/h sign Location



Proposed New location for 50km/h speed zone signs

TRAFFIC COMMITTEE MEETING AGENDA10 AUGUST 2021

3 REPORTS**3.1 BACK ARIAH PARK ROAD SPEED ZONE****File Number:** REP21/486**Author:** Secretary Engineering**Authoriser:** General Manager**Attachments:** 1. Past Speed Zone Review Application**REPORT**

The Arianh Park community, through the Arianh Park Advisory Committee have requested Council seek a review of the speed zone on the back Arianh Park Road.

A review was conducted in 2018 where TfNSW declined the request, however the community wish to have this reconsidered.

The details of the last review are provided in the attachments.

Budget Implications

\$1,000

RECOMMENDATION

That the Committee consider the request and make recommendation to Council.

Report by Rob Fisher

67233

AJD:RLS:R/03/03

30 August 2018

Karin Summerfield
Network & Safety Manager
Roads and Maritime Services
PO Box 484
WAGGA WAGGA, NSW 2650

Dear Karin,


RE: Speed Zone Review Back Arianh Park Road

This matter is in relation to the proposed extension of the 50km/h speed zone by 190 metres on Back Arianh Park Road located in Arianh Park.

Previously this matter was presented to July 2018 traffic committee followed by council meeting with the final outcome to submit a Project Proposal (attached) to RMS for a speed zone review. Could this review please be undertaken with review outcome to be sent through to Mr Rob Fisher rfisher@temora.nsw.gov.au and Mr Alex Dahlenburg adahlenburg@temora.nsw.gov.au upon completion.

If you have any enquiries relating to this funding acceptance, please contact councils Engineering Department on (02) 6980 1101.

Yours faithfully



GC Layelle, PSM
GENERAL MANAGER



PROJECT PROPOSAL

67233

Council: Temora Shire Council

Road Name: Back Arianh Park Road

Road No: 43

Project title: Back Arianh Park Road Speed Zone

Project Description & Details:

Council had received an item of correspondence requesting for the 50km/h speed zone to be increased to 100metres further East of the current start location before the curve coming into Arianh Park as the road is used regularly by families going for walks.

Following investigation by councils engineering department it was determined;

- No current pre-advisory "50km/h Ahead" signs are erected
- Within the first 100m of the 100km/h zone there is a driveway into the commercial business yard of Chalmers & Son. Also within this space is a curve with an advisory speed of 65km/h as per Austroad Standards, however is not signposted currently with an advisory speed.

This item was presented to Traffic Committee and Council in July 2018 with the following two options;

1. Leave the 50km/h zone as per current location however install pre-advisory 50km/h ahead signs as per standards
2. Move the 50km/h speed zone signs 190 metres to the east before the curve as shown in image 1. Pre-advisory 50km/h signs would still need installing as per standards also.

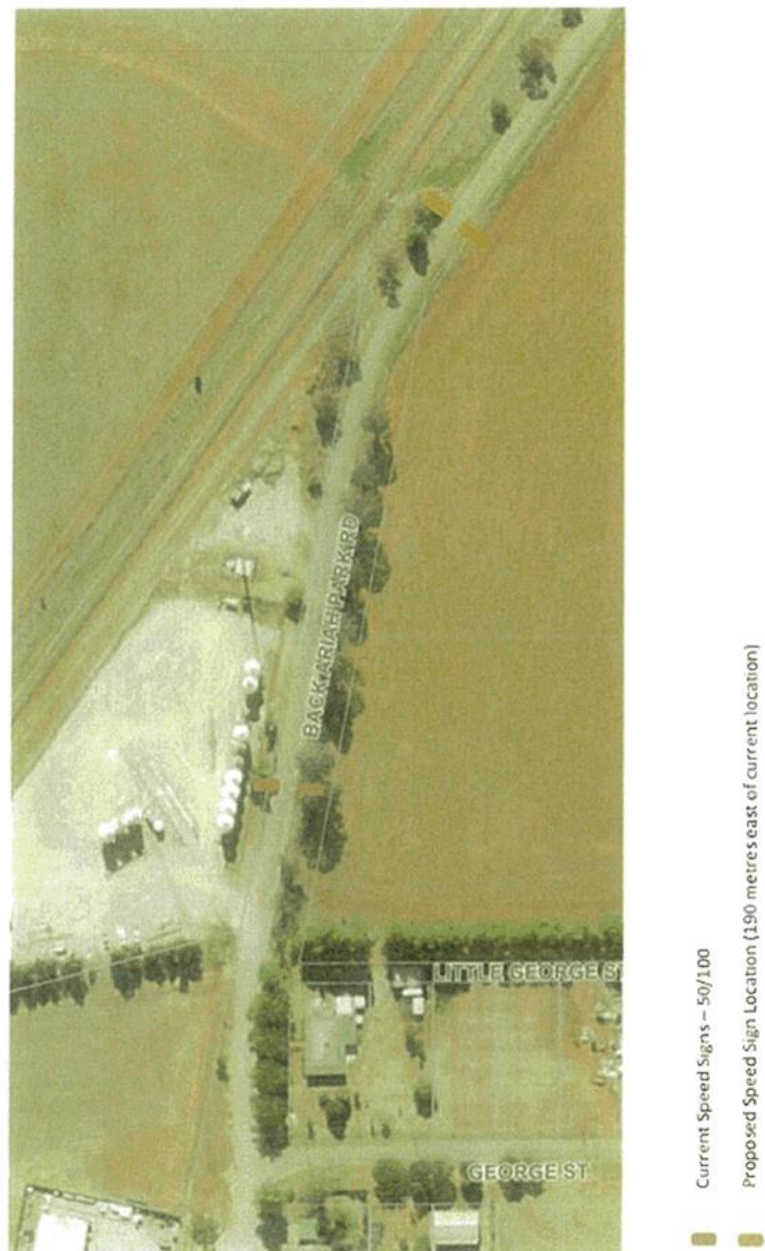


Image 1 – Layout Plan

RECOMMENDATION BY TRAFFIC COMMITTEE (July 2018)**COMMITTEE RESOLUTION 11/2018**Moved: Mr Faz Hoque

Seconded: Constable Chris Young

Committee resolved to recommend to Council to adopt option 1.

CARRIED**RECOMMENDATION BY COUNCIL (July 2018) – FINAL RECOMMENDATION**

Following the committee resolution councils decision was for RMS to still review the possibility of extending the 50km/h speed zone 190 metres further to the east as per Option 2 originally proposed.

Could RMS please carry out a speed zone review as per Image 1 and option 2 with findings to be presented back to council.


Local Traffic Committee Concurrence: Yes / ~~No~~ / NR

Design Complete: ~~Yes~~ / No / NR

Estimated Cost: \$790 (100% Council Funds)

Comments & Background Information:

As detailed in proposal details.

Project Proposal Completed By: Alex Dahlenburg**Signature:** **Date:** 30/08/2018**Title:** Senior Engineering Technical Officer**Phone Number:** (02) 6980 1113**Project Proposal Reviewed By:** Rob Fisher**Signature:** **Date:** 30/08/2018**Title:** Engineering Technical Services Manager**Phone Number:** (02) 6980 1107

4.2 GOLDFIELDS WAY SPEED ZONE

File Number: REP22/1161
Author: Engineering Works Manager
Authoriser: Engineering Asset Manager
Attachments: 1. Map Image

REPORT

Councils Engineering Works Manager and Cr Sinclair had verbal requests from heavy vehicle operators to look at the angle of Kitchener Road onto Hoskins St/Goldfields Way but also that the 50km/h speed signs are relatively close to this intersection given it's the approved permit route for road trains and oversize vehicles.

The question raised is if Council would consider moving the 50km/h speed zone back further to the North away from the intersection to slow vehicles sooner for the heavy vehicle movements undertaken at the Kitchener Road and Hoskins St/Goldfields Way Intersection. This request coincides with the poor angle of the intersection which sees heavy vehicles turning left out of Kitchener Road having to move across to the opposite side of the road to make the movement. This then has the heavy vehicles in the Goldfields Way south bound lane for a short period of time during the turning movement.

It should also be noted that Council is not responsible for speed zone reviews and recommendations for the change of speed zones with this the responsibility of Transport for NSW. However, the committee and Council for this report are to determine if you wish this matter to be recommended to Transport for NSW for investigation or a formal speed zone review. In this case also TfNSW is the road manager for Goldfields Way.

Budget Implications

Nil for Council as any change to signage would be at the expense of TfNSW.

COMMITTEE RESOLUTION 24/2022

Moved: Cr Max Oliver
Seconded: NSW Police Aaron Coddington

That the Committee recommend to Council for the Engineering Manager to correspond with TfNSW on a speed zone review on Goldfields Way (North) out to past Lake Centenary.

AND FURTHER

Correspond with TfNSW on sweep paths on intersection configurations, and have as a review.

CARRIED

Report by Alex Dahlenburg



Map 1: 50km/h Speed Sign Location North of Kitchener Road Intersection on Goldfields Way

1. GREG MINEHAN (TFNSW)

Provided an update of these submissions and further information to be brought back to a future Traffic Meeting.

Updated blisters Vesper Street

Close Parkes Street leg with tree line

2. CR RICK FIRMAN

Enquired about maintenance paint Look Left and Look Right plus replace LOBYSO Decals.

3. CR ANTHONY IRVINE

Seek further clarification on Heavy Vehicle Alternate Route and roundabout discussions for Polaris Street intersection.

5 CONFIDENTIAL REPORTS**COMMITTEE RESOLUTION 25/2022**

Moved: Mr Greg Minehan

Seconded: NSW Police Aaron Coddington

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 1:46pm:

5.1 Pedestrian Road Safety Audit Proposals

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.

5.2 Road Safety Strategic Plan

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

CARRIED

COMMITTEE RESOLUTION 26/2022

Moved: Cr Max Oliver

Seconded: NSW Police Aaron Coddington

It was resolved that Council adopts the motions from the closed committee of Council.

CARRIED

6 CLOSE MEETING

The Meeting closed at 2:02pm.

This is the minutes of the Traffic Committee meeting held on Tuesday 11 October 2022.

.....

GENERAL MANAGER

.....

CHAIRMAN

6.2 MINUTES OF THE ASSETS & OPERATIONS COMMITTEE MEETING HELD ON 11 OCTOBER 2022**File Number:** REP22/1248**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Minutes of the Assets & Operations Committee Meeting held on 11 October 2022**RECOMMENDATION**

It is recommended that the reports be received.

It is recommended that the reports and recommendations as presented be adopted.



Date: Tuesday, 11 October 2022
Time: 2:07PM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Assets & Operations Committee Meeting

11 October 2022

Order of Business

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**MINUTES OF TEMORA SHIRE COUNCIL
ASSETS & OPERATIONS COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 11 OCTOBER 2022 AT 2:07PM**

PRESENT: Cr Rick Firman (Mayor), Cr Nigel Judd, Cr Claire McLaren, Cr Max Oliver, Cr Graham Sinclair (Deputy Mayor) (Chair), Cr Belinda Bushell, Cr Jason Goode, Cr Anthony Irvine

IN ATTENDANCE: Gary Lavelle (General Manager), Rob Fisher (Engineering Asset Manager), Kris Dunstan (Director of Environmental Services), Elizabeth Smith (Director of Administration & Finance), Alex Dahlenburg (Engineering Works Manager), Claire Golder (Town Planner)

1 OPEN MEETING

2:07pm

2 APOLOGIES

Nil

3 DISCLOSURES OF INTEREST

Councillor/Officer	Item	Nature of Interest	How Managed
Cr Anthony Irvine	REP22/1194	Pecuniary	Left the meeting
Cr Belinda Bushell	REP22/1194	Pecuniary	Left the meeting

4 REPORTS**4.1 LOFTUS STREET FOOTPATH UNRETAINED SLOPE MATERIAL****File Number:** REP22/1172**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Loftus Street Images**REPORT**

A matter was raised in a previous Access and Equity Committee meeting as business without notice regarding the footpath on Loftus Street coming from Gallipoli Street which has issues regarding runoff from the unretained slope beside this segment, leaving dirt and weeds to stay over the path. Further it was raised that no kerb ramp is present at the top of this footpath to gain access onto the footpath from Gallipoli Street. The kerb ramp is being addressed in the current financial year. From inspection, runoff material has covered a small width of the path throughout the length of this segment.

Under maintenance Council can tidy up this site, but as a more viable long-term solution to address the ongoing issue Council could excavate the fill back slightly along with the weeds. This would see the top and toe of the batter excavated further back which will take some work due to the rocky outcrop but the only solution other than creating a further Council asset such as a retaining wall. Long-term a solution needs delivering to resolve this issue as it's been an ongoing issue with erosion of this slope. With the proposed Highfields development this footpath will likely see an increase in pedestrian movements.

After excavating, seeding with a grass blend type mix for stability is ideal like the slope on the opposite side of Loftus Street. The slope on the other side of the road is higher and steeper but has limited issue with erosion due to the grasses established to stabilise the slope.

Length of slope to address is approximately 50 metres noting also the current concrete footpath is 1.2m wide not the current 1.5m width for newer concrete footpaths.

It's suggested by the Engineering Works Manager that we address the current maintenance to tidy the path but due to footpath maintenance funds limited the more long-term approach to resolve the matter be referred to future capital works budget estimates.

Budget Implications

\$10,000

COMMITTEE RESOLUTION 113/2022

Moved: Cr Jason Goode

Seconded: Cr Belinda Bushell

That the Committee recommend to Council to accept the report and associated cost with referral of \$10,000 to future budget estimates in 2023/24 year for this project.

AND FURTHER

That Council consult neighbours on the matter.

CARRIED

Report by Michael Laxina



Image 1: Looking East along concrete footpath in Loftus Street



Image 2: Looking West along concrete footpath in Loftus Street



Image 3: Grassed slope on Northern side of the road

4.2 DAIRY STEET REQUEST

File Number: REP22/1206
Author: Engineering Asset Manager
Authoriser: Engineering Asset Manager
Attachments: Nil

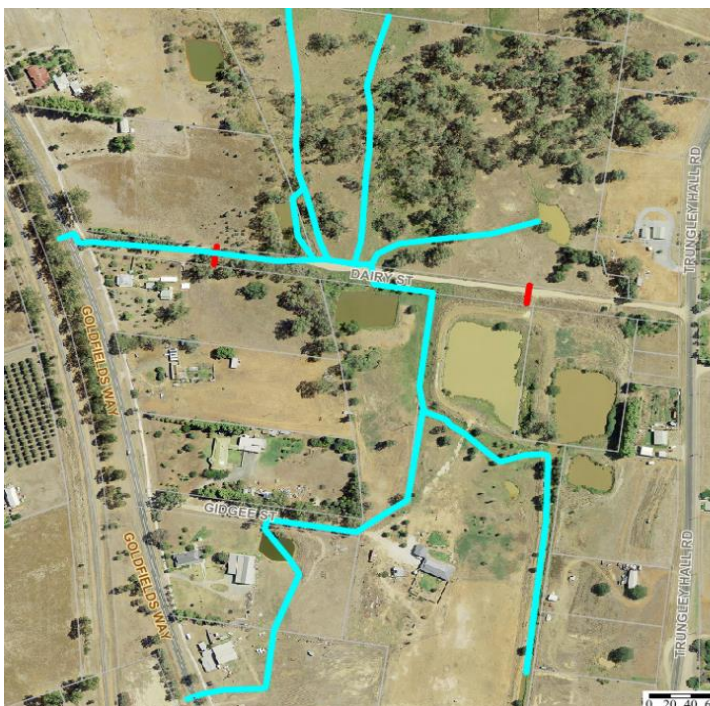
REPORT

Council has recently received a request regarding the potential permanent gating of Dairy Street. Dairy Street has been impassable for over 12 months and was closed following some community members becoming bogged in causeway.

The main outfall drains from the Temora urban area cross Dairy Street where it enters a wide and flat heavily grassed areas before proceeding into the research station and on to Lake Centenary.

The water spreads out significantly passing through the land north of Dairy Street, however this has been the case for many years and very much acts as a natural filter prior to the urban stormwater entering Lake Centenary and subsequently Trigalong Creek. Whilst gating of the lane would not concern me and is likely justified, I would be very hesitant to change any flow paths either north or south of Dairy Street. Two potential improvements would be to clean the drains on the western side of the image below from the Goldfields Way towards the main drainage line. Both drainage lines are not ideal with the southern drain through private property heavily overgrown and the drain along Dairy Street not well formalised casing water to run down the road as opposed to within a table drain.

If gating was to be endorsed, I would recommend that first we consult with adjacent landholders and if proceeding we install bollards with a vehicle opening via a chain, steel bar or removable bollard. This way the reserve remains open for pedestrians, horse riders etc, and is accessible if maintenance is required.



Correspondence**Explanation of Hydraulic Interactions of Water In Dairy Street.**

Located between 136 Goldfields Way and the adjacent private property on Trungley Hall Road are several acres of what I understand is Crown Land with a 100 hundred year lease on it. This land has several causeways running through it which eventually drain into a single causeway running to the lake. This land is largely overrun with vegetation which seriously impedes the flow of water through it. This is particularly exacerbated during torrential rain. This water pools in Dairy Street until it can drain away over several days. Some water always remains in depressions in Dairy Street.

During light to medium rainfall water from the western side of Goldfields Way runs under Goldfields Way and is drained in a southerly direction towards town where it flows into one of two main drains from town where joins with the other water from town and proceeds to the lake crossing Dairy Street on the way as previously mentioned.

During torrential rain the water running under Goldfields way cannot get away to the south quick enough and runs over the concrete path into Dairy Street and meets the water crossing Dairy Street from town. This interaction causes water to back up Dairy Street due to the fact that the combined confluence cannot drain through the crown land quick enough. This causes water to flow through the eastern side of the dam bank on 136 Goldfields Way rather than running through the dam. An attempt was made to stop this flooding into 136 Goldfields Way by constructing a berm parallel to Dairy Street inside the property however this has washed away.

In the summer of 2019/2020 the Council spent several days doing road works in Dairy Street where the water crosses; however after twelve weeks without rain it finally poured down in mid February and the road works were washed away.

Despite the road closed signs at either end of Dairy Street traffic is continuing to pass through Dairy Street and several times vehicles have been stuck in the water way. Photo 6 shows a narrowed point between two trees where a concrete barrier could be placed thereby preventing people from driving through the waterway. This would still allow Dairy Street access to 136 Goldfields Way as from the narrow to Goldfields Way is still serviceable.

Please share this with your staff and if you need further information or an inspection please let me know.

Budget Implications

\$5,000 - \$7,000 (gating only)

COMMITTEE RESOLUTION 114/2022

Moved: Cr Anthony Irvine

Seconded: Cr Jason Goode

That the Committee recommend to Council to leave Dairy Street as a public road and install a temporary gate to be closed during wet weather.

CARRIED

Report by Rob Fisher

4.3 STRONGER COUNTRY COMMUNITIES FUND ROUND 5 APPLICATION - TEMORA LIONS CLUB

File Number: REP22/1215
Author: Town Planner
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

The Temora Lions Club has submitted an application under the NSW Government's Stronger Country Communities Fund Round 5 under the community allocation for Temora Shire. The application is for a new cardboard press for recycling. The value of this project is \$233,000.

Following discussions held with the Temora Lions Club representative, the Mayor, Deputy Mayor and senior Council staff, it was determined that, if the application is successful, Council will make a co-contribution towards the project of \$116,500. This is 50% of the project value. The funding source of the co-contribution is from the Temora Waste Fund, which is a ring-fenced fund to support the provision of waste services in Temora Shire.

The replacement of the outdated cardboard press has been identified as necessary to support ongoing operations at the site, including improving safety for volunteers and reducing the physical demands upon ageing members of the Temora Lions Club. The current cardboard press is 32 years old and very labour intensive.

The Temora Lions Club has advised that, should the Lions Club cease to operate in the future, any assets of the club will be passed to Temora Shire Council.

Due to the time constraints of submitting this application by 23 September 2022, this information was unable to be provided to Council until after the application was submitted.

Details of successful applications are expected to be announced in December 2022.

COMMITTEE RESOLUTION 115/2022

Moved: Cr Jason Goode
Seconded: Cr Belinda Bushell

That the Committee resolved to recommend to Council to note the report.

CARRIED

Report by Claire Golder

4.4 NSW PUBLIC SPACES CHARTER

File Number: REP22/1216
Author: Town Planner
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

The NSW Public Spaces Charter has been developed by the Department of Planning and Environment and is now managed by Transport for NSW. It contains 10 general principles about what all Councils should be seeking to achieve with their public spaces that they manage.

The principles include:

1. Open and welcoming: Everyone can access public space and feel welcome, respected and included.
2. Community focused: brings people together and builds strong, connected and resilient communities.
3. Culture and creativity: Public space provides a platform for culture and creative expression that makes places more colourful, animated and thought provoking.
4. Local character and identity: Public space reflects who we are and our diverse stories and histories.
5. Green and resilient: Public space connects us to nature, enhances biodiversity and builds climate resilience into communities.
6. Healthy and active: Public space allows everyone to participate in activities that strengthen our health and wellbeing.
7. Local business and economies: Public space supports a dynamic economic life and vibrant urban and town centres.
8. Safe and secure: Everyone feels safe to access and use public space at all times of the day.
9. Designed for place: Public space is flexible and responds to its environment to meet the needs of its community.
10. Well managed: Well-managed and maintained public space functions better and invites people to use and care for it.

Discussion

The frequently asked questions information has the following information:

Why should my organisation become a signatory to the Charter?

By becoming a signatory to the Charter an organisation will be demonstrating a commitment to delivering great public spaces outcomes for everyone. Signatories will be provided with the NSW Public Spaces Charter icon to demonstrate their commitment to public space and will have their own logo promoted on the Charter's website.

Throughout 2022 signatories to the Charter will be supported with advice from the NSW Public Spaces Charter project team on how to develop an action plan to implement the Charter in their organisation or practice. Signatories will also have access to a community of practice focused on building the capacity of signatories to apply the Charter, by connecting them to public space experts and providing opportunities for information and data sharing and for promoting their own public space projects or practice.

Can I use the Charter if I'm not a signatory?

Yes, the Charter has been developed for anyone involved in the planning, design, delivery or management of public space, even if they are not signatories. We encourage eligible organisations to become a signatory to the Charter as this will demonstrate a commitment to quality public space and to using the principles.

By becoming a signatory to the Charter Council would be required to attend and participate in a "community of practice". This may involve attending webinars to share information about public spaces in NSW. Council would also be required to report to the NSW Government on their actions, including outcomes and findings, in response to the 10 principles, every six months. Council's logo would be displayed on the charter website and Council is encouraged to promote their membership on their Council website.

The Charter began in December 2021. Currently there are only three Councils that are signatories to the Charter: Wollondilly, Hay and Lachlan Shire Council. Snowy Monaro Regional Council has advised that they have requested to be a signatory.

By signing up to the Charter, Council may be supported in the delivery of the Recreation and Open Space Strategy, as well as providing support towards future grant funding to enhance open space. However, by becoming a signatory, this may require additional demands on Council staff for reporting purposes. There are some concerns that there may be demands on Council to further upgrade existing open spaces which may not be within Council's budget framework.

COMMITTEE RESOLUTION 116/2022

Moved: Cr Belinda Bushell

Seconded: Cr Rick Firman

That the Committee resolved to recommend to Council to:

1. Consider the principles of the Public Spaces Charter as part of finalising the Temora Shire Recreation and Open Space Strategy and
2. Consider signing up to the Public Spaces Charter once the Recreation and Open Space Strategy has been finalised.

CARRIED

Report by Claire Golder

1. GENERAL MANAGER

Advised that the Committee meetings will be held on the 15 November 2022.

2. CR BUSHELL

Enquired about the Swimming Pool opening and will there be a BBQ.

Advised that a decision to be made closer to the date depending on how close the project is to full completion.

3. CR IRVINE

Asked about the cost to Council for the cancellation of Warbirds.

Director of Environmental Services advised costs would be minimal.

5 CONFIDENTIAL REPORTS**COMMITTEE RESOLUTION 117/2022**

Moved: Cr Rick Firman

Seconded: Cr Jason Goode

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 2:35pm:

5.1 Proposal for Purchase of Side Tipper Combination

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

5.2 RERO - Supply and Delivery of Bitumen Emulsion Tender

This matter is considered to be confidential under Section 10A(2) - di 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.

5.3 Old Mobile Stage Trailer

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.

5.4 Outstanding Signage Projects

This matter is considered to be confidential under Section 10A(2) - di 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.

5.5 Temora Ambulance Museum Stage 3

This matter is considered to be confidential under Section 10A(2) - di 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.

CARRIED

COMMITTEE RESOLUTION 118/2022

Moved: Cr Rick Firman

Seconded: Cr Jason Goode

It was resolved that Council adopts the motions from the closed committee of Council.

CARRIED

6 CLOSE MEETING

The Meeting closed at 3:17pm.

This is the minutes of the Assets & Operations Committee meeting held on Tuesday 11 October 2022.

.....

GENERAL MANAGER

.....

CHAIRMAN

**6.3 MINUTES OF THE ECONOMIC DEVELOPMENT AND VISITATIONS COMMITTEE MEETING
HELD ON 11 OCTOBER 2022****File Number:** REP22/1250**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Minutes of the Economic Development and Visitations Committee
Meeting held on 11 October 2022**RECOMMENDATION**

It is recommended that the reports be received.

It is recommended that the reports and recommendations as presented be adopted.



Date: Tuesday, 11 October 2022
Time: 3:22pm
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Economic Development and Visitations Committee Meeting

11 October 2022

Order of Business

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**MINUTES OF TEMORA SHIRE COUNCIL
ECONOMIC DEVELOPMENT AND VISITATIONS COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 11 OCTOBER 2022 AT 3:22PM**

PRESENT: Cr Rick Firman (Mayor), Cr Nigel Judd, Cr Claire McLaren (Chair), Cr Graham Sinclair (Deputy Mayor), Cr Anthony Irvine (Observer)

IN ATTENDANCE: Gary Lavelle (General Manager), Craig Sinclair (Economic Development Manager), Elizabeth Smith (Director of Administration & Finance), Kris Dunstan (Director Environmental Services)

1 OPEN MEETING

3:22pm

2 APOLOGIES

COMMITTEE RESOLUTION 70/2022

Moved: Cr Graham Sinclair

Seconded: Cr Nigel Judd

That apologies from Cr Belinda Bushell be received and accepted.

CARRIED

3 DISCLOSURES OF INTEREST

Councillor/Officer	Item	Nature of Interest	How Managed
Cr Anthony Irvine	REP22/1193	Non Pecuniary	Stayed in Meeting

4 REPORTS

4.1 DRAFT RIVERINA MURRAY DESTINATION MANAGEMENT PLAN

File Number: REP22/1188

Author: Economic Development Manager

Authoriser: Director of Administration & Finance

Attachments: 1. Draft Riverina Murray Destination Management Plan 2022-2030

REPORT

Destination Riverina Murray (DRM) present the draft Riverina Murray Destination Management Plan (DMP) for review. See attached.

The DMP sets out five strategic objectives and an associated plan of action for the region from 2022 to 2030 to align with the DNSW Visitor Economy Strategy 2030, reflecting current market trends, and addressing identified regional priorities.

Please note that images in the document are placeholders only for the draft document.

DRM request feedback on the DMP to be provided by **Wednesday October 12th**.

Feedback will be considered to create a final version of the DMP that will then be submitted to the NSW Government, Minister for Tourism for approval in late October 2022.

The draft document will also be sent to operators that engaged with DRM during the lengthy consultation process.

COMMITTEE RESOLUTION 71/2022

Moved: Cr Rick Firman

Seconded: Cr Nigel Judd

That the Committee resolved to recommend to Council to note the draft DMP and provide feedback to DRM for consideration.

CARRIED

Report by Craig Sinclair



Riverina Murray Destination Management Plan

2022-2030



Riverina Murray Destination Management Plan

This Destination Management Plan was prepared by SMA Tourism and Meredith Wray Consulting

AUTHORSHIP

SMA is an international tourism consulting firm, specialising in innovative product development for cultural tourism, ecotourism, adventure tourism and culinary (food and wine) tourism. SMA Tourism, Website: www.smatourism.com, Email: info@smatourism.com

The authors contributing to this Report were:

- Simon McArthur - Project Manager & lead author
- Jane McArthur - Product research & benchmarking
- Karl Flowers - Market analysis

ACKNOWLEDGEMENTS

SMA would like to acknowledge the All of the First Nations Communities associated with the Riverina Murray. We also acknowledge the valuable input of the Destination Riverina Murray staff and Board, and the input of various visitor economy stakeholders consulted to support this Destination Management Plan.

DISCLAIMER

Specific investment decisions addressing recommendations in this report require further planning, engineering, environmental and heritage advice, and costing by an estimator. Costings should not be used for construction.

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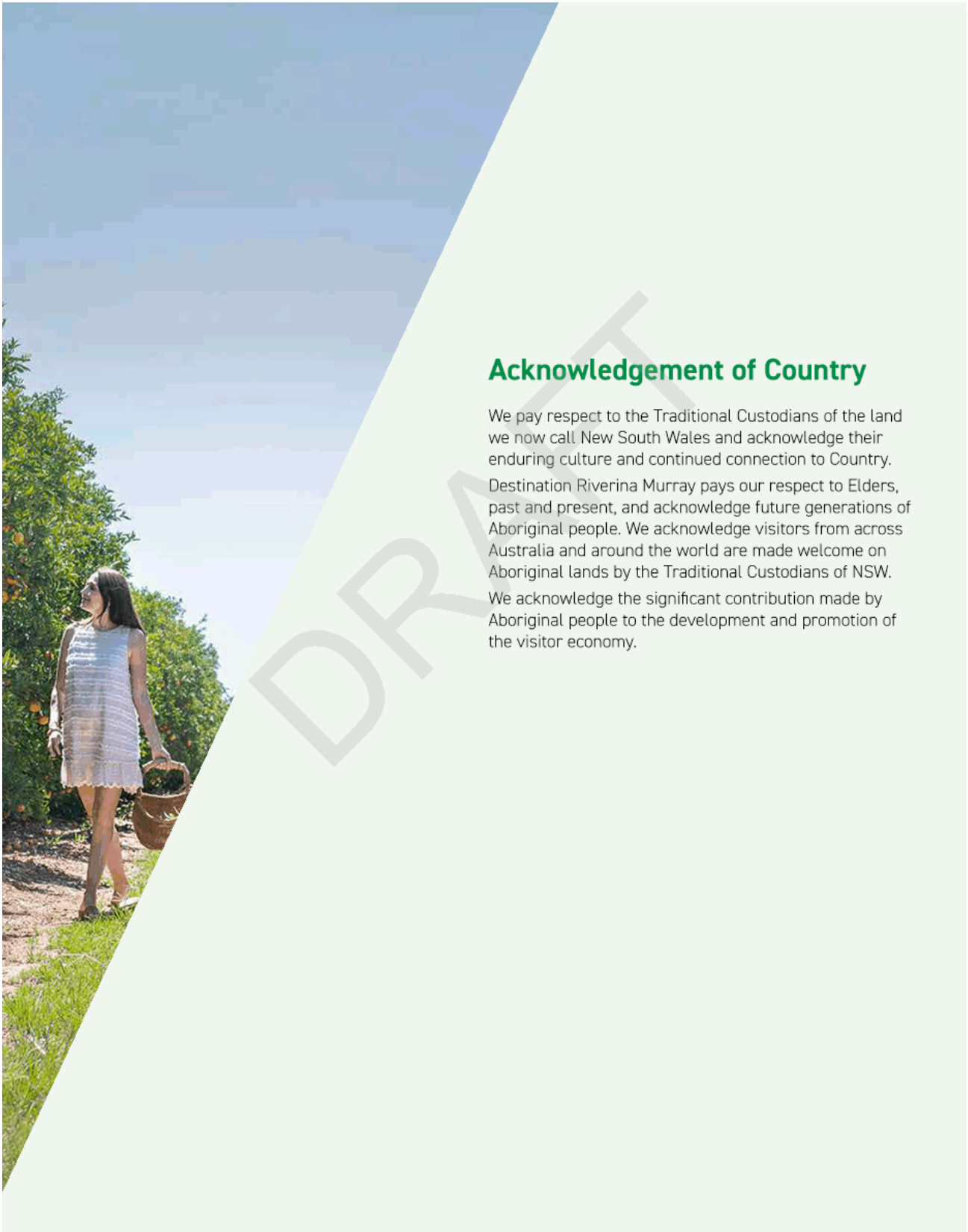


Riverina Murray Destination Management Plan

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5	Message from the Riverina Murray Board
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Acknowledgement of Country

We pay respect to the Traditional Custodians of the land we now call New South Wales and acknowledge their enduring culture and continued connection to Country.

Destination Riverina Murray pays our respect to Elders, past and present, and acknowledge future generations of Aboriginal people. We acknowledge visitors from across Australia and around the world are made welcome on Aboriginal lands by the Traditional Custodians of NSW.

We acknowledge the significant contribution made by Aboriginal people to the development and promotion of the visitor economy.

Message from the Riverina Murray Board

Destination Riverina Murray represents one of the largest and most diverse regions in NSW.

This document, our second Destination Management Plan, provides our industry with scale and scope to be creative and collaborative as we develop and deliver experiences that will drive our \$2billion contribution to the NSW visitor economy.

Covering nearly 150,000 square kilometres stretching from Mungo to the Mountains, we believe that the Riverina Murray region is perfectly positioned to curate a wide range of sustainable tourism experiences across all seasons. Our Destination Management Plan builds on elements that are truly distinctive across our 22 local government areas:

- Our profile as one of Australia's most prolific (and productive) agricultural regions offers opportunities to unlock unique food and farm experiences.
- Discovering our mighty rivers and waterways opens up touring routes and trails that connect travellers to ancient culture, agricultural heritage and modern communities.
- Creating innovative accommodation and ways to stay makes our country lifestyle real for the visitor, connects them to shared values within the community, and creates a lasting connection with the Riverina Murray region.

We would like to thank all our industry stakeholders for their input and hard work to date. It's exciting to see the strategic direction laid out in this Destination Management Plan, and to imagine the positive impact a strong vibrant visitor economy will have on communities in the Riverina Murray Region in the future!

Kate Shilling
Chair
Destination Riverina Murray

Riverina Murray Destination Management Plan

Overview

Overview

Destination Riverina Murray (DRM) is one of seven Destination Networks (DNs) in regional NSW. Its principal role is to represent and coordinate the growth and development of the Riverina Murray visitor economy.

The Riverina Murray region comprises 22 local government areas that are organised into 2 sub-regions – Riverina & Murray. Each has their respective vision for the future, and projects and priorities, which are relevant to the sustainable growth of the region.

The Riverina Murray visitor economy delivered 6.1% of the region's jobs, supports 2976 businesses and directly delivers 3.4% (\$520 million) of the region's Gross Value Add (GVA) which has grown every year since 2010-11 at an average 3.6% pa. The region attracted 6.2 million visitors and 8.4 million visitor nights¹.

The Riverina Murray Destination Management Plan has been prepared to create a collaborative framework to guide the work of local, regional and state tourism stakeholders to grow, develop and promote the region's visitor economy to 2030 and contribute to the NSW Government's target to achieve \$25 billion in visitor expenditure by 2030.

¹ YE December 2019 (pre-Covid-19 health pandemic) Tourism Research Australia visitation data is used as a base measure to recover and grow the visitor economy

This Plan sets out five strategic objectives and an associated plan of action for the region from 2022 to 2030, reflecting current market trends and local priorities, and aligning with NSW Government's Visitor Economy Strategy 2030:

1. Road to Recovery: Advocate and support workforce growth, capability, and resilience to assist the recovery of the Riverina Murray visitor economy
2. Build the Brand: Position the Riverina Murray as an authentic and sustainable agritourism destination that delivers and promotes a suite of local produce experiences for visitors to drink, eat, stay and explore the region
3. Showcase our Strengths: Develop trails and touring routes, agritourism and new accommodation product at strategic locations to differentiate the Riverina Murray region and grow overnight stays
4. Focus on World Class Events: Support the development and delivery of contemporary events and festivals across the Riverina Murray to attract new visitors
5. Facilitate Growth: Facilitate ways for the Riverina Murray visitor economy to work more sustainably and collaboratively, including in cross border regions

Vision

Supporting Riverina Murray stakeholders to develop and showcase the region as an authentic and sustainable agritourism destination that delivers a suite of experiences for visitors to drink, eat, stay and explore and contributes to the regional NSW \$25 billion visitor expenditure target by 2030.



Riverina Murray Destination Management Plan

Introduction

Destination Riverina Murray commissioned the preparation of the Riverina Murray Destination Management Plan to create a collaborative framework to guide the work of local, regional and state tourism stakeholders to grow, develop and promote the region's visitor economy to 2030.

The Riverina Murray DMP 2022 to 2030 has been developed to align with the directions of the state Visitor Economy Strategy (VES) 2030 developed by Destination NSW. The VES 2030 acknowledges regional New South Wales (NSW) as a key to the future of the NSW visitor economy. The NSW state-wide target for 2030 is \$65 billion in total visitor expenditure. Regional NSW will contribute \$25 billion in overnight visitor expenditure to this target.

Tourism is identified as one of seven 'engine industries' expected to drive regional NSW economies over the next 18 years and is identified as one of 50 new priorities to drive long-term stimulus impact².

Following a review of regional tourism in 2017 the New South Wales (NSW) Government, through Destination New South Wales (DNSW), established six administrative zones, referred to as Destination Networks (DNs). In July 2022, one additional DN was added, Destination Central West NSW, and several other changes were made to DN boundaries to assist the growth of the NSW regional visitor economy.

The seven DNs are:

- Destination Central West NSW
- Destination Country and Outback
- Destination North Coast NSW
- Destination Riverina Murray
- Destination Southern NSW
- Destination Sydney Surrounds North
- Destination Sydney Surrounds South

² NSW 2020 Economic Blueprint

A Destination Network Project Management Group (DNPMG) was established in September 2021 that comprises the General Managers of each Destination Network as well as the General Manager, Destination New South Wales - Engagement and Development.

Importantly, the DNPMG committed to working collaboratively to deliver a suite of seven new Destination Management Plans (DMPs) (2022 to 2030) that are aligned to the Visitor Economy Strategy 2030.

A Destination Network DMP planning framework was established to create a consistent and collaborative approach to guide the work of the Destination Networks, consultants and local, regional and state tourism stakeholders to consider how to grow, develop and promote the NSW regional visitor economy to 2030.

Dr Meredith Wray (Wray Sustainable Tourism Research & Planning) was engaged by the PMG to coordinate the development of the suite of DMPs and alignment to the VES. Consultants, SMA Tourism (SMA), were engaged from January to July 2022 to prepare the Riverina Murray DMP 2022 to 2030. SMA Tourism were also engaged by Murray Regional Tourism (MRT) the cross-border regional tourism office (RTO) for the Murray region, to prepare their DMP, and to ensure true cross-border alignment between the visitor economy industries in NSW and Victoria.

The aim of the Visitor Economy Strategy 2030 and the Destination Network DMPs is to stimulate economic prosperity, create new jobs and enhance the lifestyles of the people of NSW.



Riverina Murray Destination Management Plan

Introduction

Riverina Murray DMP 2022 to 2030

The Riverina Murray visitor economy region in NSW encompasses 149,000 square kilometres, the third longest navigable river in the world, 16 National Parks, 2 RAMSAR listed wetlands, 1 World Heritage Listed area and 22 local government areas (LGAs) and is home to over 275,000 people (Figure 1).

- **RIVERINA:** Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Griffith, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Snowy Valleys, Temora, Wagga Wagga.
- **MURRAY:** Albury, Balranald, Berrigan, Edward River, Federation, Greater Hume Shire and Murray River.



Figure 1. Map of the Destination Riverina Murray region

The Riverina Murray visitor economy delivered 6.1% of the region's jobs, supports 2976 businesses and directly delivers 3.4% (\$520 million) of the region's Gross Value Add (GVA) which has grown every year since 2010-11 at an average 3.6% pa. The region attracted 6.2 million visitors and 8.4 million visitor nights³.

The destination management planning process involved:



Figure 2. Destination Management Planning process

³ YE December 2019 (pre-Covid-19 health pandemic) Tourism Research Australia

Riverina Murray Destination Management Plan

Strategic Context



Strategic Context

The Riverina Murray DMP 2022 to 2030 has been developed to align with the directions of *Visitor Economy Strategy 2030*. The strategy comprises three phases:



Figure 3. Visitor Economy Strategy 2030 phases

Ambitions, Outcomes and Targets

The ambitions, outcomes and targets of the *Visitor Economy Strategy* are important indicators to this DMP.

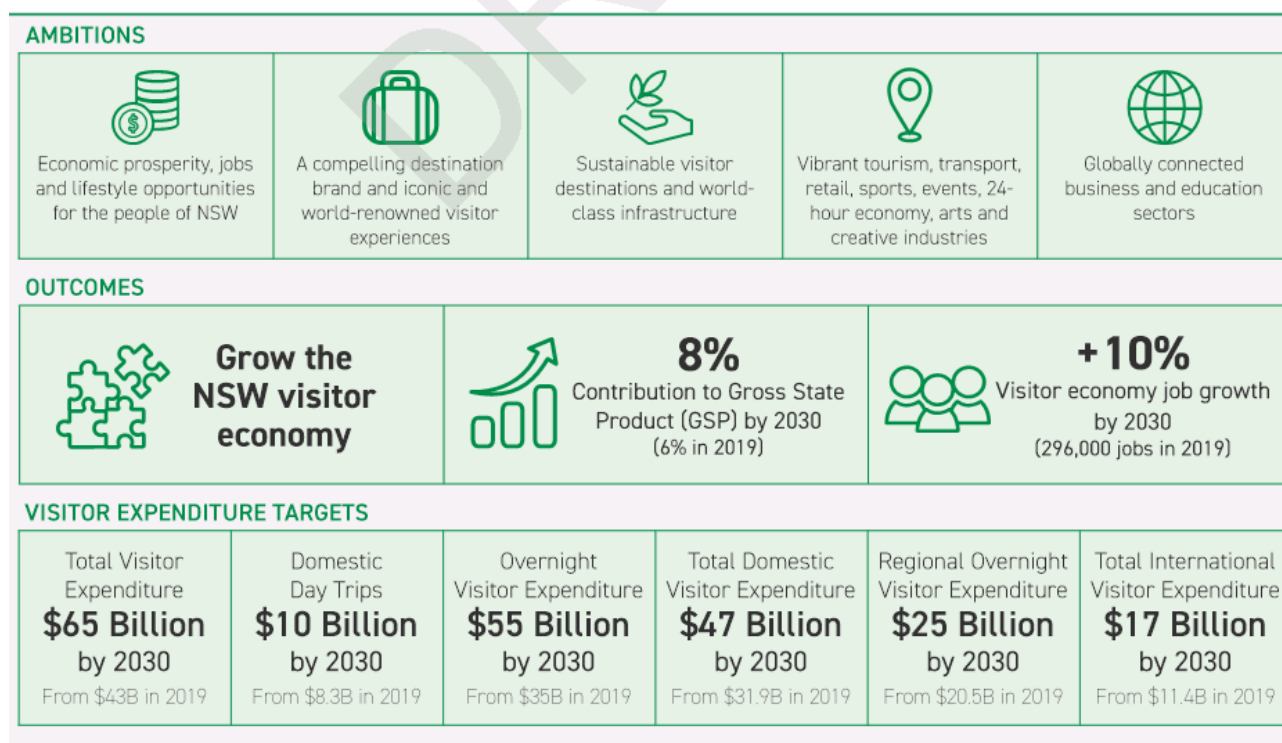


Figure 4. Visitor Economy Strategy 2030 – ambitions, outcomes, and visitor expenditure targets

Riverina Murray Destination Management Plan

Guiding Principles

Five Guiding Principles inform the NSW Government's policy and investment in the visitor economy.

PUT THE VISITOR FIRST	ACCELERATE DIGITAL INNOVATION	LEAD WITH OUR STRENGTHS	MOVE FAST, BE RESPONSIVE AND AGILE	COLLABORATE WITH INDUSTRY AND GOVERNMENT
We have put the visitor front and centre of this strategy. A greater understanding of potential visitors by segment will deliver high performance marketing solutions and improve the visitor experience.	We will use technology to deliver personalised marketing to potential visitors, streamlined interactions between government and industry, and to enhance the visitor experience.	We will focus on the distinctive character and features of NSW and our people to help us stand out in a crowded market.	We will build agility into the way we operate so we can take advantage of opportunities as they emerge and adapt to changing conditions.	We will foster greater engagement and cooperation with the industry to deliver the vision and take a whole-of-government approach to growing the NSW visitor economy.

Table 1. NSW Government Five Guiding Principles for visitor economy policy and investment

Strategic Pillars

Five Strategic Pillars have been established to guide visitor economy growth to 2030.

1. Road to Recovery
2. Build the Brand
3. Showcase our Strengths
4. Focus on World Class Events
5. Facilitate Growth

These pillars and associated key result areas are explained further on page 36.



Other Considerations relevant to the Riverina Murray

NSW Government Plans and Strategies

- The Riverina Murray DMP 2022 to 2030 has also been developed to align with the broader NSW Government strategic context and to recognise how different NSW Government priorities and strategies may influence the growth and development of the regional visitor economies (see Appendix 1 for a list of strategies reviewed).
- Of particular relevance to this DMP is:
 - » *The Future Ready Regions Strategy* – to streamline planning requirements to make it easier for primary producers to diversify into agritourism and carry out agricultural operations
 - » *Regional NSW Services and Infrastructure Plan* - the consolidation of the regional 'hub and spoke' model, recognising Wagga Wagga as a central hub for the Riverina; recognising challenges facing NSW communities adjoining Victoria; upgrading the Sturt and Kidman Highways; introducing seamless cross-border travel to Victoria; and improving rail and road connections to Inland Rail
 - » *Invest NSW: Independent Brewers Action Plan 2020* – develop food, wine and ale trails; assist independent brewers to develop export ready tourism experiences that are suitable to various international visitors (through Destination NSW's NSW First Program); and assist independent brewers with export ready tourism experiences to promote their products to the international travel trade.

Regional Plans and Strategies

Draft Riverina Murray Regional Plan 2041

This regional plan contains a number of recommendations pertinent to this DMP:

- » NSW Department of Planning and Environment will work with Narrandera Shire Council to develop a comprehensive Koala Plan of Management in accordance with the Koala Habitat Protection SEPP
- » Develop riverine guidelines to support decision-making on development on or near rivers. The guideline is to inform riverfront development as well as strategic and statutory planning to better manage the competing land uses along the river corridors and riverine land and ensure intergenerational equity for access to rivers
- » Provide for short-term accommodation and align with the Regional Housing Taskforce recommendations from February 2022
- » Riverfront activation strategies will need to carefully consider the impacts of hazards such as flooding and a changing climate when considering opportunities to activate these spaces
- » Strategic and statutory planning is to consider areas that can be embellished to provide tourism, recreation and public open space opportunities that support the principles of the Public Spaces Charter
- » Local Strategic Planning Statements for LGAs adjoining the Murray River should provide an overview of the cross-border issues for the LGA including inter-relationships, inter-dependencies, and drivers of change
- » In collaboration with local communities, councils are to undertake strategic planning that recognises and celebrates local character of places and their people, enhances the vitality of centres, and improves economic viability. Initiatives may include public domain improvements, public art, community events, markets and festivals, and local housing to promote activation, dining and the night-time economy
- » Support, protect and leverage airport transport facilities.

NSW & VIC Regional Economic Development Strategies

The REDS identify regional specialisations and engine industries as evidence to prioritise government investment. There are seven NSW REDS in the Riverina Murray (noting the REDS region is not exactly the same area as the DRM visitor economy area), with REDS specifically for: Albury; Eastern Riverina, Murray, South-West Slopes, Snowy Valleys, Western Murray and Western Riverina. For Victoria, there are four applicable REDS specifically for: Mallee, Ovens-Murray, Loddon-Campaspe and Goulburn regions. The current REDS are being updated and Destination Riverina Murray has been involved in the review process.

Riverina Murray Destination Management Plan

Local Government Plans and Strategies

- » The five current Destination Management Plans (or equivalent) identified as operating in the region are reviewed in Appendix 2
- » The Cootamundra-Gundagai Agritourism Strategy that revealed a creative list of emerging/potential new agritourism products to pursue that could be considered for the wider region
- » 15 economic development plans addressing the visitor economy were also reviewed and their most pertinent findings captured in Appendix 3. The product pillar emphasis was found to be on agritourism, accommodation and nature tourism.
- » 22 Community Strategy Plans (CSP's) identifying opportunities for community and economic development in local government areas. (Appendix 4)

Cross Border Issues and Opportunities

The southern portion of the region is what is known as a cross-border area. This status can be an advantage (as funding can be sourced from both State Governments) but is often a disadvantage in the coordination of service and infrastructure delivery, fragmentation of government, duplication of resources, and varying approaches to regulation and red tape.

Some of the specific issues include:

- » The different ownership and legislation governing land use along both sides of the Murray is seen as a major barrier in riverfront development – the border is on the Victorian side of the river and includes the river-bank, which increases the difficulty of projects along the southern side
- » Much of the Victorian side of the river is Crown Land, which also limits opportunities for development – the NSW side of the river is predominantly in private ownership, therefore development is somewhat dependent on owner's intentions
- » In both jurisdictions, there are other restrictions related to environmental and water management – cross-border issues also impact on the location of boat moorings and licensing for tour operators and fishing
- » During the height of the COVID-19 epidemic (2020 to 2022), the border between Victoria and NSW was closed several times for lengthy periods. This caused the border communities to become the most impacted communities in Australia, from an economic and social perspective
- » A new DMP is currently being developed for the Murray Region (Victoria and NSW cross-border communities) by Murray Regional Tourism (MRT) and a single market analysis has been prepared for this DMP that analysed each region but also contrasted them to maximise how they are similar and different. This has maximised integration and minimised undesirable duplication, particularly for border-based visitor economies and communities.



Trends Influencing Visitor Demand

The Covid-19 health pandemic has resulted in a range of new consumer trends related to travel decision planning.

The following provides an overview of the main trends influencing recovery from the pandemic as sourced from travel research commissioned in 2022 that is also relevant to regional NSW visitor economy growth and development. It is recommended that continual monitoring of consumer trends be undertaken to 2030⁴.

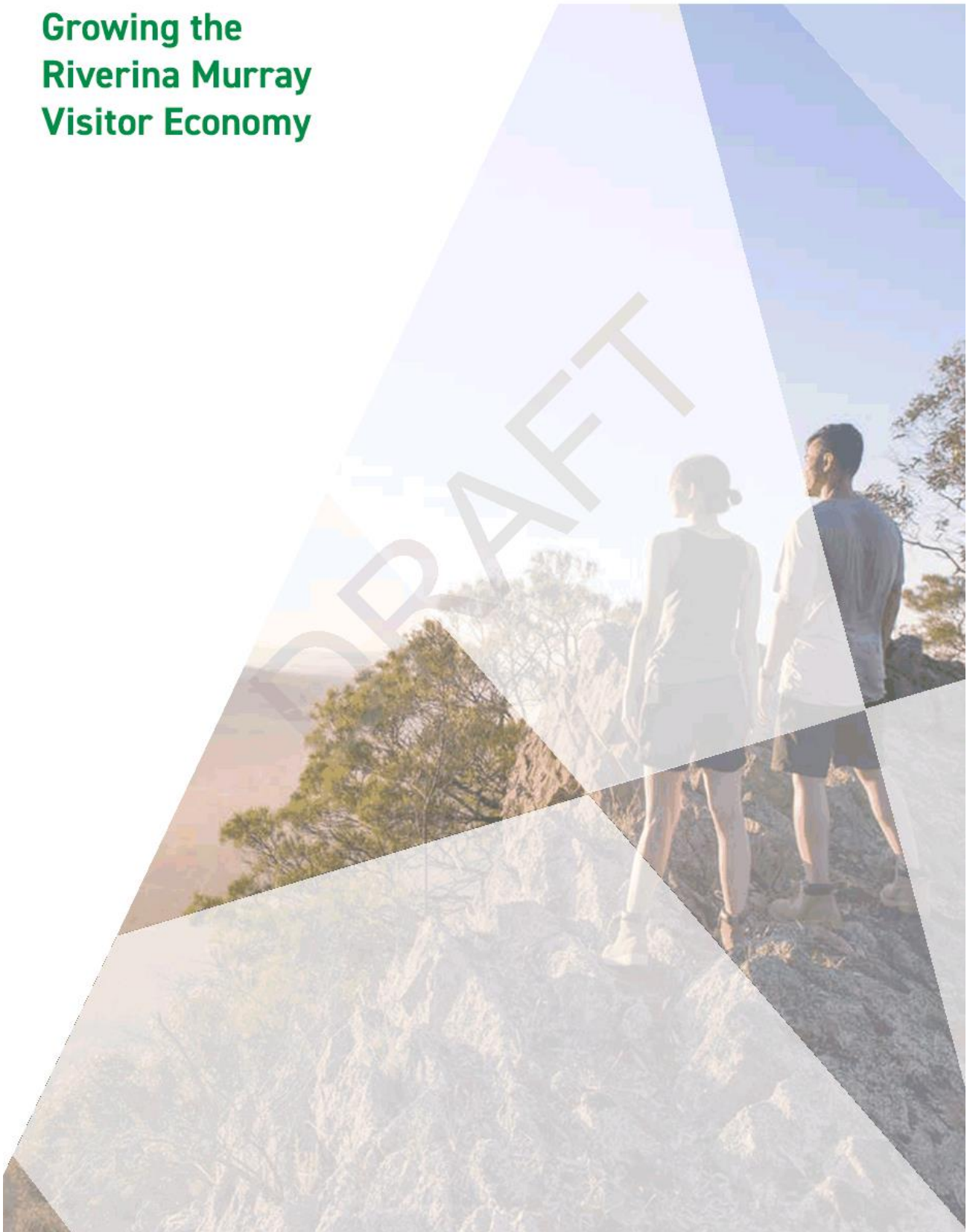
TREND	DESCRIPTION
Edventures / Mixing Work & Play	Is about combining education and holidays for the youngest members of the family. While adults may need to telework or attend meetings, their children can be doing workshops and learning in a playful way – workcations.
Transformative Travel Experiences	These are experiences that are less about just looking at things and more about experiencing something new that engages and connects visitors, in a meaningful way, to the place, its history and heritage and its people.
Conscious Travel	Travel to more distant destinations, but with prolonged durations of stay, as consumers look to enjoy as much of each place they visit as possible.
Green Travel	Climate change is a problem that is present and growing. Consumers now are much more responsible and aware of the reality they live in on daily basis.
Rural Experiences	Rural and regional destinations in Australia will continue to benefit from the desire of source markets for city escapes that continue to boost domestic tourism.
New faces and places	2022 will finally be the time to branch out and make new connections with 55% wanting to meet new people while away. A resurgence of vacation romances is also likely, with 41% hoping for one on their next trip.
Travel as Self Care	Travel will become an essential form of self-care. Travellers agree that travel helps their mental and emotional wellbeing more than other forms of self-care.
Community First	Authentic connection with the local community will be a priority. Travellers agree it's important that their trip is beneficial to the local community at their destination.
Just Say Yes	People will be saying YES to travel, making up for lost vacation time with travellers now more open to different types of vacations.
Embracing the Unpredictable	People will use technology to embrace travels continued unpredictability with travellers agreeing that technology will be more important than ever while on vacation.

Table 2. Trends influencing visitor demand

⁴ See more at <https://www.unwto-tourismacademy.ie.edu/2021/08/tourism-trends-2022>, <https://skift.com/megatrends-2022/>, <https://skift.com/megatrends-2022/>

Riverina Murray Destination Management Plan

Growing the Riverina Murray Visitor Economy



Growing the Riverina Murray Visitor Economy

Growing the Riverina Murray Visitor Economy will initially require strategies to continue to recover from impacts of bushfires and the Covid-19 health pandemic to 2024, followed by growth strategies to stimulate the visitor economy to 2030.

Covid-19 Impacts

In March 2020 the Commonwealth Government closed its international borders due to the rapid spread of Covid-19 virus. Domestic travel to NSW was constrained by Public Health Orders resulting in numerous lockdowns and restrictions on intrastate and interstate movement⁵.

The disruption to the tourism sector in 2020 was unprecedented. The immediate halt to people movement to prevent the spread of Covid-19 was significant to the industry in Australia and worldwide that experienced: a sudden halt in international visitation; restrictions on domestic mobility; and increased health and safety concerns. Australia's proactive management approach to the pandemic played a key role in protecting domestic demand for tourism despite ongoing disruptions to the tourism industry⁶.

The Murray region, due to the nature of the cross-border communities and the reliance on Victorian visitors was more heavily affected by COVID than most of NSW.

At Y/End Dec 2021 the number of total visitors to the Riverina Murray region was 4.2 million or 32 per cent below the pre-Covid period (year 2019)⁷.

5 add footnote

6 add footnote

7 add footnote



Recovery Goals

The focus of the goal Recovery Phase to 2024 is to assist businesses and the industry to rebuild and return total visitor expenditure to pre-COVID levels.

The following figure highlights the 2019 (pre-Covid) visitor economy achievements versus the Y/End 2021 impacts.



Figure 5. 2019 (pre-Covid) visitor economy indicators versus 2021 outcomes⁸

NB: A detailed market analysis was undertaken as part of the Situational Analysis to inform the development of this DMP.

⁸ International visitation data is not statistically reliable for YE December 2021

Product & Experience Analysis

A review of product and experience research across the Riverina Murray was undertaken during the destination management planning process to inform the development of the Riverina Murray DMP.

Product Audit

In April 2022 a product audit was undertaken (by consultants, Urban Enterprise) to count and assess the quality and maturity across the main product and experience categories (see Figure 6).

Key findings showed:

- **A very conventional product mix across the Riverina Murray** region that doesn't currently reflect the themes of agritourism, Indigenous, nature, spa and wellness experiences
- **Almost half the product counted was Food and wine ferments** (49%), but dominated by conventional eateries and with just 2% being Farm gates, and breweries and distilleries representing 1% each, and there was no other agritourism counted
- **Just 13% was nature-based tourism**
- **Just 12% was arts and culture**, dominated by small museums
- **Just 8% was history and heritage**, dominated by buildings and monuments and just 6% Indigenous cultural tourism experiences
- **The region has a mature middle of the road suite of businesses**, with just 1% of businesses being new; and 1% of facilities being of a high quality
- **There is also no evidence of official or popularist hero experiences** (experiences being marketed as central to the region or a must do). See Appendix 4 for the main experiences as presented in the www.theriverina.com.au website
- **There was also no local government area representing a dominance of product:**
 - » 7 to 8% of product each in Cootamundra – Gundagai, Murray River, Albury, Wagga Wagga, Greater Hume, Federation
 - » 4 to 5% of product each in Griffith, Wentworth, Narrandera, Coolamon, Bland, Leeton and Hay
 - » 2 to 3% of product each for Balranald, Temora, Junee, Edward River, Berrigan, Murrumbidgee, and Lockhart.

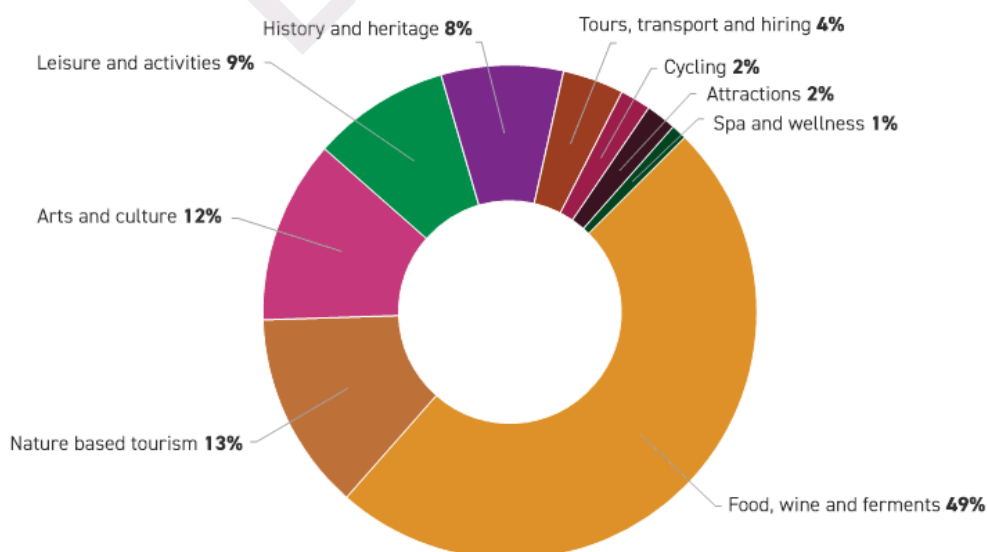


Figure 6. Distribution of products across the Riverina Murray

Riverina Murray Destination Management Plan

Product Audit (continued)

Analysis of Riverina Murray products was also categorised to align with the NSW Visitor Economy Strategy product categories. Findings show the region is dominated by products in the 'Small-Town Charm' category (65%), followed by 'Reconnect in Nature' (23%), with quite low representation for the other categories, including the emerging categories.

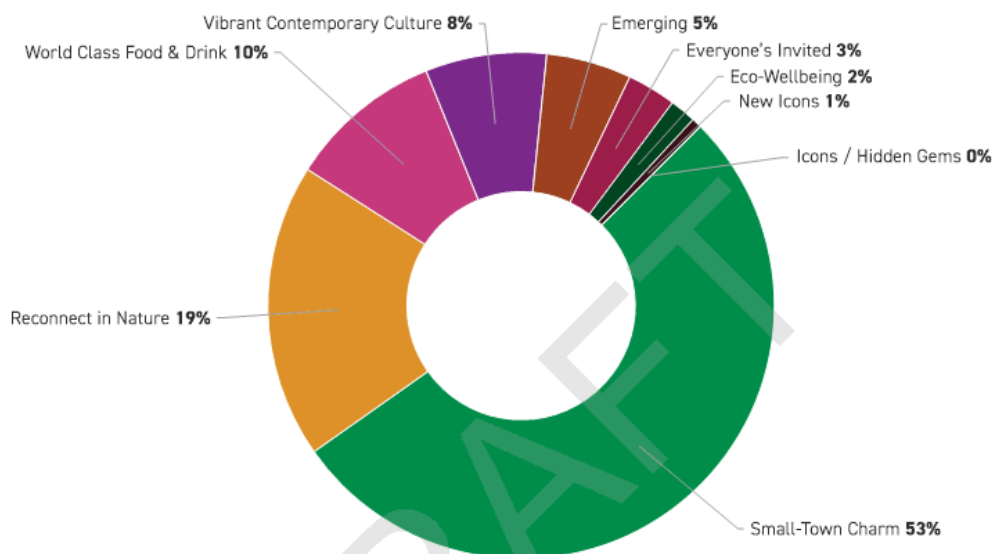


Figure 7. Distribution of NSW VES product category products across the Riverina Murray

Product Strengths & Gaps

The previous Riverina Murray DMP 2018 to 2021 identified nine product strengths for the region, and later featured many of them in its strategic development framework.

During consultation for this DMP, stakeholders rated these strengths at this point in time as primary, secondary, emerging, not a strength or not applicable.

Overall, stakeholders suggested that the:

- Primary strengths of the region are Events and festivals, Sport and recreation and Rivers and waterways
- These same strengths were the greatest drivers of visitation to the region
- The top two emerging products as:
 - » Distinctive / differentiated accommodation
 - » Business and conferencing
- The products rated as having the greatest overall gap were:
 - » Arts and culture
 - » Dining and local produce
- Almost every product category in the region currently has significant gaps in its offer (except for Sport and recreation)
- The top three products rated as having the greatest critical gaps are outlined in the table over the page.

Product Strengths & Gaps (continued)

PRODUCT GAP	COMMENTS
Differentiated & overall accommodation shortage	<p>A lack of differentiated accommodation that meets the needs of emerging markets visiting the region, the dominant accommodation product is pubs and motels, which is not aligned with visitor markets wanting space, privacy, views and self-contained facilities</p> <p>In most areas the accommodation (including pubs and motels) is heavily booked with trades persons working on major infrastructure projects (solar arrays, wind farms and roads), mines and agriculture, expected to continue for at least 10 years</p> <p>The region cannot capture much of the potential overnight leisure market and subsequently generate more economic benefits. Not being able to capture the overnight leisure market stops this basic economic model from generating economic benefit.</p>
Insufficient agritourism & local dining & produce	<p>The region is known as the food bowl of NSW, with agriculture the dominant industry sector, and the largest regional contribution to agricultural production in Australia (\$3.1 billion).</p> <p>There is a disproportionate lack of agritourism and associated local dining and produce to capitalise on this point of regional differentiation</p> <p>World Class Food and Drink is a major strength identified in the NSW VES 2030. The Riverina Murray is a natural region to help deliver this strength and attract visitors to NSW.</p> <p>To effectively leverage its point of difference, the region needs to increase the number, accessibility and quality of local dining and produce, especially in spectacular settings, such as riverfront areas. This means adding more product beyond the few regional centres where they are currently clustered and increase the number, diversity and accessibility of agritourism experiences. This offer should go beyond paddock to plate concept that fits nicely with small-scale boutique food production and highlight</p> <ul style="list-style-type: none"> » how food is grown, irrigated, produced and distributed; and » the sustainability challenges in food production » how to choose food that reflects one's values.
Insufficient experiences along rivers & waterways	<p>Rivers and waterways were identified as the overall lead nature-based tourism asset for the region. However, the experience in these environments is very underdeveloped. For example, there are:</p> <ul style="list-style-type: none"> » insufficient facilities to provide easy and reliable access for various vessels » few walking trails along the edges and virtually no circular routes that avoid doubling back » very few facilitated experiences and guided tours on or on the edges of the rivers and waterways » very few dining and drinking experiences on the edges of the rivers and waterways » very few differentiated accommodation opportunities on the edges of the rivers and waterways. <p>Compounding this, is a very lean budget allocation for protected area managers.</p>

Table 3. Riverina Murray key product gaps

Challenges to Visitor Economy Growth

Stakeholders further suggested that the three biggest barriers to growth for the region were:

1. Accessing sufficient suitable staff to operate (54% of respondents)
2. Attracting domestic markets back into the region (43%)
3. Getting finance for reinvigoration or development (42%).

Insufficient staff and volunteers

During the two-year height of COVID-19, many regional workers in the visitor economy left their employment, were laid off or returned to their home state or country. Many transitioned into alternative employment that they are now content with. There are not enough people available or prepared to work in regional Australia, including the Riverina Murray. Some of the components to this issue include:

- Extreme difficulty attracting residents into the region and into employment in the visitor economy, after leaving it during COVID-19 constraints
- A lack of qualified / experienced event managers in small and regional towns - especially small towns
- A dwindling volunteer base to operate visitor information centres, museums and deliver festivals and events.
- A culture of young people moving away from regional areas for study and work opportunities

Consequently, there are not enough staff in most of the region's visitor economy businesses to fully operate and meet demand. Some of the consequences of this barrier include:

- Businesses are scaling back their offer (causing less availability and profitability, less service lower quality)
- Owners are stressed and not able to attend to strategic roles and tasks
- The industry is not in a position to support stimulus that increases visitation (eg. campaigns and events).

Some stakeholders also identified significant time delays associated with attracting international workers (including backpackers), and legal constraints to attracting schoolchildren into hospitality where alcohol is served.

Stakeholders proposed to target over 50s residents, as it could be a good way to stay actively engaged in the community, many might be very interested in extra income, and split shifts are less of a concern to them. Attracting this sector would require shifting some cultural attitudes in some businesses and motivating and assisting the retirees.

Insufficient residential accommodation

Australia's house price growth has for many years been rising steeply, but in the last few years this has extended to regional areas, including the Riverina Murray. For example, in the Riverina, the median house in Wagga Wagga in 2021 was \$470,000, having risen 40.3% from 2016 to 2020. This increase is fuelled by many factors, including increasing numbers of 'Treechangers' moving into regional Australia after COVID-induced lockdowns in the cities.

The price of residential property has risen beyond the growth of most worker income, and despite a record period of low interest home loans, many people with limited income and savings can no longer afford to purchase a house. This increasing disparity is most affecting low-income earners with low savings, which includes the transient parts of the visitor economy (e.g. hospitality workers and housekeepers) and young adults in local towns and regional centres, which is quickening the loss of working youth. The region is currently projected to need approximately 13,400 new dwellings by 2041⁹.

The shrinking supply of residences for sale has also intensified demand for rental properties. Stakeholder consultation for this DMP confirms that the problem is widespread across the Riverina Murray, from regional centres to small towns. The high cost and limited supply of residences for sale and rent is also limiting the ability to recruit staff into the region to fill employment gaps in the visitor economy and many other industries. This is compounding visitor economy staff shortages.

⁹ NSW Department of Planning & Environment population projections 2019 <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

Challenges to Visitor Economy Growth (continued)

Insufficient residential accommodation (continued)

The situation is unlikely to get better without significant intervention. There are approximately 8,000 construction / project jobs in the region's pipeline that will seek to place temporary workers in residences. There is a shortage of estates in planning or development and a shortage of tradespeople to build houses.

Access to and use of market intelligence

The availability of regional market data to assist with decisions on product development and positioning is very limited and generally not connected to or adequately used by operators. The data that is available is generally of little value to operational decision-making. For example, there is little to no market research driven insights on unmet visitor needs, satisfaction with different sectors / experiences, and suggested improvements to motivate recommendations and repeat visits. Consequences of this situation include:

- Misunderstandings and generalisations regarding broad term markets such as Grey Nomads and Baby Boomers;
- Minimal consideration of target markets and specialisation, resting more on being all things to all people; and
- Minimal stimulus and direction towards innovation in product development / reinvigoration and marketing.

Getting domestic markets back into the region

Tourism businesses would normally place this barrier higher up their list, but the lack of staff is keeping it down, because there is a lack of capability to meet a surge in demand, such as that experienced during school holidays.

Stakeholders prioritising this issue are seeking ways to create a gentle, steady increase in visitors outside of the school holidays, at levels that they can accommodate. Operators are not fussy where visitors come from and consider that domestic sources should start with the more accessible regional centres of the Riverina Murray, Visiting Friends and Relatives, passing through traffic conversions to overnight and getting transient workers to explore the region as leisure visitors in their time off.

Getting finance for reinvigoration or development

The third highest scoring barrier to growth rated by stakeholders was getting finance for reinvigoration or development (42%). Issues reported included:

- There are too many grants being given out for too small amounts, limiting the realisation of any one initiative, would be more sustainable to award fewer recipients with more funds to finish an initiative;
- There are applicants accessing development funds that do not have the maintenance funds to look after their asset afterwards – this should be part of the assessment criteria;
- Short turn-around times to respond to DNSW funding (3-6 weeks generally, without advance warning and adequate guidelines);
- Heritage grants being too small to make a real difference, and overly bureaucratic for the funding available (grants from NSW Heritage Office).

Some operators are struggling to source bank finance because their cash flow over the past few years has been so low due to lockdowns, and they have used up cash reserves during the same period. These operators would like to see government offer low interest loans for regionally significant projects delivered by the private sector.

Some small local government stakeholders advised that they cannot participate because they cannot raise the seed funding to match the grant available.



Riverina Murray Destination Management Plan



Riverina Murray Destination Management Plan

Vision & Positioning



Vision & Positioning

The following vision and values were created from findings of the destination management planning process:

Vision

Supporting Riverina Murray stakeholders to develop and showcase the region as an authentic and sustainable agritourism destination that delivers a suite of experiences for visitors to drink, eat, stay and explore and contributes to the regional NSW \$25 billion visitor expenditure target by 2030.

Positioning Considerations

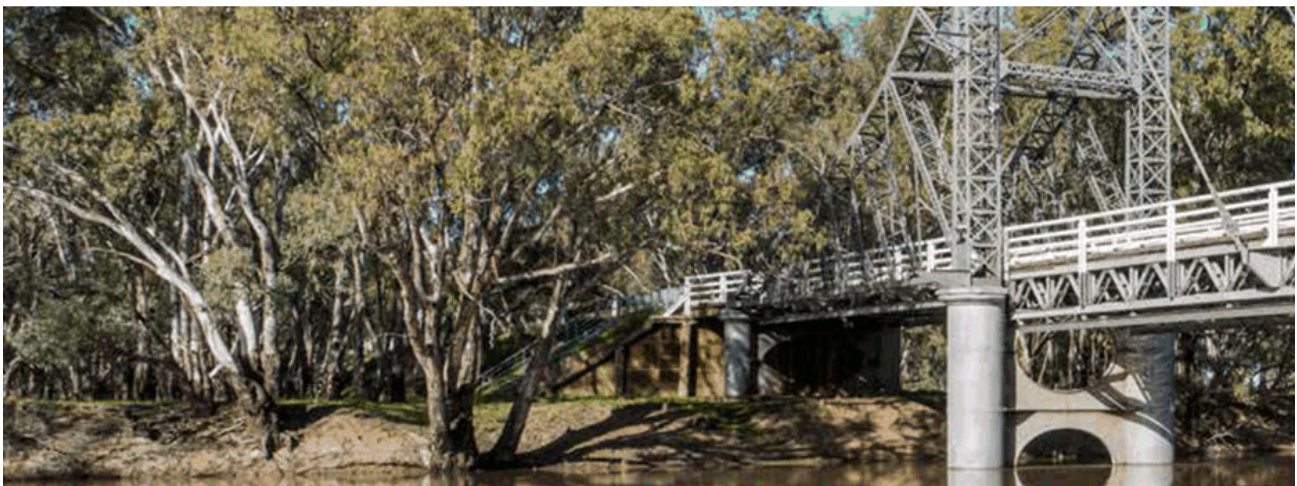
The current positioning of the Riverina Murray is driven by nature, heritage and culture, with subtle support from lifestyle and agritourism.

A new, formal positioning identity and story statement for the Riverina Murray is therefore needed, one that focuses more on its agritourism strengths and potential. Moreover, it positions the region as an authentic place to visit, not just pass through, brought about through a suite of integrated but differentiated themed trails, and a suite of agritourism and rural experiences that become the heart and soul of what the region has to offer.

These experiences will take visitors beyond farm gates and paddock to plate to share the challenges and success of sustainably growing enough food to feed all Australians. This would include water management, connection and use across the region. They will show people how we grow food and then deliver a suite of experiences to drink, eat, explore and stay, that match it. Finally, they will reveal and empower visitors to choose fresh and sustainable food and not just eat it.

This positioning does not discount the many other product elements that make up the region. It, however, provides a focus to develop a differentiated and authentic positioning and range of products that harness the strength and character of the region.

Table 4 demonstrates how the proposed new positioning for the Riverina Murray connects with the NSW VES 2030 ambitions and product pillars.



Riverina Murray Destination Management Plan

Positioning Considerations (continued)

NSW VES 2030 ambitions	Riverina Murray positioning delivery
Economic prosperity, jobs and lifestyle opportunities for the people of NSW	Revealing rural lives associated with growing, making and serving food in regional areas associated with freedom, safety and lower stress
A compelling destination brand and iconic and world-renowned visitor experience	Interpretive experiences that connect visitors with the essence of the Riverina Murray as the food bowl of NSW
Sustainable visitor destinations	Various initiatives to reduce environmental impact, mitigate for climate change and lobby for better management of the Murray & Murrumbidgee Rivers and associated waterways
NSW VES 2030 product pillars	Riverina Murray positioning delivery
World-Class Food and Drink	Bringing together a combination of interpretation experiences about growing food in innovative and sustainable ways, and consuming food with reverence and in different settings

Table 4. How this vision connects with the NSW VES 2030 ambitions and product pillars

There is also a need to consider whether to continue positioning the region as one Riverina Murray or a suite of geographical clusters. The vast region has large spaces of uneventful driving in between its lead towns and regional centres. There are many parts of the region not particularly focused on the visitor economy. Given this and previous barriers to growth, it raises the question of whether public funding can continue to give everyone everywhere resourcing support, or whether it should cluster effort where there is greatest growth leverage?

Many stakeholders contributing to this Plan stressed that the Riverina name and brand is not strong within the visitor economy. It is further complicated by the fact that the Riverina is applied as a broader economic, agricultural, and political name with various differing boundaries.

Stakeholders questioned whether one brand name for the entire region was worthwhile, or whether a suite of smaller regions with a more definitive brand essence and greater potential leverage for growth was more realistic for positioning and marketing. This notion also flowed through to public and private sector investment focus in these more defined sub-regions.



Riverina Murray Destination Management Plan



Riverina Murray Destination Management Plan

Target Markets & Visitor Profiles



Target Markets & Visitor Profiles

Analysis of visitation data related to the main visitor markets to the Murray and Riverina region the pre-Covid-19 five years (2015 to 2019) revealed that the:

- **Region is highly variable reliant on domestic overnight visitation** of holiday, visiting friends and relatives and business travel
- **Most important market in attracting overnight stays pre COVID-19 was Visiting Friends and Relatives (VFR)**, but that this market has had low growth
- **The second most important market in attracting overnight stays is the Business market**, and that this market has generated the greatest growth
- **The Holiday market presented the lower overnight stays** and the lowest growth in the region.

Furthermore, the economic benefits from visitation to the Riverina Murray in pre-COVID times, overwhelmingly (between 70% and 75%) came from domestic overnight tourism rather than from domestic day trips or international overnight stays. This is expected to be little changed in the post-COVID period.

With this in mind, it is proposed that the target markets for the region be gradually shifted from 'low hanging fruit' in the Recovery Phase towards higher yielding markets, in response to strengthening of product pillars and an increase in accommodation diversity.

During the Recovery Phase, the target markets are proposed to be Visiting Friends and Relatives and Events and Festivals (Table 5).

MARKET	Recovery Phase to 2024	Growth Momentum 2024 – 2026	Growth Accelerate 2026 – 2030
Visiting Friends and Relatives			
Events and Festivals			
Younger Gen X Families (Parents Born 1975-1980 with preschool and primary aged school children)			
Millennials (Born 1991-1996/ Gen Z (Born 1997-2002)			
Business			
Conventional Grey Nomads (Older Baby Boomers - Born 1946-1954)			
Younger Baby Boomers (Born 1955-1964)			
Working Holiday Makers			
Education sector			

Table 5. Proposed visitor markets 2024 to 2030

Riverina Murray Destination Management Plan

Overview of main visitor markets

The Visiting Friends and Relatives market

The Visiting Friends and Relatives market (VFR) is proposed to be a target market for the short term only to capture a short-term opportunity. Growth in the VFR market was stifled during the 2020 – 21 COVID-19 lockdowns. With high levels of vaccinations, this market is free to travel as intra-region, intrastate and interstate source markets. This market is ideal because it could take up day trips to attractions and engage in food and wine, and because it is highly likely to stay with friends and relatives, so does not place pressure on the limited accommodation stock. To make the most of this market means marketing opportunities to local hosts so that they can then recommend them to their visitors.

Events and Festivals

The Events and Festivals market is proposed to be a medium-term target market until there is sufficient competitive and differentiated tourism product to take over as a lead motivator to visit. This is a loose term for people attracted to events and festivals from outside the local area, and ideally outside the region. Events and Festivals is an ideal attractor to get the attention of potential markets and trigger a visit that they otherwise may not have made. Source markets are likely to largely be Riverina Murray, southern NSW and Victoria. The two challenges to meeting expectations for this market will be providing suitable accommodation within a 45-minute drive and marketing complementary experiences with the event, to extend length of stay and spend.

Young Gen X / Older Millennial Families

The family market, identified as parents born between 1975-1980 (Young Gen X) and 1980-1985 (older Millennials) with preschool to primary aged children, present a short to medium term opportunity to the region that is larger than normal. International holiday destinations remain problematic for families, due to limited flights, a cautious attitude towards staying in areas with high COVID rates and low-quality hospitalisation and increasing airfares. Consequently, 'safe' domestic alternatives are more appealing than normal.

The family market has been most represented by those travelling with children of primary school age. Families with teenagers are not part of the target market because the region has far less to offer their more adventurous and dynamic needs. The family market has traditionally been concentrated within school holiday periods, which presents challenges for families wanting to stay in anything but tourist / caravan parks, due to the overall shortage of self-contained hard roofed accommodation in the region. A more sustainable approach would be to focus on attracting young families to explore the region within school terms, when there is more accommodation choice available. Some of these families are likely to take the opportunity up because they have pent up desire to travel following the end of lockdowns, and because they have discovered that online schooling can work.

Millennials / Gen Z

The Millennial / Gen Z market, identified as being born between 1991-1996 (younger Millennials) and between 1997-2002 (older Gen Z) have not been a significant portion of visitation to the region, but it needs to become so, as traditional visitor markets contract in the Recovery and especially the Growth Momentum Phase (e.g. Grey Nomads). As agritourism is developed in the region in the way proposed in this DMP, it will offer a significant product motivator for this market, who are increasingly motivated to experience local food, wine and spirits in interpretive, social and dining environments. Food and Wine events and festivals will be a key stimulus in attracting this market for the first time. To fully convert this market will require selecting accommodation that matches their needs and packaging it with the food and wine derivations, along with nature tourism that is also a key motivator for travel.

Overview of main visitor markets (continued)

Younger Baby Boomers

The Younger Baby Boomer market, identified as being born between 1955-1964, will gradually replace much of the traditional Grey Nomad market. Compared to the Grey Nomads, the Boomers will have a higher level of education, greater spending capacity and higher expectations for experiences, quality service and authenticity. The Boomers will arrive into the region having thoroughly researched opportunities, and will use digital sources over visitor centres.

Boomers will travel in a variety of forms. Compared to the Grey Nomads, the Boomers travelling with a caravan will have lighter and more self-sufficient vans, capable of some free camping and greater exploring than Grey Nomads. The Boomers may mix and match their accommodation, leaving their van for a night or two per week to stay in eco cabins or a heritage retreat. Other boomers will travel for shorter but more intense trips, targeting the best art galleries, museums, restaurants and quirky localised retail, where they will be prepared to spend more but expect much more than the Grey Nomads.

Business sector target markets

The business market (think tradesmen, health sector, defence, mines and energy) has not been listed as a target market because much of it comes anyway regardless of the product and marketing. Nonetheless, this is the only market to be listed as a Secondary target throughout the DMP lifespan to 2030. The potential of the business market to the region is twofold. First, there is the opportunity to try to shift them from dinner in pubs and back to their room in front of the television, to a wider range of food and beverage and some experiences in their time off, which might just be the last part of an afternoon or a weekend where it makes more sense to stay rather than travel home. The second potential is then to sufficiently impress to trigger a return visit as a leisure market with family or friends.

Riverina Murray Destination Management Plan

Overview of main visitor markets (continued)

The Destination Riverina Murray (DRM) region, consisting of 22 NSW LGAs, and the Murray Regional Tourism (MRT) region, consisting of 15 cross-border LGAs in both Victoria and NSW, of which 7 LGAs are shared between the 2 entities, had both similarities and significant differences in their domestic overnight visitation in the five years pre-COVID:

Similarities across the two regions

- The key similarity was the huge areas of the two regions and their reliance on private car touring

DRM differences

- Business travel and VFR travel was more important in the DRM region
- The DRM region has more concentration of its visitor economy on one city with Wagga Wagga having around half the total and 41% of domestic holiday visitor nights. In contrast, the MRT region has a much wider dispersion of visitation and especially holiday overnight visitation across more widely spaced destinations
- The DRM region has a comparative specialty in attracting event visitors while the Murray MRT region has a broader base of activities with above NSW average utilisation by domestic overnight holiday visitors
- The DRM region is heavily reliant on motels, hotels (pubs) and similar establishments, and non-commercial caravanning and camping while the MRT region is more reliant on both commercial and non-commercial caravanning and camping
- The primary motivation for people visiting the DRM region is NOT visitor experiences, it is visiting friends and relatives in smaller towns and access to services in larger regional centres (e.g. in Wagga it is for Health Services or to attend Army / Defence walk outs), in Junee it is visitors to the Corrections Centre on visiting day. They are not coming for a traditional 'tourism' visit but may want to stay/eat/play while in region.

MRT differences

- Key differences are that the MRT region had around twice the reliance on holiday domestic visitor nights (48% of total) than did the DRM region (24% of total)
- The MRT region has more reliance on standalone holiday destinations rather than holiday visitation as part of a multi-stopover trip

Table 6. Similarities and differences between the two regions

See Appendix 6 for visitation research tables about visitation to the region from 2015 to 2019.



Riverina Murray Destination Management Plan

Strategic Objectives



Riverina Murray Destination Management Plan

Strategic Objectives

Strategic Objectives

Our strategic objectives are designed to coordinate the region's tourism industry to grow the Riverina Murray visitor economy to be fit for the future and align to the VES 2030 strategic pillars.

VES Strategic Pillars	Road to Recovery	Build the Brand	Showcase our Strengths	Invest in World Class Events	Facilitate Growth
	A comprehensive program of marketing and industry development will ensure NSW recovers quickly from the impacts of COVID-19, bushfires, drought and floods and elevates its status as the premier visitor economy in the Asia Pacific.	Compelling new brands will be developed for Sydney and NSW to provide a strong foundation for differentiation, consumer messaging, local pride and competitiveness to turbocharge recovery and accelerate future growth.	NSW is a state of breathtaking diversity and bucket list visitor attractions and experiences. We will focus on existing strengths and develop new opportunities to ensure place making, destination marketing, events and visitor experiences drive visitation.	An accelerated investment in signature sporting and cultural events as well as business events will help position Sydney and NSW as the events capital of the Asia Pacific, drive visitation and enhance the social wellbeing of NSW residents.	Investing in infrastructure, job creation, industry resilience and sustainability, future planning, and better ways to do business will ensure the continued growth and future prosperity of the NSW visitor economy.
Riverina Murray DMP Strategic Objectives	Advocate and support workforce growth, capability and resilience to assist the recovery of Riverina Murray visitor economy.	Position the Riverina Murray as an authentic and sustainable agritourism destination that delivers and promotes a suite of local produce experiences for visitors to drink, eat, stay and explore the region.	Develop trails and touring routes, agritourism and new accommodation product at strategic locations to differentiate the Riverina Murray region and grow overnight stays.	Support the development and delivery of contemporary events and festivals across the Riverina Murray to attract new visitors.	Facilitate ways for the Riverina Murray visitor economy to work more sustainably and collaboratively, including in cross-border regions.
Key Result Areas	<ul style="list-style-type: none"> Return visitation and expenditure to pre-Covid levels by 2024 Sustainable and resilient visitor economy businesses 	<ul style="list-style-type: none"> Increased demand to visit Sydney and NSW Greater brand awareness in target markets Improved response to campaign activity Increased community satisfaction 	<ul style="list-style-type: none"> Increased average length of stay and yield Growth in visitation and expenditure for regional destinations Higher levels of repeat visitation 	<ul style="list-style-type: none"> Increased economic impact and visitor attendance at events Greater promotion of Sydney and NSW as an events destination Increased community and visitor satisfaction 	<ul style="list-style-type: none"> Increased private and public sector investment in visitor infrastructure Improved access to visitor destinations and visitor attractions Increased visitor satisfaction with accommodation and experiences

Table 7. Strategic objectives for Riverina Murray visitor economy

Riverina Murray Destination Management Plan

Action Plan



Riverina Murray Destination Management Plan

Action Plan

Action Plan

The following sections identify actions related to the five Riverina Murray DMP strategic objectives.

Actions align with the three phases of the VES 2030:

- Recovery Phase to 2024
- Growth Momentum to 2026
- Growth Accelerate to 2030

1.0 Road to Recovery

Strategic Objective: Advocate and support workforce growth, capability and resilience to assist the recovery of Riverina Murray visitor economy

Stakeholder consultation to inform this Plan identified the single greatest barrier to growth at this time (2022) is accessing sufficient and suitable staff to operate. This barrier is recognised as a State and National issue, also requiring a State and National response. Nonetheless, stakeholders stressed the barrier is important enough to warrant a regional response within this Plan.

The following actions focus on building industry capability and resilience to best support recovery to return visitation and expenditure to pre-COVID levels by 2024.

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
1.1	Work with DNSW, TVIC and TA to deliver initiatives to strengthen industry sustainability, capability, and resilience	DNSW TVIC TA	DRM MRT LGAs, LTOs	2022 to 2024
1.2	Work with MRT, LGAs and LTOs to develop a series of outcome focused workshop and mentorship programs focused on: Regional Tourism Product/ Experience Development: Export Ready Businesses: Bookable Product development; and Risk & Governance	DRM	DNSW MRT LGAs LTOs	2022 to 2026
1.3	Work with the Destination Network Project Management Group to create an 'Understanding the Regional Visitor Economy Program' to improve understanding of local government, industry and community about the Riverina Murray visitor economy	DNPMG	DRM Regional NSW LGAs	2022 to 2024
1.4	Work with the Destination Network Project Management Group to advocate and maximise the opportunities and resources available from external grant funding opportunities to support regional visitor economy resilience and growth	DNPMG	DRM Regional NSW	2022 to 2024
1.5	Work with the Destination Network Project Management Group and regional stakeholders to advocate for work force solutions around visitor economy staff and skills and housing shortages	Regional NSW	DNPMG DRM	2022 to 2024

Riverina Murray Destination Management Plan

1.0 Road to Recovery (continued)

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
1.6	Source and share relevant regional visitor economy recruitment opportunities to incentivise and market critical visitor economy positions needed in the region and share with operators	DRM	NSW Dept. of Employment Regional NSW Commonwealth Dept. of Education, Skills & Employment	2022 to 2030
1.7	Work with TAFE and other tourism, events, and hospitality education and skills providers to improve access to training opportunities and ensure relevant visitor economy content of hospitality and tourism courses in the Riverina Murray	NSW TAFE Other Education Providers	DRM	2022 to 2030

2.0 Build the Brand

Strategic Objective: Position the Riverina Murray as an authentic and sustainable agritourism destination that delivers and promotes a suite of local produce experiences for visitors to drink, eat, stay and explore the region

As highlighted earlier in this Plan, the Riverina Murray needs to leverage greater awareness of its significance as a food bowl in regional NSW. A formal positioning and identity strategy is needed for the Riverina Murray to best position the region as an interesting place to visit, not just pass through, brought about through a suite of integrated but differentiated themed trails, and a suite of agritourism experiences that become the heart and soul of what the region has to offer. Positioning could also consider how to promote empowering visitors to experience food sustainability and how to choose one's food.

This positioning should also integrate with other products and experiences that make up the region and consider whether to continue positioning the region as one Riverina Murray or a suite of clusters.

The following actions focus on establishing a new positioning and identity strategy for developing, and communicating cooperative marketing opportunities to build the positioning of the Riverina Murray region.

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
2.1	Work with DNSW to review the brand identity/story for the Riverina Murray region based on its agri strengths that align to the Feel NSW brand	DNSW	DRM LGAs, LTOs	2022 to 2024
2.2	Work with DNSW, MRT, LGAs and LTOs to create and communicate a Riverina Murray Marketing Toolkit that maps; the destination brand and positioning identity/identities, product and experience strengths, and ways to align with Feel NSW brand	DNSW	DRM MRT LGAs LTOs	2022 to 2024
2.3	Work with LGAs and LTOs to create a Riverina Murray Tracks, Trails & Touring Routes Plan to include linked and coordinated themed experience trails, itineraries and associated interpretation related to positioning strengths of the Riverina Murray region	DRM	DNSW MRT LGAs LTOs	2022 to 2026

Riverina Murray Destination Management Plan

Action Plan

2.0 Build the Brand (continued)

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
2.4	Continue to maintain strong partnerships with MRT and LGA's to identify cooperative regional marketing opportunities for Riverina Murray stakeholders, including cross-border campaigns	DRM	DNSW MRT LGAs LTOs	2022 to 2030
2.5	Work with DNSW, LGA's and LTO's to coordinate famils, content creation and programs that encourage and support awareness and packaging of new and existing products and services, including updates of ATDW listings	DRM	DNSW LGAs LTOs	2022 to 2030
2.6	Work with DNSW to coordinate the delivery of DNSW First programs and resources to support operators to grow and to be international ready	DNSW	DRM LGAs LTOs	2022 to 2030

3.0 Showcase our Strengths

Strategic Objective: Develop trails and touring routes, agritourism and new accommodation product at strategic locations to differentiate the Riverina Murray region and grow overnight stays

Building on the previous objective to position the Riverina Murray as an authentic and sustainable agritourism destination, this strategic objective focuses on developing new Produce, Food and Drink product and experiences at strategic locations across the region including farm experiences, wine, brewing, distilling and dining with local produce. In addition, new, quality accommodation development that reflects the character of the region is important to enable visitors to stay in the area longer.

Investment into these types of products would also provide a more contemporary offer for emerging younger target markets including new experiences related to trails and touring routes that interconnect and interpret attractions (e.g. Nature and Aboriginal tourism, Rail Trails, Murray River Adventure Trail, Hume and Hovell Track, Canola Trail).

Strength Areas for product development and promotion in the Riverina Murray have been identified as:

- Agritourism
- Tracks, Trails & Touring Routes
- Rivers & Waterways
- Culture and Heritage (including Aboriginal)

The following actions focus on coordinating programs to support operators to enhance and create products and working collaboratively with visitor economy partners to identify and activate new opportunities.

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
3.1	Lead the development and implementation of a Riverina Murray Agritourism, Produce, Food and Drink Product & Experience Development Strategy including identification of experience trails and best practice sustainability practice (e.g. the Canola Trail)	DRM	DNSW Regional NSW LGAs LTOs	2022 to 2024

Riverina Murray Destination Management Plan

3.0 Showcase our Strengths (continued)

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
3.2	Work with the Destination Network Project Management Group, DNSW and LGA's to support operators to further develop agritourism and new product development opportunities	DNPMG	DNSW Regional NSW LGAs, LTOs MRT	2022 to 2026
3.3	Advocate and support redevelopment of distinctly Riverina Murray heritage tourism offerings such as The Dog on the Tuckerbox	DRM	DNSW Regional NSW LGAs, LTOs	2022 to 2026
3.4	Work with MRT to continue to develop the Murray River Adventure Trail, including product development and infrastructure works on the NSW side of the Murray River	DRM MRT	DNSW Regional NSW	2022 to 2026
3.5	Advocate for the development and promotion of the Hume & Hovell Track for inclusion in the Great Walks of Australia collective	DRM	DNSW Regional NSW LGAs Crown Lands NPWS	2022 to 2026
3.6	Work with the Destination Network Project Management Group, NPWS and NSWFC and private landowners to identify opportunities for nature-based product and experience development	DNPMG	DNSW Regional NSW LGAs, LTOs MRT	2022 to 2026
3.7	Provide strategic support to private sector stakeholders (e.g., wineries, breweries, distilleries, restaurants, accommodation developers) to develop new Produce, Food and Drink products and experiences and accommodation that reflects the character of the region	DRM	DNSW Regional NSW LGAs MRT	2022 to 2030
3.8	Develop a Riverina Murray Tracks, Trails & Touring Routes Master Plan that identifies product gaps, opportunities, and interpretation requirements	DRM	DNSW Regional NSW LGAs, LTOs MRT	2022 to 2026
3.9	Work with the Destination Network Project Management Group to advocate and support the development of new culture, heritage and aboriginal products and experiences including tailored industry development and support to help bring forward new cultural tourism product development opportunities	DNPMG	DNSW NATOC Museums & Galleries NSW LGAs, LTOs LALCs MRT	2022 to 2030

Riverina Murray Destination Management Plan

Action Plan

4.0 Invest in World Class Events

Strategic Objective: Support the development and delivery of contemporary events and festivals across the Riverina Murray to attract new visitors

Stakeholder consultation identified that the Riverina Murray had relatively weak product pillars, with the strongest products being Events and Festivals, and Sport and Recreation.

The purpose of this strategic objective is to invest in enabling greater performance in the strongest product pillar for the region - Events and Festivals.

The following actions focus on supporting event organisers and the region's LGAs to improve event coordination and capacity.

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
4.1	Support LGAs and LTOs to deliver event development resources for organisers of events that have the capacity to grow visitation to the region including effective grant writing resources	DRM LGAs LTOs	DNSW MRT	2022 to 2026
4.2	Identify key events that have the potential to be amplified to attract increased or new audience segments and work with event organisers to develop next growth stage	DRM LGAs LTOs	DNSW MRT	2022 to 2026
4.3	Work with LGAs and LTOs to undertake an audit of sporting facilities in region to determine the most appropriate sporting events that the region can host (regional, State, National or international)	DRM LGAs LTOs	DNSW Regional NSW	2024 to 2026
4.4	Support event organisers, LGAs and LTOs to attract new events that have the potential to attract new and repeat visitors to the region (including business events)	DRM	DNSW Regional NSW	2022 to 2030
4.5	Continue to advocate and support Golf on the Murray and the Murray Festival of Golf to help grow golf experiences right along the Murray River	DRM MRT	DNSW LGAs, LTOs	2022 to 2030

Riverina Murray Destination Management Plan

5.0 Facilitate Growth

Strategic Objective: Facilitate ways for the Riverina Murray visitor economy to work more sustainably and collaboratively, including in cross border regions

Stakeholder consultation to inform this Plan identified several opportunities to build capacity and cooperation across the region's visitor economy, as well as opportunities to do more for cross border communities.

Supporting operators to make it easier to do business and working with local and state governments to streamline planning and approvals processes is also important to grow and further develop the region's visitor economy.

In addition, there are many dimensions to sustainability that this Plan could seek to influence, including helping the visitor economy to reduce its carbon footprint and preparing it to mitigate against the impacts of climate change (higher and more variable temperatures, drought and more frequent flooding and bushfires). The region's visitor economy can also highlight and acknowledge sustainable practices in other sectors that it utilises, such as agriculture, and it can champion greater support for conservation of rivers and waterways, and greater resources to support visitor management in protected areas.

The following actions focus on maximising the region's visitor economy stakeholders to work cooperatively to position the regions as an attractive place to invest and to work with partners to develop and disseminate market intelligence to inform new investment opportunities.

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
5.1	Continue to actively advocate for and support investment in proposed projects that have the potential to grow the region's visitor economy	DRM	DNSW MRT, TVIC LGAs, LTOs	2022 to 2030
5.2	Work with Destination NSW and the Destination Network Project Management to disseminate and communicate relevant visitor economy research and activity updates to regional stakeholders	DNSW DNPMG	LGAs LTOs	2022 to 2030
5.3	Work with the Destination Network Project Management Group to advocate to the NSW Government and LGAs to streamline planning requirements to better support the growth of the visitor economy	DNPMG	DPE, DNSW Regional NSW LGAs, LTOs	2022 to 2030
5.4	Work with the Destination Network Project Management Group to advocate to the Australian and NSW Government to collectively advocate for improved digital and transport connectivity	DNPMG	NSW Govt DNSW	2022 to 2030
5.5	Work with MRT and LGAs to facilitate famils and networking opportunities to increase awareness of products and experiences and to encourage cooperation across LGA and state boundaries	DRM MRT	LGAs	2022 to 2030
5.6	Work with the Destination Network Project Management Group to leverage opportunities for domestic airway route development	DNPMG	DNSW	2024 to 2030

Riverina Murray Destination Management Plan

Action Plan

5.0 Facilitate Growth (continued)

ACTION NUMBER	ACTIONS	RESPONSIBILITY	SUPPORT PARTNERS	TIMEFRAME
5.7	Support private investors, LGAs and LTOs to grow the quantity, diversity, and quality of accommodation across the region, incorporating the 2022 Murray Accommodation Strategy and existing prospectuses	DRM	DNSW MRT LGAs, LTOs	2022 to 2026
5.8	Communicate with industry and key stakeholders on relevant sustainability initiatives, funding, promotion, skills development, and strategic opportunities, and provide support resources for businesses	DRM	DNSW Regional NSW LGAs	2026 to 2030
5.9	Work with MRT and other key stakeholders to lobby for changes to River and Waterway management that affects the regional visitor economy, including development of flood and drought mitigation and resilience strategies for the visitor economy sector and development of riverine guidelines to support decision-making on development on or near rivers	DRM MRT	Murray Darling Basin Authority LGAs DPE	2022 to 2030
5.10	Promote Australia's ECO Certification program to nature-based tourism operators as a means of improving sustainability and product integrity and attracting markets seeking authentic nature based and ecotourism product	DRM Ecotourism Australia	LGAs LTOs	2026 to 2030
5.11	Support cultural awareness training for local government tourism staff and tourism operators in our region	DRM	LGAs LTOs LALCs	2022 to 2030
5.12	Work collaboratively to support the delivery of MRT's Strategies for the Murray region, and assist cross-border LGAs to deliver the actions identified in Cross Border Local Area Action Plans	DRM MRT	LGAs	2022 to 2030

Riverina Murray Destination Management Plan

Regional Priorities



Regional Priorities

A number of important development projects identified during the destination management planning process that help to grow the Riverina Murray Visitor Economy are explained as follows:

1. Source / develop / share relevant recruitment toolkits

The regional priority is designed to incentivise and market critical visitor economy positions needed in the region (Action 1.6) to assist with rebuilding an optimal workforce, market and development finance.

The project seeks to give DRM a role in directly helping the visitor economy operators address chronic shortages in trained and skilled workforce that is holding back growth. While a strategic response needs to be delivered by the Commonwealth and NSW State government, DRM can play a role in helping to:

- Source and market / share relevant recruitment toolkits
- Where valuable, provide capacity building to adapt the generic material into a visitor economy context, to help operators further understand and utilise the material
- Support the Destination Inspiration Program and similar related initiatives that might evolve
- Provide event growth support (eg. skills development for event coordinators and support to business event pitching)
- Collect feedback from the regional visitor economy about any gaps and improvements and communicate this back to the publishers for consideration
- Encourage operators to engage with NSW First programs developed by DNSW
- Work with other Government and Industry stakeholders to leverage their existing recruitment platforms

2. Develop thematic interpretive content for touring routes and trails to strengthen their appeal

This regional priority seeks to add more meaning and understanding to the places and their history that trails connect visitors and related to Action 2.3. An interpretation specialist would be contracted to:

- Conduct research and consultation to identify interpretive themes and potential stories of significance and interest;
- Sort the stories into their themes and ideal locations for delivery
- Structure the stories into a logical sequence of delivery
- Develop a reverse brief and budget to deliver the stories using one or more interpretive techniques
- Develop and install the interpretation techniques

Interpretive themes could cover food production, history and bird watching. Touring and trail routes could focus on existing products such as Canola Trail, Murrumbidgee Trail, Kidman Way, Burley Griffin Way, Snowy Valleys Way, Art Deco Way and the Murray River Adventure Trail.

3. Riverina Murray Agritourism, Produce, Food and Drink Product & Experience Development Strategy

This regional priority seeks to refine a differentiated agritourism position for the region (Action 3.1) The Strategy could be developed to:

- Identify the existing lead agritourism experiences across the region
- Propose a suite of hero agritourism experiences that deliver the vision and act as a catalyst to flow on projects, providing visitors with a connection to: where food comes from and how it is grown; issues & innovation with food production, including sustainability initiatives; an empowering experience of how to choose your food
- Investigate the potential to develop a food and travel television program that showcases different experiences across the region;
- Define potential partners (agricultural producers, tour operators, Charles Sturt University Ad, Env & Water Dept etc); and
- Create an agritourism trail or App or other way to network all the experiences and venues for eating local produce together, and shows which outlets are open on weekends and public holidays.

The Strategy would provide the direction to build and consolidate agritourism as the centrepiece product offer and regional positioning for the Riverina Murray. Delivering this positioning will allow brand marketing to clarify the market perception of the regional offer and how it is different to other regions, and worth visiting. This should then flow onto increased visitation and length of stay.

4. Conduct a visitor accommodation gap and opportunity analysis

This regional priority seeks to identify visitor accommodation needs to support overnight visitation growth (Action 5.8). The analysis could identify:

- Locations within the Riverina Murray that have the greatest potential for economic leverage resulting from additional and differentiated accommodation
- The potential for developing a suite of pop-up accommodation to support events that are located in areas with insufficient accommodation (e.g. tents and toilets that are made available for rent by event promoters)
- The potential to develop a suite of eco huts or glamping tents that can be moved to different scenic / iconic locations across the region, as way of promoting nature tourism in the region, activating attractive nature-based locations, and testing the market for future more permanent offerings; and
- Potential pragmatic accommodation solutions to address the lack of housing (examples might include granny flats, tiny houses, re-purposed ex pubs, university student accommodation in term holidays, and regional hemp innovation for building materials).

The analysis extends from existing regional investment prospectus work and could incorporate a prospectus for the most strategically valuable proposals, aligned to potential government support.

5. Work with MRT (and other key stakeholders) to lobby for changes to River & Waterway management that will also assist the regional visitor economy

This regional priority seeks to enhance the sustainability of the Murray Darling Basin system of rivers and waterways which will have flow on benefits for the regional visitor economy (Action 5.13).

The project would seek to provide the voice of the visitor economy in helping river managers and decision makers understand impacts, constraints and opportunities relating to management practices such as changing water levels, erosion, water quality, unequal share of water levels.

Riverina Murray Destination Management Plan

Local Priorities

Local Priorities

45 in-person consultation sessions were conducted across the 22 Local Government Areas and Cross Border communities in the Riverina Murray to capture local and community feedback and priorities for this DMP. Below is a list of identified future priorities for each LGA. These are a combination of private and public projects that have been identified as having the potential to have the most significant impact on the attraction of visitors to our region.

The following table outlines 84 local priority projects for the region to 2030.

LGA	Priority Local Projects
Albury	<ul style="list-style-type: none"> • Implementation of Albury City Council masterplans including the Cultural Precinct Masterplan, Wonga Wetlands Masterplan, Murray River Experience Masterplan, and Albury Botanic Gardens Masterplan • Lake Hume – visitor experience development, including cruising and houseboats • Development of Agritourism experiences, including working city farms and on-site dining • Redevelopment of major centres to attract more visitors to the region, including the Lauren Jackson Sports Centre and the Albury Entertainment Centre
Albury (cross border)	<ul style="list-style-type: none"> • Bonegilla Migrant Experience – Wodonga • Gateway Island Development – Wodonga
Balranald	<ul style="list-style-type: none"> • Continued development of Yanga NP as a tourism destination • Sealing of Arumpo Road to Mungo National Park (joint project between Balranald and Wentworth to increase visitation to the region) • Development of Aboriginal Tourism via interpretation, signage, and tours
Balranald (cross border)	<ul style="list-style-type: none"> • Mallee Almond Blossom Festival – Robinvale • Development of Visitor experiences at Ostra Distillery - Robinvale
Berrigan	<ul style="list-style-type: none"> • Growth in Aviation Tourism - Adventure Flights - Flight based accommodation - aviation-themed product and marketing development. Aligned and additional to Stage 2 of Tocumwal Aviation Museum and WAAF creek Walk project • Murray River Festival of Golf (involved 3 National events and gained international coverage - promoted and growing the brand of golf right along the Murray River) • Bullanginya Arts Walk (Cobram Barooga, consolidating and redevelopment of Existing Nature Based Attractions - Bullanginya Arts Walk)
Berrigan (cross-border)	<ul style="list-style-type: none"> • Kennedy Park & Thompsons Beach development – Cobram/Moira
Bland	<ul style="list-style-type: none"> • Lake Cowal (environmental education, Wiradjuri cultural heritage, nature-based and ecotourism) and other water-themed development including water parks and mineral springs • Identification of opportunities related to short-term and long-term accommodation related to major projects and mining
Carrathool	<ul style="list-style-type: none"> • Hillston Arid Zone Botanic Garden, river access and other nature-themed product development
Coolamon	<ul style="list-style-type: none"> • Further development of existing product incl: Coolamon Cheese developments, Coolamon Hotel redevelopment, Brushwood farm tours • Growth and establishment of new visitor attracting events such as Yield Festival and Canola Festival

Riverina Murray Destination Management Plan

Local Priorities (continued)

LGA	Priority Local Projects
Cootamundra - Gundagai	<ul style="list-style-type: none"> • Redevelopment of heritage tourism offerings such as The Dog on the Tuckerbox, Old Gundagai Mill, Prince Alfred Bridge memorialisation • Development of agritourism product – on-farm accommodation, dining and experiences • Trail development – Rail Trail, Mountain bike trails, cycling trails
Edward River	<ul style="list-style-type: none"> • Implementation of Peppin Heritage Centre Masterplan (new and enhanced displays, new accessible multi-media exhibitions, improved accessibility) • Development of agritourism experiences • Yarkuwa Indigenous Knowledge Centre (tours through the Island Sanctuary to share info about traditional plants)
Federation	<ul style="list-style-type: none"> • Murray Valley National Park and Murray River - Visitor experience development, including a Cultural Walk • Urana Lake Master Plan development • Corowa Eco Tourist Resort • Corowa Whisky (Business Event Development and Visitor Experience enhancement)
Federation (Cross Border)	<ul style="list-style-type: none"> • Yarrawonga Airport upgrade – Moira • Rutherglen Winery Experiences - Indigo
Greater Hume	<ul style="list-style-type: none"> • Development of visitor experiences at Woomargama National Park , including Hanel's Lookout, indigenous product and interpretation and wildflower tours • Hume and Hovell Track development (development and connection to Murray River Adventure Trails) • Greater Hume Museum Trail and Reinvestment (implement strategy actions to invest in visitor experiences of the 11 museums across the region and development of touring route to link experiences • Development of water-based tourism experiences on Lake Hume
Griffith	<ul style="list-style-type: none"> • Agritourism development including on-farm accommodation, dining and experiences (this includes wineries) • Continued development of sporting, cultural and business events
Hay	<ul style="list-style-type: none"> • Development of tourism precincts including a family hub, history hub and nature/outdoor hub as identified in the Hay DMP • Continued development of visitor attracting events including the Rainbow on the Plains Festival • Indigenous tourism within the Gayini region and surrounds
Junee	<ul style="list-style-type: none"> • Further development of existing tourism offerings including Junee Liquorice Factory, Junee Hotel and Railway heritage experiences • Further development of the Atheneum Theatre for events and the Canola Festival
Leeton	<ul style="list-style-type: none"> • Redevelopment of nature-based tourism product such as the Gogeldrie Riverside Precinct development and increased access to Murrumbidgee National Park (NPWS) • Continued development of high quality agritourism experiences including accommodation, dining and experiences e.g. Whitton Malthouse • Continued development of Art Deco place-making and branding related to building restoration, events and themed touring routes

Riverina Murray Destination Management Plan

Local Priorities

Local Priorities (continued)

LGA	Priority Local Projects
Lockhart	<ul style="list-style-type: none"> Strategic development of tourism product at The Rock Nature Reserve / Kengal Aboriginal Place and surrounds – this includes nature walks, Indigenous experiences, observatory experiences and events Development of a major visitor-attracting infrastructure development within the Lockhart Shire Region
Murray River	<ul style="list-style-type: none"> Moama Bowling Club Resort Development (4 to 4.5 star resort style accommodation consisting of 65 luxury rooms. The development will also include a restaurant and bar plus conference rooms. Complementing the accommodation will be four resort style pools in addition to a spa and recreation facility) Timbercutter expansion and eco-accommodation (expansion of the Timbercutter restaurant and function venue to include additional accommodation and walking tracks and viewing platforms of the Edward River) Bridge Arts Project (contemporary arts / cultural precinct including indoor and outdoor gallery and arts walk highlighting pre and post settlement connecting the Meninya Street to the Murray River. Incorporating Meninya Street Masterplan Implementation Project) Moama Lights event expansion Continued Development of the Moulamein Heritage Precinct
Murray River (Cross-Border)	<ul style="list-style-type: none"> Barmah Forest National Parks Experience – Moira Australian Star Paddlesteamer – Campaspe Echuca Airport Redevelopment – Campaspe Echuca Visitor Events Precinct Plan - Campaspe Gunbower Tourism Investment Masterplan - Gannawarra Koondrook Butter Factory Arts Precinct and Murray River Brewery - Gannawarra Pental Island Wildlife Reserve – Swan Hill Lake Tyrell Visitor Dispersal Project – Swan Hill
Murrumbidgee	<ul style="list-style-type: none"> Nature and outdoor product development including Altina Wildlife Park improvements Darlington Point Caravan Park redevelopment and a targeted increase in short and long-term accommodation options for visitors, including for events
Narrandera	<ul style="list-style-type: none"> Development of products and experiences related to the koala population in the Narrandera region, as well as enhanced Indigenous cultural tourism experiences Further development of visitor attracting events including the Narrandera Earth Fest Indigenous Festival
Snowy Valleys	<ul style="list-style-type: none"> Development of the Hume & Hovell Track (for inclusion in the Great Walks of Australia collective) Sealing of Brindabella Rd between Tumut and the ACT border Development of the Apple Thief Cider House (Batlow) and linked visitor experiences in the Batlow region Gudja Gudja Mura Indigenous Songlines Trail (Tumbarumba) Growth and Development of the Snowy Valleys Winter Festivals Season Development of professional Mountain Bike Trails in Tumbarumba, Talbingo and elsewhere in the Snowy Valleys

Riverina Murray Destination Management Plan

Local Priorities (continued)

LGA	Priority Local Projects
Temora	<ul style="list-style-type: none"> • Temora Railway Precinct development including Pardey & Co Flour Mill and Railway Station and historic hotel redevelopments • Continued development of touring routes and trails, and associated experiences between neighbouring towns and shire, including the Canola Trail • Continued expansion of events including the Temora Aviation Museum and Lake Centenary events
Wagga Wagga	<ul style="list-style-type: none"> • Continued development of Indigenous visitor experiences including cultural tours and experiences along the Wiradjuri Trail • Attract and host State / Nationally significant sporting events, arts & cultural tours and festivals • Development of high-quality culinary and agritourism experiences in Wagga and surrounds
Wentworth	<ul style="list-style-type: none"> • Wentworth Eco Resort Development (Trentham Waters) • Light/State (Bruce Munro Light Installation, a joint project with Mildura) • Criterion/HPV track development and programming • Astronomy Park development as part of the Darling River Run • Remarketing of the Murray Darling wine destination as a premium wine region
Wentworth (Cross Border)	<ul style="list-style-type: none"> • Interstate Rail Connectivity project – Mildura • Houseboat & River Cruise development – Mildura

Table 8. Priority projects by Local Government Area

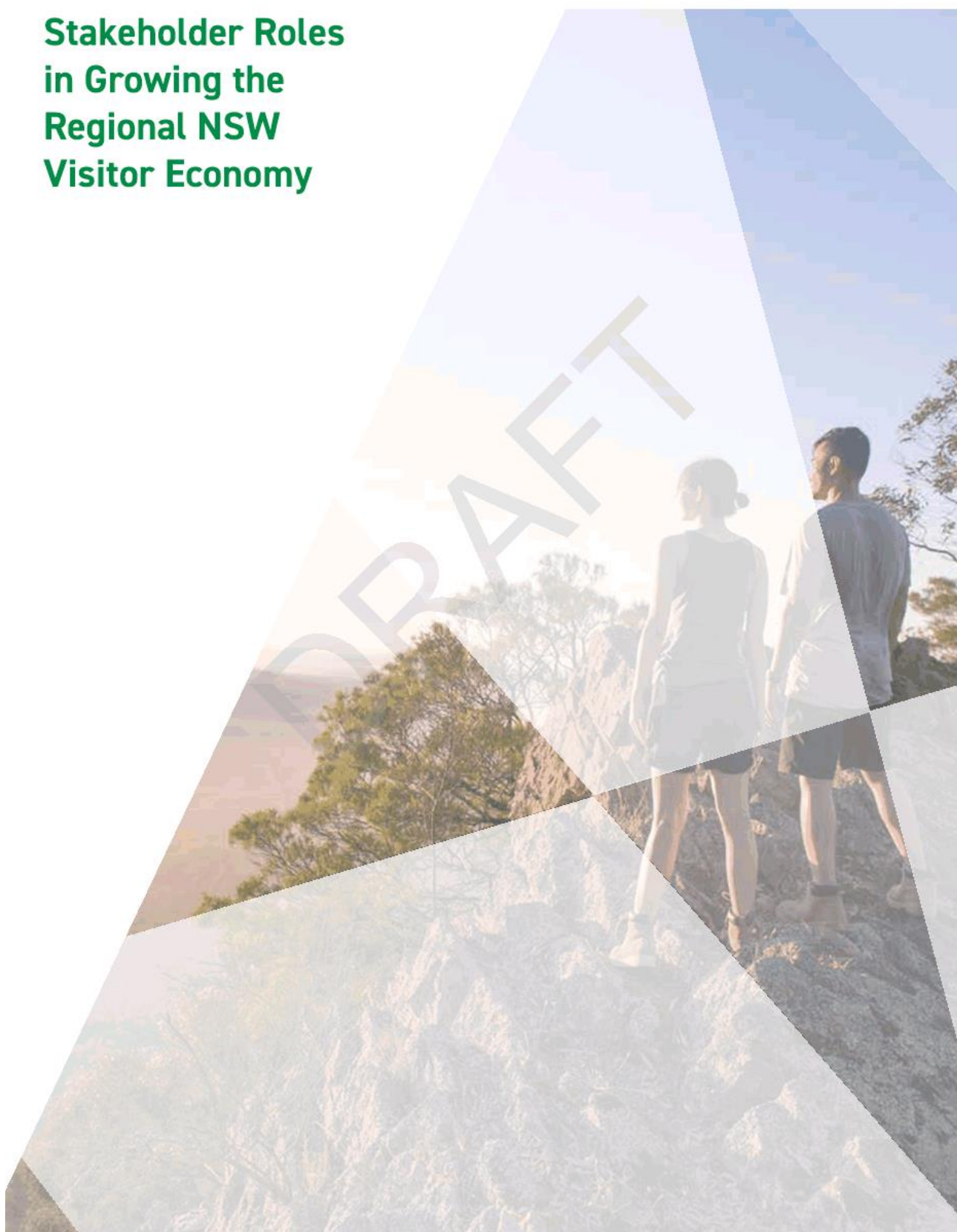
Local destination priorities are outlined in Appendix 7.

Riverina Murray Destination Management Plan



Riverina Murray Destination Management Plan

Stakeholder Roles in Growing the Regional NSW Visitor Economy



Stakeholder Roles in Growing the Regional NSW Visitor Economy

The Riverina Murray Destination Management Plan will guide the region's priorities to 2030 and will require cooperative support from other tourism stakeholders across local, regional and state/territory levels to successfully implement the Plans' initiatives.

Stakeholder engagement confirmed a commitment from local governments, tourism businesses, Destination Riverina Murray and Destination New South Wales to develop a solid working relationship to achieve the outcomes prioritised in this Plan.

The following outlines the roles of these stakeholders in implementing this plan to 2030.

Destination Riverina Murray

Destination Riverina Murray is one of seven Destination Networks in regional NSW and is an important conduit between the NSW Government, the local governments and tourism businesses across the Riverina Murray region. It continues to play an important role in delivering regional funding and industry development programs, and in identifying infrastructure needs and investment opportunities to grow the regional visitor economy.

The NSW Destination Networks are considered the champions of the visitor economy in their regions, proactively engaging with stakeholders to identify, prioritise and facilitate opportunities for regional visitor economy growth. They also play a key support role for Destination NSW in the delivery of its industry development and visitor experience and regional event funding programs.

The Destination Networks will support Destination NSW in implementing the Visitor Economy Strategy 2030 to achieve the visitation and expenditure targets for regional NSW. The Destination Management Plan for each Destination Network is aligned with the Visitor Economy Strategy 2030.

The Destination Networks are predominantly destination managers and are considered the 'shopfront' for Destination NSW in regional NSW and work closely with local government, tourism organisations and operators¹⁰.

Their objective is to facilitate visitor economy growth at the local level, through representing and coordinating the region's tourism industry.

Their core responsibilities include:

- Industry Engagement and Industry Development
- Product Development
- Training and Education
- Preliminary Review of Local DNSW Grant Applications to ensure quality/compliance with guidelines
- Collaboration with DNSW on cooperative marketing and industry activities that are aligned to Brand NSW

Specifically, Destination Networks:

- **Develop and implement the region's Destination Management Plan and Business Plan**, in alignment with the NSW Visitor Economy Strategy 2030, and ensure alignment with local tourism and related plans
- **Work with Local Government and industry** on product development, including investment attraction
- **Work in collaboration with DNSW** led marketing and communications activity for their 'hero' destinations, experiences, events and festivals and regional campaigns
- **Explore Industry Development initiatives** (i.e. identify opportunities for growth) e.g. Conferencing, Field Study Tours, local industry education and training needs especially for small to medium sized tourism operators
- **Assist local industry to prepare DNSW grant applications¹¹.**

The Destination Networks are funded by Destination NSW with an independent skills-based board providing strategic leadership and direction.

¹⁰ Visitor Economy Strategy 2030

¹¹ Destination Networks: Driving Growth of the Visitor Economy in Regional NSW <https://www.destinationnsw.com.au/wp-content/uploads/2016/07/Destination-Networks-29-June-2017.pdf>

Riverina Murray Destination Management Plan

Destination NSW

As the lead NSW Government agency for the visitor economy, Destination NSW will coordinate and amplify delivery of the programs and initiatives of the Visitor Economy Strategy 2030 across all levels of Government.

A whole-of-government approach has been embedded in visitor economy planning with the establishment of a new Visitor Economy Senior Officers Group, to ensure visitor economy strategies are coordinated across government, to monitor performance against targets, and respond to emerging issues.

New approaches to industry engagement and consultation are also proposed to inform the development of new NSW Government initiatives and programs for the visitor economy. The NSW Government will continue to develop the Visitor Economy Index to explore new ways of measuring the impact of the visitor economy and guide future decision-making.

Destination New South Wales has also recently been re-structured. A new Regional Hub Director has been appointed to support the Destination Networks to deliver the strategic directions of the DMPs and grow the visitor economy.

Department of Regional NSW

The Department of Regional NSW is the NSW Government's central agency for regional issues, building resilient regional economies and communities, strengthening primary industries, managing the use of our valuable regional land, overseeing the state's mineral and mining resources and ensuring that government investment into regional NSW is fair and delivers positive outcomes for local communities and businesses¹².

The NSW Government is committed to supporting the development of strong, diverse and innovative regional communities across NSW and making those communities appealing places to live, work and invest through its 'Making it happen in the regions: Regional Development Framework'. In addition, Regional Economic Development Strategies (REDS) provide a clear economic development strategy for the regions and guide government investment in economic development initiatives in regional NSW.

¹² <https://www.service.nsw.gov.au/nswgovdirectory/regional-nsw-department>



Local Government

Local Government plays a pivotal role in tourism activity, with councils actively involved in promoting tourism, providing infrastructure and services to support tourism, and managing the impacts of tourism. The Australian Regional Tourism and Economic Development Australia benchmarking survey of local governments (2020) shows that each council spends on average \$761,000 on tourism annually. Whether it's through the provision of infrastructure, cultural facilities, events, visitor services or public spaces, councils support the economic development of their local communities via either direct financial or in-kind support to tourism. The role of local government in tourism is also recognised in the State Government's NSW Visitor Economy Strategy 2030, which contains a commitment for Destination NSW to work closely with councils and a principle of collaboration between the industry and government, including councils¹³.

Other Key Support Partners

Other important local, regional and NSW government and industry stakeholders that have an important role in supporting the DNs to implement strategies and actions of their associated with this Plan to 2030 include:

- Local tourism organisations and Chambers of Commerce
- Tourism industry operators
- Region Joint Organisations
- NSW Government Departments and Agencies (represented by the DNSW Visitor Economy Seniors Officers Group)
- NSW Tourism Industry Associations

¹³ <https://lgnsw.org.au/Public/Public/Policy/Tourism.aspx>

Review

Monitoring of the implementation of this Plan's strategies and actions is important to ensure its vision and objectives are achieved and to provide new information that can be used to inform planning and decision-making for the Riverina Murray visitor economy to 2030. A review of this plan will be undertaken in 2024 and 2026.

Visitor Infrastructure Framework Assessment Criteria

The NSW Government uses Cost Benefit Analysis to assess the social, economic and environmental impacts of infrastructure proposals including visitor economy infrastructure. Where feasible, Cost Benefit Analysis will be used to prioritise proposals for regional NSW visitor economies and have been designed to help guide prioritisation and decision-making. See Appendix 3 for the criteria used by the NSW Government to analyse the cost benefit of infrastructure development proposals. See Appendix 3.



Riverina Murray Destination Management Plan

Appendices



Appendix 1: NSW Government strategies relevant to the regional visitor economy

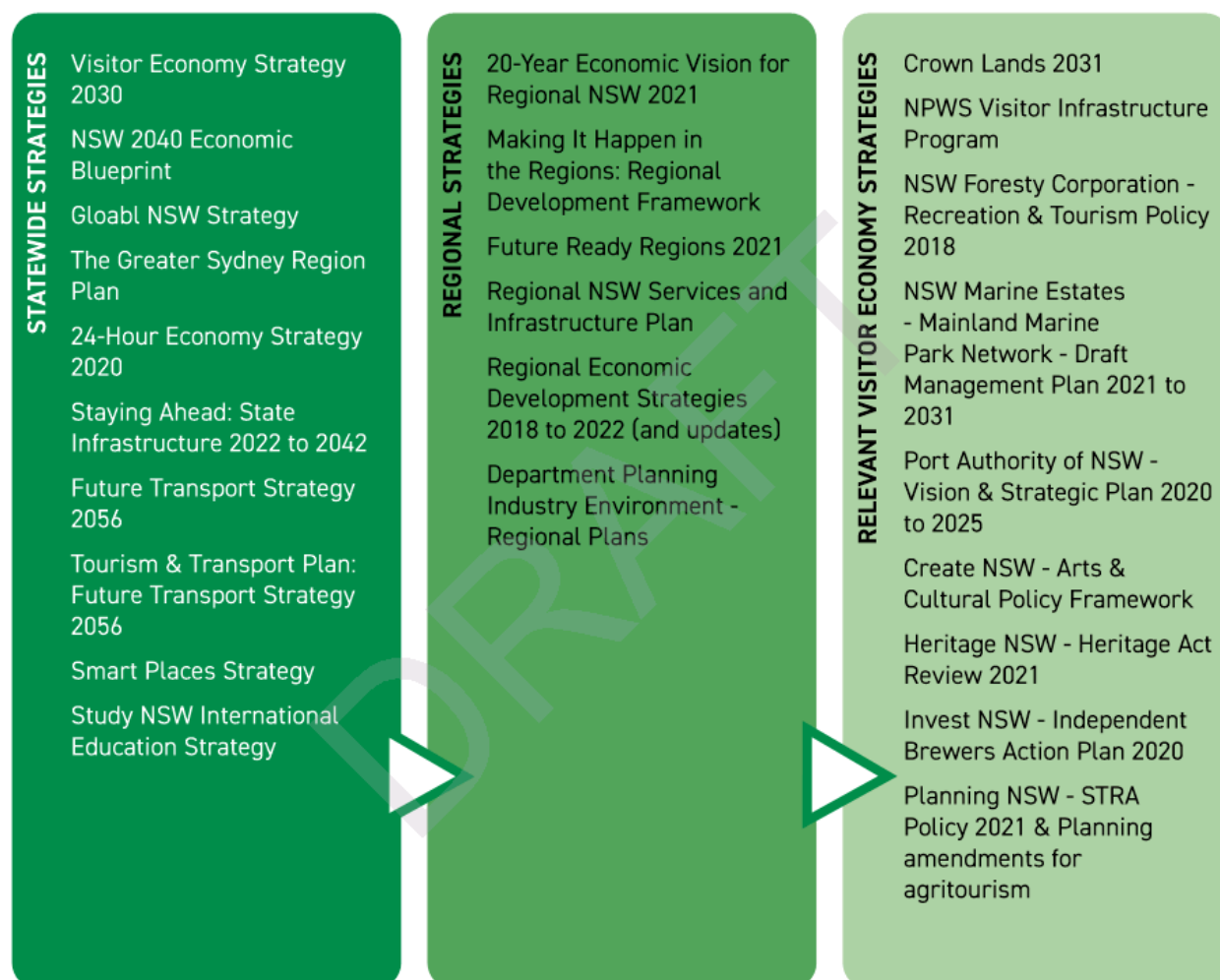


Figure 8. Strategies relevant to the regional visitor economy

Riverina Murray Destination Management Plan

Appendix 2: Local Destination Management Plan Priorities

Local DMP	PRODUCT FOCUS	CURRENT MARKETS	TARGET MARKETS
Wodonga Destination Management Plan 2019	<ul style="list-style-type: none"> Diversify accommodation Food and wine Nature and adventure Arts, culture & heritage Sport events 	Roy Morgan Helix Personas: <ul style="list-style-type: none"> Enjoy with Ease Love the Outdoors Show me, teach me, connect me Home Away from Home Business Tourism 	(Same as current markets) Roy Morgan Helix Personas: <ul style="list-style-type: none"> Enjoy with Ease Love the Outdoors Show me, teach me, connect me Home Away from Home, and Business Tourism
Edward River Tourism Development Plan 2020	<ul style="list-style-type: none"> River and water sports Nature Events Heritage & Culture Country life 	<ul style="list-style-type: none"> Families Grey Nomads VFR and locals exploring region (34%) Millennials (28%) Business (19%) 	<ul style="list-style-type: none"> Visiting Friends and Relatives (VFR) (currently 34% of overnight visitors to Edward River region) Business (19% of overnight visitors to Edward River region) Families with young children (20% of visitors to Riverina Murray)
Griffith Destination Management Plan 2021	<ul style="list-style-type: none"> Leisure accommodation & accommodation for large events Food and wine Series of small events Drive itineraries 	<ul style="list-style-type: none"> Primary: Business, VFR, Grey Nomads, Families, Day trippers Secondary: Families, Millennials 	<ul style="list-style-type: none"> Primary: Business, VFR, Grey Nomads, day trippers Secondary: Families, Millennials, International Backpackers
Day Destination Management Plan 2021	<ul style="list-style-type: none"> Active family nature tourism Enlivened history and heritage Nature and outdoor recreation (bird watching, cycling, kayaking and fishing) & Indigenous Diversify accommodation offering 	Roy Morgan Helix Personas: <ul style="list-style-type: none"> Hearth and Home Fair Go. To a much lesser degree, Leading Lifestyle and Doing Fine 	Helix Personas: <ul style="list-style-type: none"> Leading Lifestyle Visiting Friends and Relatives
Snowy Valleys Destination Management Plan 2018	<ul style="list-style-type: none"> Nature tourism Cycling Food and agritourism Heritage and culture 	<ul style="list-style-type: none"> Above average proportion under 25 years, from outside NSW, travel as a group Below average proportion eat out or shopping Most popular activities: sightseeing, visiting friends and relatives, visiting national / state parks, bushwalking, fishing Above average for Riverina Murray proportion of international, the largest proportion are 25 – 35 years, come from UK, below average visiting wineries 	<ul style="list-style-type: none"> Existing core markets: Visiting Friends and Relatives, Grey Nomads, Families, Business, Working Holiday Makers, Educational tourism, Events and Festivals Potential new target markets: International Experience Seeker, Millennials / Young Travellers

Table 9. Local DMP priorities

Appendix 3: Summary of directions from LGA Plans for areas without a DMP

LGA PLAN	PRODUCT DEVELOPMENT INITIATIVE
Balranald Economic Development Strategy 2012	<ul style="list-style-type: none"> Named tourism assets, prioritised tourism as the number 1 priority, but no strategic directions
Berrigan Tourism Strategy 2019 - 2023	<ul style="list-style-type: none"> Events, Tocumwal Aerodrome, Accommodation, Murray River Trail
Cootamundra-Gundagai Agritourism development	<ul style="list-style-type: none"> Farmstays, Dining, Local produce, Events, Sustainable carbon farming tours, Horse riding and handling
Edward River Economic Development Strategy	<ul style="list-style-type: none"> Develop agritourism / agri-culinary cluster Develop arts and cultural assets with contemporary perspectives Develop more events
Federation Council Economic Development Strategy 2021	<ul style="list-style-type: none"> Unlock tourism potential of key natural assets - rivers, lakes and waterways Capitalise on events market: leisure, business, weddings, sport Promote diversity in eco-tourism and agritourism products
Leeton Economic Development, Tourism and Events Strategic Plan	<ul style="list-style-type: none"> Develop new ecotourism and agritourism product, upgrade the Roxy Community Theatre Review and support local events to become more sustainable and accountable
Lockhart Tourism and Economic Development Strategy 2016	<ul style="list-style-type: none"> Develop nature tourism, ecotourism and rural tourism
Murrumbidgee Council Economic Development Strategy 2019	<ul style="list-style-type: none"> Develop agritourism, nature tourism, arts and culture, touring routes, food and beverage
Narrandera Business Recovery Strategy 2017	<ul style="list-style-type: none"> Develop nature tourism, culinary and agritourism
Narrandera Economic Development Strategy 2017	<ul style="list-style-type: none"> Lake Talbot water park redevelopment, Narrandera Destination and Discovery Hub, caravan park improvements

Table 10. Strategic direction for LGAs without a DMP

Riverina Murray Destination Management Plan

Appendix 4: Alignment to Community Strategic Plans

ALBURY 2050

Objective 1.3: Albury will offer diverse and innovative tourism experiences to attract new and repeat visitation (p. 22).

- 1.3.1 Communicate the story of Albury through our tourism offerings, providing an authentic and engaging visitor experience. Provider Collaborator Government and Agency Business and Industry Community and Stakeholders
- 1.3.2 Create tourism marketing campaigns to promote experiences linked to our brand pillars. Provider Collaborator Government and Agency Business and Industry Community and Stakeholders
- 1.3.3 Investigate partnerships to attract visitors to our region, and increase the diversity in attractions, events and facilities for our community and visitors. Planner Leader Provider Government and Agency Business and Industry Community and Stakeholders

BALRANALD 2027

1.1.1 Expand opportunities for social interaction

- Facilitate family friendly community events

3.1.1 Implement regular business networking and training initiatives

- Adopt Strategy 1.3 of the Tourism Strategy Plan: Engage the local operators to participate in essential skills and business development training. Encourage skills training programs and workshops in tourism excellence and service delivery

3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy

- Adopt the Shire's current Tourism Strategy
- Audit existing tourism assets
- Identify and clarify key tourism challenges
- Instigate Stakeholder dialogue
- Explore collaborative approaches to marketing and promotions
- Support new tourism services and products and build tourism operator capacity
- Identify opportunities to further enhance and promote the Riverina/Murray and Outback zones

3.2.6 Develop and improve shire signage

- Adopt Strategy 3.3 of the Shire's Tourism Strategy Plan: Improve and maintain good signage in and around town to ensure all key attractions and facilities are clearly indicated for travellers and tourists
- Undertake signage audit, and develop a signage plan

3.2.7 Implement physical improvements to Market Street

- Adopt Strategy 3.4 of the Shire's Tourism Strategy Plan: Improve, develop and maintain streetscape along the main streets to make them vibrant and attractive and create an incentive for travellers to stop and visitors to explore
- Extend the heritage theme throughout Market Street
- Continue to pursue funding for Market Street upgrade, including underground power
- Encourage business owners to enhance shop facades.

4.1.1. Identify, protect and interpret our significant heritage sites

- Adopt Strategy 3.5 of the Shire's Tourism Strategy Plan: Improve appeal and appearance of Heritage & Historical buildings and sites to extend tourism offerings and opportunities
- Support each township to preserve and enhance their unique character
- Introduce additional historic interpretive signage
- Extend the Heritage Trail in Balranald
- Utilise the extensive Bodinnar historic photographic collection in promoting our history
- Identify and develop potential sites and trails for heritage interpretation including photographs.
- Continually seek support for the production of local history publications.

5.3.4 Create more tourism opportunities and offers with the existing Aerodrome & other transport facilities

- Implement an audit to identifying the requirements to make the Aerodrome more tourism ready to align with strategy 3.7 of the Shire's Tourism Strategy Plan: To create more tourism opportunities and offers with existing function venues.

BERRIGAN 2027

4.2 Diversify and promote local tourism (p. 21)

- 4.2.1 Implement the Berrigan Shire Tourism Strategy
- 4.2.2 Partner with regional Tourism Boards (Murray Regional Tourism Board or similar)

BLAND 2027**Objective 14: Visitors and tourists are welcomed (p. 27).**

- 14.1 Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire
- 14.2 Attract a diverse range of Visitors to the Shire

CARRATHOOL 2030**Objective 2b: Community infrastructure that is accessible for everyone**

- Invest in enhancements for Council managed caravan parks to promote increased tourism opportunities (p. 23)

Objective 3a: Establish Carrathool Shire as a welcoming and exciting place for community and visitors

- Market Carrathool Shire to potential visitors as a tourism destination (p. 24)

Objective 4d: Provide a safe environment for local fauna and fauna

- Promote the protection of local native birds and capitalize on this in other areas such as tourism (p. 25)

COOLAMON 2040**Objective 3.2: Active promotion of the visitor economy and what the shire has to offer (p. 26).**

- 3.2.1 Actively participate in regional visitor economy planning and promotion including promoting the "Visit Coolamon Shire"
- 3.2.2 Advocate for and expand infrastructure to support visitors such as town parks and accommodation.
- 3.2.4 Provide leadership to tourism businesses through advocacy, marketing, and information provision.
- 3.2.5 Attract more tourism operators and entertainment to the area, offering a diverse range of products and experiences that support and enhance our visitor economy

COOTAMUNDRA-GUNDAGAI 2028**Objective 2.3 Tourism opportunities are actively promoted (p. 23)**

- 2.3a Develop and implement strategies which provide opportunities for increased tourism
- 2.3b Actively promote the local government area and local programs, activities and events to attract visitors to the region
- 2.3c Invest in improvements to visitor amenity and experiences

"Big ideas"

- Better promote the rivers tourism potential
- Improve promotional signage on the Highway and in town and village entrances
- Develop a tourist route linking Cootamundra and Gundagai (such as a garden, rail or sculpture trail)
- Foster a local, collaborative Tourism Action Committee supported by a Tourism Officer and Economic Development Officer
- Market our region as the 'Gateway to the Riverina'
- Host historic aircraft 'fly-in' days at the Cootamundra aerodrome
- Promote ourselves as a premier location for regional sporting activities

EDWARD RIVER 2050

- 2.2 Develop our key assets to enhance agriculture, boost tourism and support existing business

FEDERATION 2028**2.8 Increase tourism:**

- Investigating opportunities to increase tourism growth sector accommodation
- Investigating opportunities to further develop and market the area's natural and heritage attractions
- Investigating opportunities for events-based tourism
- Collaborative approach to regional marketing
- Ensure a strategic focus on tourism

Riverina Murray Destination Management Plan

GREATER HUME 2032

Objective 3: Our region's highlights are celebrated, maintained and promoted to enhance our visitor experience

- Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment
- Promote the diversity and quality of retail offerings and local products.
- Council's promotion of economic development
- Council's promotion of tourism and development of a quality visitor experience
- Offer a good mix of entertainment options

GRIFFITH 2030

- D1.5 - Promote the value of tourism and its economic benefits to the community (p. 23)
- D9.3 - Maximise community support for tourism by increasing awareness of how community interaction is central to the quality of experiencing the local region (p. 26)

HAY 2027

Priority: Continue tourism growth initiatives

- 3.2 Our community values its history and tourism
 - » 3.2.1 Actively identify promote and enhance tourism initiatives
 - » 3.2.2 Promote camping facilities
 - » 3.2.3 Showcase our open space, recreation and cultural facilities
- 3.3 We have the capacity to hold numerous events and activities
 - » 3.3.1 Promote events and activities
 - » 3.3.2 Promote our capacity to stage events

JUNEE 2035

Strategy 3.3 Grow our tourism sector:

- Council role to facilitate a tourism network group
- Community role to participate in tourism events (p. 14)

LEETON 2035

Outcome Ec7 We are a popular tourism destination (p. 57)

- Indicator: Airline passengers to Sydney. The aim is to increase the number of airline travellers to and from Sydney
- Indicator: Visitor numbers – Fivebough Wetlands The aim is to increase the number of visitors to the wetlands. The two graphs at the bottom of the second column on page 71 show current trends in airline passenger numbers and visitors to Fivebough Wetlands.
- Ec7.1 Promote our towns, villages and attractions
- Ec7.2 Provide a range of accommodation options to visitors
- Ec7.3 Host events, festivals and activities that attract visitors to the shire

LOCKHART 2027

- Create a thriving tourism economy in Lockhart Shire
- Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community (p. 16)

MURRAY RIVER 2032

Goal: Promote and grow tourism across the region

- 5.8 Promotion of local attractions, to be achieved through yearly events strategy and marketing and promotions plan developed
- 5.10 Growing tourism across the LGA, to be achieved through development of a tourism strategy

MURRUMBIDGEE 2027

- 4.2.5 Collaborate, in accordance with our Tourism strategy, to regional tourism initiatives and major events in the region (Sunrise Visit to Griffiths)
- 3.3.1 Develop riverside locations for the enjoyment of all and to promote tourism
- 4.3.1 Encourage and promote tourism and visitor ventures and activities and information in our towns
- 4.3.2 Encourage and support opportunities to promote local produce
- 4.3.3 Employ an Economic, Tourism and Community Development Manager
- 4.3.4 Enable and education visitors and business through Appropriate resources and promotion campaigns for our shire
- 4.3.5 Provision of emergency services information for the benefit of residents and visitors
- 4.3.6 Provide promotion and resources for tourism service providers
- 4.1.7 Provide promotion and support for major events within our Destination Management Plan
- 4.1.8 Encourage opportunities for further recreation activities on or around the rivers, lakes etc (p. 15)

NARRANDERA 2034

- 3.1.3 Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities (p. 23)

SNOWY VALLEYS 2028

- Tourism initiatives to attract more people to the area and in turn boost the local economy
- Encourage sustainable tourism initiatives which create employment and boost the local economy (p. 50)

TEMORA 2035

Objective 3.7: A community that benefits from tourism (p. 30)

- 3.7.1 Provide visitor facilities, services, activities and events that cater for a broad range of visitors
- 3.7.2 Promote Temora Shire's unique tourist offerings as part of the Riverina visitor destination
- 3.7.3 Showcase Temora's rich history to entice visitors to our Shire

WAGGA WAGGA 2040

Objective: Wagga is an attractive tourism destination

- Facilitate planning and development of visitor-related facilities and services
- Accommodate and provide support to visitors
- Provide a variety of events, festivals, and activities

WENTWORTH 2027

Goal 2: Wentworth is a desirable shire to visit, live, work and invest

- 2.1 Grow visitation to the shire by developing a quality visitor experience and promoting our destination, achieved by developing and implementing shire-wide tourism plans and strategies

Appendix 5: Positioning (brand pyramid) for Murray River Tourism

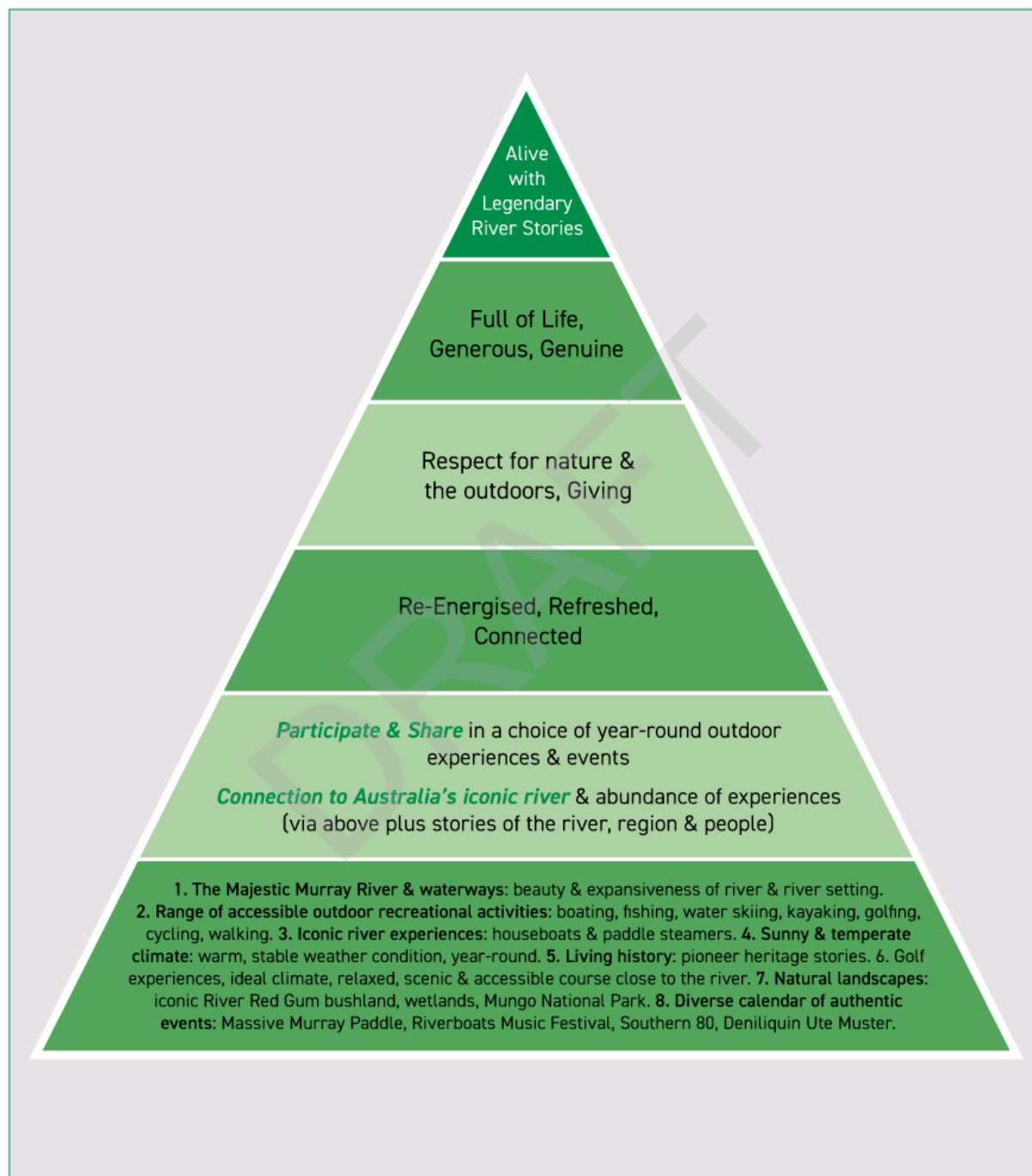


Figure 9. Murray River Tourism brand pyramid (2013-2017 MRT Strategic Marketing Plan)

Appendix 6: Visitation Analysis

Reliance on key purposes of the visit of domestic overnight visitors by state/region/SA2 (2015-19 annual average data)

Measure	Region/SA2	Holiday ('000)	VFR ('000)	Business ('000)	Share of Holiday in Total
Nights	Murray East	87	271	96	18%
	Central Murray	1,456	646	206	61%
	Mallee	977	734	366	44%
	The Murray	1,357	1,085	488	44%
	Murray MRT (Vic + NSW)	3,877	2,737	1,156	48%
	Riverina	690	1,118	777	24%
	Sum of Murray MRT + Riverina DRM	4,567	3,855	1,933	42%
Overnight trips	Murray East	42	103	32	22%
	Central Murray	454	267	74	55%
	Mallee	326	227	162	42%
	The Murray	478	383	204	41%
	Murray MRT (Vic + NSW)	1,300	979	471	44%
	Riverina	311	397	283	28%
	Sum of Murray MRT + Riverina DRM	1,611	1,376	754	40%

Table 11. Pre-COVID period (2015 to 2019) reliance on key purposes of the visit of domestic overnight visitors in Murray and Riverina regions (nights and trips)

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Change in 2015-19 annual average compared to 2005-09 annual average

Measure	Region/SA2	Holiday	VFR	Business	Total %
Nights	Murray East	-2%	60%	133%	49%
	Central Murray	2%	18%	81%	11%
	Mallee	-3%	15%	54%	12%
	The Murray	-14%	21%	28%	3%
	Murray MRT (Vic + NSW)	-6%	22%	50%	10%
	Riverina	36%	14%	81%	34%
	Sum of Murray MRT + Riverina DRM	-1%	19%	61%	15%
Overnight trips	Murray East	34%	81%	35%	52%
	Central Murray	0%	27%	52%	12%
	Mallee	10%	12%	62%	23%
	The Murray	5%	24%	34%	18%
	Murray MRT (Vic + NSW)	5%	26%	46%	19%
	Riverina	31%	20%	68%	39%
	Sum of Murray MRT + Riverina DRM	9%	24%	53%	24%

Table 12. Pre-COVID (2015 to 2019) longer-term growth in Murray and Riverina regions domestic overnight visitation (nights and trips)

Share of domestic holiday visitor nights on trips with only one overnight stopover

Destination	Share of domestic holiday visitor nights one night stopover (%)
Echuca	84%
Yarrawonga	79%
Wagga Wagga and surrounding area	64%
Albury-Wodonga	61%
Swan Hill	61%
Mildura	57%
Griffith and surrounding area	55%
Gundagai	46%
Hay	35%

Table 13. Share of domestic holiday visitor nights in key Riverina and Murray MRT regions over 2015-19 by visitors with only one overnight stopover on their trip

Appendix 7: Local Destination Priorities

Bland

Description of the area

Bland Shire is located in the north of the region, at the junction of the Newell and Mid Western highways and Goldfields Way. The shire had a population of 5,547 in 2021.

The economy is underpinned by agriculture and mining, with the region's most significant mining activity occurring at Lake Cowal Gold Mine.

The shire includes the local centre of West Wyalong, as well as a number of smaller towns and villages, including Wyalong, Barmedman, Tallimba, Ungarie, Weethalle and Mirrool.

Some of the key attractions found in the Local Government Area include:

- Bland Shire Art Trail
- Weethalle Silo Art Project
- Various heritage walks (Wyalong, West Wyalong and Ungarie)
- Lake Cowal
- Splatter Art Gallery
- Exclusive Hot Glass Gallery
- Barmedman Mineral Pool

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – Lake Cowal (environmental education, Wiradjuri cultural heritage, nature-based and ecotourism) and other water-themed development including water parks and mineral springs
- Accommodation development – identification of opportunities related to short-term and long-term accommodation related to major projects and mining

Carrathool

Description of the area

Carrathool Shire, situated in the far north-west of the region, encompasses predominately rural land. The shire had a population of 2,866 in 2021. Carrathool is the LGA in NSW with the highest gross value for agricultural commodities. The shire includes the local centre of Hillston and the surrounding villages of Goolgowi, Merriwagga, Rankins Springs and Carrathool.

Some of the key attractions found in the Local Government Area include:

- Carrathool Races
- Red Dust and Paddy Melons Gallery
- Hillston Museum
- Willandra National Park and Historic Homestead
- Birdwatching at Rankins Springs

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – Hillston Arid Zone Botanic Garden, river access and other nature-themed product development

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Coolamon**Description of the area**

Coolamon Shire comprises 2,433 km² and is located adjacent to the Newell Highway and the Burley Griffin Way, comprising the local centre of Coolamon and the smaller towns and villages of Ganmain, Ardlethan, Marrar, Matong and Beckom, just north of Wagga Wagga. The shire had a population of 4,385 in 2021,

- Some of the key attractions found in the Local Government Area include:
 - » The Coolamon Cheese Co
 - » Coolamon Fire Museum
 - » Murumbang Interpretive Walk
 - » Ganmain Historical Museum
 - » Station Collective
- Some of the other key attractions found in the Local Government Area include:
 - » Ark Coolamon
 - » Matong/Ganmain Ghost signs

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – Further development of existing product incl: Coolamon Cheese developments, Coolamon Hotel redevelopment, Brushwood farm tours
- Events – growth and establishment of new visitor attracting events such as Yield Festival and Canola Festival

Cootamundra - Gundagai**Description of the area**

Cootamundra-Gundagai Regional Council was formed on 12 May 2016 through a merger of the Cootamundra and Gundagai Shires. The council has an area of 3,981 square kilometres and is traversed by the Murrumbidgee River and occupies the slopes of the western side of the Great Dividing Range between Yass and Tumut and to the north the beginning of the northern part of the Riverina plains.

The two main towns in the shire, Cootamundra and Gundagai, are halfway between Sydney and Melbourne, with the Hume Highway, Olympic Highway and Melbourne to Sydney rail line playing a crucial role in the economy. The council had an estimated population of 11,403 in 2021.

In 2022 it was announced that the Cootamundra-Gundagai Regional Council would be demerged, with elections for the 2 separate councils of Cootamundra and Gundagai being planned for late 2024.

- The following are recognised by DRM as regionally significant experiences:

<ul style="list-style-type: none"> » Flash Jacks » Dog on the Tuckerbox » The Coota Beach Volleyball (Event) » Snake Gully Cup (Event) 	<ul style="list-style-type: none"> » Kimo Estate » Kestrel Nest EcoHut » Hillview Farmstay
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- Some of the other key attractions found in the Local Government Area include:

<ul style="list-style-type: none"> » Cootamundra Bird Walk » Captains Walk Cootamundra » The Arts Centre Cootamundra » Fields of Gold Festival » Cootamundra Cup » Old Gundagai Gaol Ghost Hunt 	<ul style="list-style-type: none"> » Gundagai River Walk » Gundagai Architectural Heritage Walk » Australian Road Transport Heritage Centre » Murrumbidgee River Yoga and Walk » The Wired Lab » Cootamundra Wattle Fair
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Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – redevelopment of heritage tourism offerings such as The Dog on the Tuckerbox, Old Gundagai Mill, Prince Alfred Bridge memorialisation
- Product development – new agritourism development – on-farm accommodation, dining and experiences
- Trails – Rail Trail, Mountain bike trails, cycling trails

Griffith

Description of the area

Griffith is a major regional city in the Murrumbidgee Irrigation Area that is located in the north-western part of the Riverina region, known commonly as the food bowl of NSW. Griffith has a population of 27,086 (2021 Census).

Griffith is highly connected by road and can be accessed from Sydney and Canberra via the Hume Highway and the Burley Griffin Way, and from Melbourne via the Newell Highway and either by using the Kidman Way or the Irrigation Way. Griffith can be accessed from other places like Adelaide, Orange and Bathurst through the Mid-Western Highway and the Rankin Springs Road from Rankin Springs and the Kidman Way from Goolgowi.

Griffith provides services to a wide catchment of over 50,000 people through its base hospital, St Vincent's Private Community Hospital, tertiary education services and a major regional airport. Griffith has one of the largest TAFE campuses in the Riverina and is the regional city servicing the vast Murrumbidgee Irrigation Area.

Griffith is associated with good wine and food, primarily as a result of its diverse population, with notable contributions by Italian-Australians. Griffith's multi-ethnic population is now absorbing new national groups, including a significant Sikh Indian community.

- The following are recognised by DRM as regionally significant experiences:
 - » Yarran Wines
 - » Calabria Wines
 - » Bull & Bell Steakhouse
 - » Limone Dining
 - » Piccolo Family Farm
 - » Zecca Italian Restaurant
 - » Spring Fest including Citrus Sculptures (Event)
 - » Sculptures (Event)
 - » Shaheedi Tournament / Sikh Games (Event)
 - » Taste of Italy (Event)
 - » Italian Festival (event)
 - » Riverina Agricultural Field Days (Event)
 - » Pioneer Park Museum
 - » Bella Vita Tours
- Some of the other key attractions found in the Local Government Area include:
 - » Various wineries, including De Bortoli Wines
 - » Providores such as Riverina Grove and Bertoldo's Pasticceria
 - » The Griffith Italian Museum
 - » Griffith Regional Art Gallery
 - » La Scala Restaurant
 - » Quest Griffith
 - » The Gem Hotel
 - » La Piccola Grosseria
 - » Bertaldos Bakery

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – Agritourism development including on-farm accommodation, dining and experiences (this includes wineries)
- Events – continued development of sporting, cultural and business events

Hay

Description of the area

Hay Shire is situated on the Murrumbidgee River and incorporates the town of Hay and the villages of Booligal, Maude and One Tree, and had a population of 2,882 in 2021. The local government area is serviced by the Sturt, Mid-Western and Cobb highways, intersecting at Hay, which is halfway between Sydney and Adelaide and about 400 kilometres from Melbourne. The town of Hay is surrounded by the iconic Hay Plains. It's a place to discover striking Outback sunsets, intriguing museums, winding cycleways and a rich agricultural heritage. Hay is at the centre of the Long Paddock driving route, making it a logical stop on your journey from The Murray, through the Riverina and into the centre of NSW.

- The following are recognised by DRM as regionally significant experiences:
 - » Shear Outback – the Australian Shearers Hall of Fame
 - » Rainbow on the Plains (Event)
- Some of the other key attractions found in the Local Government Area include:
 - » Sunset viewing area for the Hay Plains
 - » Bidgee Riverside Trail
 - » Dunera Museum
 - » Hay Gaol
 - » Bishop's Lodge Historic House
 - » Hay Races
 - » The Bank B&B
 - » The Convent Accom & Cafe
 - » Corynnia Station – Farmstay B&B
 - » Nimmie Caira / Gayini Wetland area

Riverina Murray Destination Management Plan

Hay (continued)**Priority projects**

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – Development of tourism precincts including a family hub, history hub and nature/outdoor hub as identified in the Hay DMP
- Events – continued development of visitor attracting events including the Rainbow on the Plains Festival
- Product Development – Indigenous tourism within the Gayini region and surrounds

Junee**Description of the area**

Junee Shire is a rural area and home to the local centre of Junee, which provides services to the surrounding towns and villages of Bethungra, Illabo, Wantabadgery, Harefield, Old Junee, Junee Reefs, Dirnaseer and Eurongilly. The shire had a population of 6,415 in 2021. Located on the Southern Train Line between Sydney and Melbourne, and with the regional city of Wagga Wagga only 41 kilometres away. A large portion of visitors to Junee are linked to the large Junee Correctional Centre.

Junee has a rich Railway History and is included in the plans for the new Inland Rail link through NSW.

- The following are recognised by DRM as regionally significant experiences:
 - » Junee Liquorice & Chocolate Factory
 - » Canola Trail (shared with Temora and Cootamundra)
- Some of the key attractions found in the Local Government Area include:
 - » Broadway Museum
 - » Bethungra Rail Spiral
 - » Monte Cristo Homestead Ghost Tours
 - » Junee Rotary Farmers Market
 - » Junee Roundhouse Railway Museum

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – further development of existing tourism offerings including Junee Liquorice Factory, Junee Hotel and Railway heritage experiences
- Events – Further development of the Atheneum Theatre for events and the Canola Festival

Leeton**Description of the area**

Leeton Shire is situated approximately 550 kilometres west of Sydney and 450 kilometres north of Melbourne, in the Murrumbidgee Irrigation Area. The shire includes the town of Leeton and villages of Yanco, Whitton, Murrumbidgee and Wamoon, and had a population of 11,452 people in 2021. Leeton is the heart of SunRice Country, as it is home to the headquarters of SunRice corporation, one of Australia's largest food exporters. It is also home to cotton ginning facility, Southern Cotton.

Leeton Shire has a strong Art Deco history and is capitalising on this with events, streetscaping and themed promotion.

- The following are recognised by DRM as regionally significant experiences:
 - » Whitton Malthouse
 - » Art Deco Festival (Event)
 - » Sunrice Festival (Event)
- Some of the other key attractions found in the Local Government Area include:
 - » Roxy Theatre
 - » Cellar doors at Lillypilly Estate Winery and Toorak Winery
 - » Ramsar listed Fivebough and Turkey Flat wetlands
 - » Rocking Horse Restorations Accommodation (glamping, farmstay and B&B)
 - » Gogeldrie Weir
 - » Murrumbidgee Valley National Park

Leeton (continued)

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – redevelopment of nature-based tourism product such as the Gogeldrie Riverside Precinct development and increased access to Murrumbidgee National Park (NPWS)
- Product Development – continued development of high quality agritourism experiences including accommodation, dining and experiences eg. Whitton Malthouse
- Product Development – continued development of Art Deco place-making and branding related to building restoration, events and themed touring routes

Lockhart

Description of the area

Lockhart Shire is located to the east of Wagga Wagga and had an estimated population of 3,319 in 2021. The shire includes the local centre of Lockhart and other towns and villages including The Rock, Milbrulong, Yerong Creek and Pleasant Hills. Lockhart is known as the verandah town, as its streetscape of restored buildings with ornate lacework verandahs has been well conserved. The town is classified by the National Trust.

An observatory has just opened at the Rock, led by Charles Sturt University, and could be used as a significant visitor driver to the town.

- The following are recognised by DRM as regionally significant experiences:
 - » The Rock / Kengal Aboriginal Place (National Park and Observatory)
 - » Spirit of the Land Lockhart Festival (Event)
- Some of the other key attractions found in the Local Government Area include:
 - » Green's Gunyah Museum
 - » Doris Golder Wool Art Gallery
 - » Lockhart Sculpture & Tower Art Trail

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – strategic development of tourism product at The Rock Nature Reserve / Kengal Aboriginal Place and surrounds – this includes nature walks, Indigenous experiences, observatory experiences and events
- Product development – major visitor-attracting infrastructure development within the Lockhart Shire Region

Murrumbidgee

Description of the area

Murrumbidgee Council was formed in 2016 from the merger of the Murrumbidgee Shire with the neighbouring Jerilderie Shire. The combined area comprises 6,880 square kilometres and covers the towns of Coleambally, Darlington Point and Jerilderie and the surrounding cropping and pastoral areas. The population of Murrumbidgee Shire was 3,353 in 2021.

- Some of the key attractions found in the LGA (recognised by DRM as regionally significant experiences) include:
 - » Altina Wildlife Park
 - » Taste Coleambally – Food & Farm Festival (Event)
 - » Darlington Point Caravan Park
- Some of the other key attractions found in the Local Government Area include:
 - » Yarrow Park Olive Grove and Vineyard
 - » Community Experimental / Demonstration Farm
 - » Coleambally Irrigation Cooperative Waterwheel Display
 - » Wiradjuri Walk (Indigenous themed)
 - » Goanna Walking Track (Indigenous themed)
 - » Willbriggie Regional Park (river front beaches)
 - » Lake Jerilderie
 - » The Ned Kelly Raid Trail 1879
 - » Warangesda Festival

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Murrumbidgee (continued)**Priority projects**

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product Development – nature and outdoor product development including Altina Wildlife Park improvements
- Accommodation – Darlington Point Caravan Park redevelopment and a targeted increase in short and long-term accommodation options for visitors, including for events

Narrandera**Description of the area**

Narrandera Shire is centrally located at the junction of the Sturt and Newell highways, and at the gateway to the productive Murrumbidgee Irrigation Area. The shire had a population of 5,698 in 2021, and includes the local centre of Narrandera and the smaller towns of Barellan, Grong Grong and Binya, which are supported by the shire's close proximity to the regional cities of Griffith and Wagga Wagga.

- The following are recognised by DRM as regionally significant experiences:
 - » Lake Talbot Water Park
 - » Sandhills Artefacts
 - » Barellan Good Old Days Festival (Event)
- Some of the other key attractions found in the Local Government Area include:

<ul style="list-style-type: none"> » Narrandera Nature Reserve is part of the Murrumbidgee Valley National Park » Wiradjuri Honour Wall » Narrandera Bike and Hike Track » Two Foot Heritage Walk (self-guided) 	<ul style="list-style-type: none"> » Parkside Cottage Museum » Narrungdera Earth Fest » Narrandera Koala Fest
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Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – development of products and experiences related to the koala population in the Narrandera region, as well as enhanced Indigenous cultural tourism experiences
- Events – further development of visitor attracting events including the Narrungdera Earth Fest Indigenous Festival

Snowy Valleys**Description of the area**

Snowy Valleys Council area is located on the south-western slopes of the Snowy Mountains, about halfway between Sydney and Melbourne. Snowy Valleys Council formed in 2016 with the merging of Tumut and Tumbarumba Shires. With a population of 14,891 in 2021, the council area now includes the local centres of Tumut and Tumbarumba, along with other smaller towns and villages including Batlow, Adelong, Talbingo, Brungle, Cabramurra, Khancoban, Jingellic, Rosewood, Tooma and Laurel Hill. Communities to the south of the local government area have established cross-border connections with Victoria and rely on some Victorian services.

There are significant opportunities for Snowy Valleys given its proximity to Canberra and Wagga.

The Snowy Valleys region was significantly affected by the Black Summer Bushfires in 2019 and is still recovering.

The Snowy Valleys is the only alpine region in the Riverina Murray.

- The following are recognised by DRM as regionally significant experiences:

<ul style="list-style-type: none"> » Kosciusko National Park » Yarrangobilly Caves & Thermal Pool » Nimbo Fork Lodge & Three Blue Ducks Dining » Snowy Valleys Sculpture Trail » Courabyra Winery » Snowy Valleys Rail Trail (Tumbarumba to Rosewood) » Blowering Dam 	<ul style="list-style-type: none"> » Blowering Dam » Tumut River Brewing Co » Hume & Hovell Track » Batlow Ciderfest (Event) » Winter Bites Festival (Event) » Tumbafest (Event) » Mt Selwyn Snow Resort
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Snowy Valleys (continued)

- Some of the other key attractions found in the Local Government Area include:
 - » Our Snowy Tours
 - » Nest Café & Cinema
 - » Allegiance Wines
 - » Ladbrooken Distillery
 - » Truenorth Helicopter Tours
 - » Adelong Falls
 - » Khancoban Pondage
 - » Talbingo Village
 - » Paddys River Falls
 - » Elm Cottage
 - » The Coffee Pedaler
 - » Aussie Fly Fisher – Trout Drifting
 - » Bicentennial National Trail (Section 11)

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Development of the Hume & Hovell Track (for inclusion in the Great Walks of Australia collective)
- Sealing of Brindabella Rd between Tumut and the ACT border
- Apple Thief Cider House (Batlow)
- Gudja Gudja Mura Indigenous Songlines Trail (Tumbarumba)
- Growth and Development of the Snowy Valleys Winter Festivals Season
- Support of key projects identified in the Snowy Valleys Regional Tracks and Trails Masterplan (due Dec 2022)
- Leveraging of opportunities created by the Snowy Mountain Special Activations Precinct (SAP)
- Mountain Bike Trails in Tumbarumba and Talbingo

Cross Border Priorities

- The Man from Snowy River Bush Festival – Corryong/Towong

Temora**Description of the area**

Temora Shire is located approximately 400 kilometres south-west of Sydney and approximately 80 kilometres north of Wagga Wagga. Major industries include agriculture and aviation. Temora Shire had a population of 6,034 in 2021 and includes the local centre of Temora and the villages of Aria Park, and Springdale. It is situated on the Burley Griffin Way linking Canberra and Griffith and the Goldfields Way which link Albury and Wagga Wagga to the Newell Highway.

- The following are recognised by DRM as regionally significant experiences:
 - » Temora Aviation Museum
 - » Warbirds Downunder (Event)
 - » Canola Trail (shared with Junee and Cootamundra)
- Some of the other key attractions found in the Local Government Area include:
 - » Lake Centenary
 - » Bundawarra Centre (rural museum and Temora Ambulance Museum)
 - » Aria Park (heritage village)

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – Temora Railway Precinct development including Pardey & Co Flour Mill and Railway Station and historic hotel redevelopments
- Trails/Routes – continued development of touring routes and trails, and associated experiences between neighbouring towns and shire
- Events – continued expansion of events including the Temora Aviation Museum and Lake Centenary events

Riverina Murray Destination Management Plan

Wagga Wagga**Description of the area**

Wagga Wagga (informally called Wagga) is the largest inland regional city in NSW. With an urban population of more than 67,609 (2021 Census), Wagga is located midway between Sydney and Melbourne. It is also the largest retail, commercial, administrative and population centre in the Riverina Murray, servicing the needs of surrounding settlements in a catchment of over 185,000 people. Its significant economy relies on agriculture, health, defence forces and education. The intermodal hub and special activation precinct (SAP) planned for Wagga means that it will continue to grow in population and servicing requirements.

- The following are recognised by DRM as regionally significant experiences:
 - » Bundy Cultural Tours
 - » National Art Glass Gallery
 - » Gears & Bears (Event)
 - » Festival of W (Event)
 - » Wagga Gold Cup (Event)
 - » Food I Am
 - » Wagga Beach
 - » The Charles Restaurant
- Some of the other key attractions found in the Local Government Area include:
 - » Borambola Wines
 - » Boutique Wines by Charles Sturt University
 - » Bidgee Strawberries and Cream
 - » Cottontails Winery
 - » Wollundry Olives
 - » Fitzmaurice Café
 - » Uneke Lounge
 - » Meccanico
 - » Pastorale
 - » Thaigga
 - » Thirsty Crow Brewing Co.
 - » Wiradjuri Trail
 - » Ashculme Textiles
 - » Little Bunda Cottages
 - » Mates Gully Café and Boutique Accommodation
 - » Rosewood Cottage
 - » The Houston Wagga
 - » Wagga Food & Wine Festival
 - » Spring Jam

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Product development – continued development of Indigenous visitor experiences including cultural tours and experiences along the Wiradjuri Trail
- Events – attract and host State / Nationally significant sporting events, arts & cultural tours and festivals
- Product development – development of high-quality culinary and agritourism experiences in Wagga and surrounds

Cross-border local government areas co-supported by Murray Regional Tourism

The region has a significant area represented by cross border communities that sets it apart from other NSW Networks. This section captures the shortlisted projects proposed in the local government areas that make up these cross-border communities, that are co-supported by Murray River Tourism.

Albury

Description of the area

Albury, together with the neighbouring Victorian city of Wodonga, functions as a single economic centre, with employment, investment and services accessed across both locations. With a population of 56,093 in 2021, Albury services an extensive catchment of approximately 200,000 people. It provides higher-order services, including for business, office and retail uses, and arts, culture, recreation, and entertainment, which support the needs of smaller settlements across the region and in cross-border communities.

The following are recognised by DRM as regionally significant experiences:

- » Murray Art Museum Albury (MAMA)
- » Write Around the Murray (Event)
- » Circa 1928
- » Wagirra Trail and Yindyamarra Sculpture Walk
- » Wonga Wetlands
- » Canvas Eatery
- » Albury Gold Cup Carnival (Event)
- » Lake Hume
- » Murray River Experience (incl. Noreuil Park, Riverside precinct and The River Deck)
- » Harris Farm Markets
- » Yardbird
- » Lavington Sports Ground
- » Albury Botanic Gardens
- » Albury Railway Station and Historic building

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Implementation of Albury City Council masterplans including the Cultural Precinct Masterplan, Wonga Wetlands Masterplan, Murray River Experience Masterplan, and Albury Botanic Gardens Masterplan.
- Lake Hume – visitor experience development – and cruising and houseboats
- Agritourism, working small farm, on-site dining
- Redevelopment of major centres to attract more visitors to the region, including the Lauren Jackson Sports Centre and the Albury Entertainment Centre

Cross Border Priorities

- Bonegilla Migrant Experience – Wodonga
- Gateway Island Development – Wodonga

Balranald

Description of the area

Balranald Shire is located on the Sturt Highway and includes the townships of Balranald and Euston, as well as the outback town of Penarie. The Shire has an area of 21,693km² and a population in 2021 of 2,208 people.

The area supports irrigated agriculture linked to the Murray and Darling rivers, including horticultural and viticultural industries such as grapes, citrus and nuts, as well as broadacre cropping, meat and wool production, and organic farming. There is an emerging mineral sands mining industry.

Balranald is the primary gateway to Mungo National Park.

Riverina Murray Destination Management Plan

Balranald (continued)

Some of the key attractions found in the Local Government Area include:

- » Balranald Discovery Centre
- » The Old Gaol
- » Balranald Art Gallery
- » Swing Bridge and Nature Walk
- » Heritage Trail, Funky Frog Trail
- » 5 Rivers Outback Festival (Event)
- » Mungo National Park
- » Yanga National Park, Historic Shearing Shed and Homestead
- » Outback Pubs (Homebush Hotel, Kyalite Hotel)
- » Euston Club Resort

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Continued development of Yanga NP as a tourism destination
- Sealing of Arumpo Road to Mungo National Park (joint project between Balranald and Wentworth to increase visitation to the region, especially among drivers not keen on an unsealed road)
- Development of Aboriginal Tourism via interpretation, signage, and tours.

Cross Border Priorities

- Mallee Almond Blossom Festival – Robinvale
- Ostra Distillery Visitor Experiences - Robinvale

Berrigan**Description of the area**

Berrigan Shire is located in the south of the region, midway between Albury and Echuca. The shire had a population of 8,665 in 2021.

Less than 300 kilometres from Melbourne, the towns of Barooga, Berrigan, Finley and Tocumwal offer a range of recreation and sporting facilities. Lifestyle activities and opportunities in towns adjoining the Murray River have promoted continued population growth.

Some of the key attractions found in the Local Government Area include:

- » Tocumwal Historic Aerodrome / Aviation Museum
- » Barooga & Tocumwal Golf Clubs and sporting facilities
- » Museums in Berrigan, Finley and Tocumwal
- » Strawberry Fields and Good Times Festivals
- » Finley Rodeo and Annual Tractor Pull (Event)
- » Cobba Paddleboat & Thompsons Beach

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Growth in Aviation Tourism - Adventure Flights - Flight based accommodation - aviation-themed product and marketing development. Aligned and additional to Stage 2 of Tocumwal Aviation Museum and WAAF creek Walk project
- Murray River Festival of Golf (involved 3 National events and gained international coverage - promoted and grew the brand of golf right along the Murray River)
- Bullanginya Arts Walk (Cobram Barooga, consolidating and redevelopment of Existing Nature Based Attractions - Bullanginya Arts Walk)

Cross Border Priorities

- Kennedy Park & Thompsons Beach development – Cobram/Moira

Edward River

Description of the area

The Edward River Local Government Area covers the urban area of Deniliquin and surrounding area to the north and west. Edward River Council had a population of 8,456 in 2021. The council area supports both dryland and irrigated agriculture, with one of the most extensive high water irrigation areas in NSW, including significant production of rice and winter cereals, and sheep farming.

The Deni Ute Muster is an iconic Australian event held outside Deniliquin each year.

Some of the key attractions found in the Local Government Area include:

- » Edward River
- » BIG4 Deniliquin
- » The Depot
- » The Deni Ute Muster (Event) + Museum
- » Murray Darling Scenic Flights
- » North Bundy Station Stay
- » The Crossing Café
- » Peppin Heritage Centre

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Implementation of Peppin Heritage Centre Masterplan (new and enhanced displays, new accessible multi-media exhibitions, improved accessibility)
- Development of agritourism experiences
- Yarkuwa Indigenous Knowledge Centre (tours through the Island Sanctuary to share info about traditional plants)

Federation

Description of the area

Federation Council is centrally located in the heart of the Riverina on the Murray River and is home to the local centres of Corowa and Urana and the smaller towns of Howlong and Oaklands. The council area sits between the regional cities of Albury and Wagga Wagga and had a population of 12,899 in 2021.

It is unique in the region for its extensive lake systems.

Some of the other key attractions found in the Local Government Area include:

- » Lake Mulwala
- » Mulwala Golf Resort, Australia's largest public access golf resort
- » Corowa Whisky & Chocolate Factory
- » Circa 1936
- » The Sienna Daisy, PS Cumberoona & MV Paradise Queen
- » Club Mulwala
- » Blacksmith Provedore
- » Mulwala Water Ski club
- » Mulwala Sports Fishing

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Murray Valley National Park and Cultural Walk
- Urana Lake Master Plan (to consider, among other matters, potential commercial development and management of water supply within the Lake)
- Corowa Eco Tourist Resort (The development of a mixed use resort including glamping, caravan park and self-contained with potential for school groups. This would take advantage of a river setting and environmental values)
- Corowa Whisky (Business Event Development and Visitor Experience enhancement)

Cross Border Priorities

- Yarrawonga Airport upgrade – Moira
- Rutherglen Winery Experiences - Indigo

Riverina Murray Destination Management Plan

Greater Hume

Description of the area

Greater Hume Shire is located between the regional cities of Albury and Wagga Wagga and had a population of 11,157 in 2021. The shire is home to the local centre of Holbrook, as well as several smaller towns, including Culcairn, Henty, Jindera and Walla Walla. The towns and villages play a key role in servicing traffic between regional and metropolitan centres, while also servicing surrounding agricultural industries. The shire's strategic location between Albury and Wagga Wagga creates opportunities for both economic and population growth.

Some of the key attractions found in the Local Government Area include:

- » The Ten Mile
- » Flyfaire Wines
- » The Holbrook Submarine precinct
- » Woomargama National Park
- » Hume and Hovell Track
- » Captain Morgan's Lookout
- » Lake Hume
- » Henty Machinery Field Days (Event)

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Hanel's Lookout at Woomargama National Park (development of Hanel's Lookout at Woomargama National Park along with broader development of visitor attractions within the National Park)
- Hume and Hovell Track development (development and connection to Murray River Adventure Trails)
- Greater Hume Museum Trail and Reinvestment (implement strategy actions to invest in visitor experiences of the 11 museums across the region and development of touring route to link experiences)
- National Park - indigenous product / wildflower tours
- Cruises on Lake Hume

Murray River

Description of the area

The Murray River Council area is one of the largest geographically in the Riverina Murray region and is located on the NSW-Victorian border. It had a population of 12,850 in 2021. The local centre of Moama, together with its Victorian neighbour Echuca, service a population of well over 20,000 people. Other smaller towns and villages in the council area include Mathoura, Bunnaloo, Womboota, Cummeragunja, Barham, Moulamein, Wakool, Tooleybuc, Murray Downs, Caldwell, Koraleigh and Goodnight.

Located on the Cobb Highway just three hours from Melbourne, the area is also serviced by rail transport. Moama is serviced by daily passenger bus (via Echuca) and rail connections to Melbourne and many regional cities and local centres.

Tourism is a strong economic driver, and the area is a popular destination for visitors with attractions including the Murray River and other natural watercourses, red gum forests, the historic port of Echuca and a number of cultural and recreational events.

Some of the key attractions found in the Local Government Area include:

- | | |
|-------------------------------------|---------------------------------|
| » Morrisons Winery & 1710 Brew Co | » Rich River Golf Club |
| » Riverboats Music Festival (Event) | » Five Mile Mountain Bike Trail |
| » Southern 80 (Event) | » Moama Lights (Event) |
| » Winter Blues Festival (Event) | » Long Paddock Touring Route |
| » Perricoota Wine Region | » Mathoura Heritage Trail |
| » Pop and Pour (Event) | » Mooloomoon Shearing Shed |
| » Restdown Wines | » Moulamein Heritage Precinct |
| » The Timbercutter Mathoura | » Barmah National Park |
| » Murray River Paddlesteamers | » Kingfisher Cruises |
| » Moama Bowling Club & The Junction | |

Murray River (continued)

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Moama Bowling Club Resort Development (4 to 4.5 star resort style accommodation consisting of 65 luxury rooms. The development will also include a restaurant and bar plus conference rooms. Complementing the accommodation will be four resort style pools in addition to a spa and recreation facility)
- Timbercutter Eco-accommodation (expansion of the Timbercutter restaurant and function venue to include additional accommodation and walking tracks and viewing platforms of the Edward River)
- Bridge Arts Project (contemporary arts / cultural precinct including indoor and outdoor gallery and arts walk highlighting pre and post settlement connecting the Meninya Street to the Murray River. Incorporating Meninya Street Masterplan Implementation Project)
- Moama Lights – event expansion
- Moulamein Heritage Precinct Development

Cross Border Priorities

- Barmah Forest National Parks Experience – Moira
- Australian Star Paddlesteamer – Campaspe
- Echuca Airport Redevelopment – Campaspe
- Echuca Visitor Events Precinct Plan - Campaspe
- Gunbower Tourism Investment Masterplan - Gannawarra
- Koondrook Butter Factory Arts Precinct and Murray River Brewery - Gannawarra
- Pental Island Wildlife Reserve – Swan Hill
- Lake Tyrell Visitor Dispersal Project – Swan Hill

Wentworth

Description of the area

Wentworth Shire is located just north of Mildura, adjacent to the Murray and Darling Rivers. The Shire's main roads are the Sturt and Silver City Highways. The Shire comprises some 26,269km² and its main towns are Wentworth, Buronga, Gol Gol, Dareton and Pooncarrie. The Shire had a population of 7,453 in 2021.

The town is serviced by regular passenger air services to Sydney, Melbourne, Broken Hill and Adelaide, which are available from Mildura.

Some of the other key attractions found in the Local Government Area include:

- » Trentham Estate Winery & Restaurant
- » Junction of the Darling and Murray Rivers
- » Perry Sandhills
- » Old Wentworth Gaol
- » Barkindji Wiimpatya Murra Centre (Bmeet)
- » Lock 10 & Weir Restaurant
- » Wentworth Military Museum
- » PS Ruby Wentworth
- » Pooncarrie Races
- » Pooncarrie Outback Pub

Priority projects

The priority projects to grow the visitor economy in the local area have been identified as being:

- Wentworth Eco Resort Development (Trentham Waters)
- Light/State (Bruce Munro Light Installation, a joint project with Mildura)
- Criterium/HPV track
- Astronomy Park currently in the planning stage due to Gov Grant, part of the Darling River Run
- Remarketing of the Murray Darling Wine region as a premium wine region

Cross Border Priorities

- Interstate Rail Connectivity project
- Agritourism opportunities (Mildura is Australia's most valuable agricultural region)
- Houseboat & River Cruise development

Appendix 8: NSW Government Cost Benefit Analysis

ASSESSMENT CRITERIA

The NSW Government uses Cost Benefit Analysis to assess the social, economic and environmental impacts of infrastructure proposals including visitor economy infrastructure. Where feasible, Cost Benefit Analysis will be used to prioritise proposals. The following considerations are designed to help guide prioritisation and decision-making.

ASSESSMENT CRITERIA	KEY CONSIDERATIONS
Creates growth opportunities from domestic and international markets	<p>Facilitate growth in demand and address capacity constraints to develop a nationally and globally competitive visitor economy.</p> <ul style="list-style-type: none"> » The investment addresses identifiable capacity constraints or supports growth in demand as informed by national and international benchmarking, Regional Economic Development Plans and Destination Management Plans. » The investment supports the 2030 Visitor Expenditure Targets and aligns with the Sydney and NSW brand.
Supports a prosperous NSW	<p>Create economic benefits that outweigh the economic costs.</p> <ul style="list-style-type: none"> » The investment generates economic benefits either in the form of increased tourism expenditure, which benefits NSW economy through higher employment and value added. » The investment generates economic benefits for local residents through access to additional infrastructure and amenities. » The investment generates increased opportunities for direct and indirect employment. » The economic benefits outweigh the costs to the government of supporting the infrastructure.
Aligns and supports other infrastructure strategies and plans	<p>Recognise alignment and support for other government strategies.</p> <ul style="list-style-type: none"> » Promotes urban and regional development. » Creates sustainable commercial opportunities for indigenous cultural businesses and support Indigenous tourism. » Supports accessible, inclusive, and special interest tourism and encouraging skill development in the sector. » Develops and renew regional government assets. » Aligns with the objectives in REDs, DMPS and local government policies and plans.

ASSESSMENT CRITERIA (continued)

ASSESSMENT CRITERIA	KEY CONSIDERATIONS
Supports equity and access for all	<p>Distribute benefits to disadvantaged and local communities.</p> <ul style="list-style-type: none"> » The infrastructure utilises universal design principles and promotes accessibility. » Promotes increased participation of disadvantaged young people. » Promotes increased participation of Aboriginal people. » Sustains jobs and generates additional jobs in the visitor economy and associated supply chains. » Supports and benefits local groups.
Fosters a sustainable visitor economy	<p>Ongoing financial viability and contribution to a sustainable and resilient visitor economy.</p> <ul style="list-style-type: none"> » The investment generates revenue to support operation and management that is likely to minimise unexpected government outlays. » Promotes year-round visitation and grows capacity to reduce reliance on visitation in peak seasons. » Incorporates environmentally sustainable features (such as renewable energy, waste reduction, water, and energy efficiency). » Improves the public realm and adds to the sense of place and community. » Is built in an appropriate location with appropriate materials and responds to the changing climate including more extreme and frequent natural disasters such as bushfires, flood, coastal erosion and inundation.

Table 14. Assessment criteria for NSW Government Cost Benefit Analysis

Riverina Murray Destination Management Plan



Riverina Murray Destination Management Plan

183 Tarcutta Street
Wagga Wagga NSW 2650

W: www.riverinamurray.com.au

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Destination
Riverina Murray NSW

4.2 DRAFT SWS REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2022 UPDATE**File Number:** REP22/1190**Author:** Economic Development Manager**Authoriser:** Director of Administration & Finance**Attachments:** 1. Draft SWS Regional Economic Development Strategy 2022 Update**REPORT**

In 2018, the NSW Government in collaboration with Councils and communities developed Regional Economic Development Strategies (REDS) for each of the 38 Functional Economic Regions (FER) in NSW. Each REDS sets out a vision for the region, highlights local endowments (strengths), key engine and emerging industries, and details the strategies and enabling actions to help achieve economic growth.

Since 2018, communities across regional NSW have faced significant challenges, including drought, natural disasters, and the COVID-19 pandemic. In response to these events, the NSW Government decided to develop an update for each REDS to ensure that each region has a strong, up to date plan to guide investment, facilitate growth and support job creation.

Between May and July 2022, the Department of Regional NSW (the Department) undertook workshops in each FER to inform the REDS Updates.

The Department is now seeking feedback on the draft 2022 Updates from stakeholders involved in the workshops. See attached.

The Draft REDS Update was produced based on data analysis, input from a stakeholder workshop, council submissions and a business survey to gain local perspectives on the future of the Region. The REDS provides an evidence base to guide governments in making policy and investment decisions to support the growth, resilience, and liveability of Regional NSW.

The Department is seeking written feedback on the draft by **20 October 2022**.

Councillors are encouraged to focus their review on the **Strategies and Enablers** section, which is outlined in the **'Looking Ahead'** part of the draft REDS Update. This is the key part of the REDS Update that outlines the strategic focus and new enablers proposed to guide and support ongoing economic development activities in the SWS region.

The Final REDS Updates will be publicly released by the end of the year. The Updates will be made available on the DRNSW website alongside the 2018 REDS.

COMMITTEE RESOLUTION 72/2022

Moved: Cr Nigel Judd

Seconded: Cr Graham Sinclair

That the Committee resolved to recommend to Council note the draft SWS REDS 2022 Update and provide feedback.

CARRIED

Report by Craig Sinclair

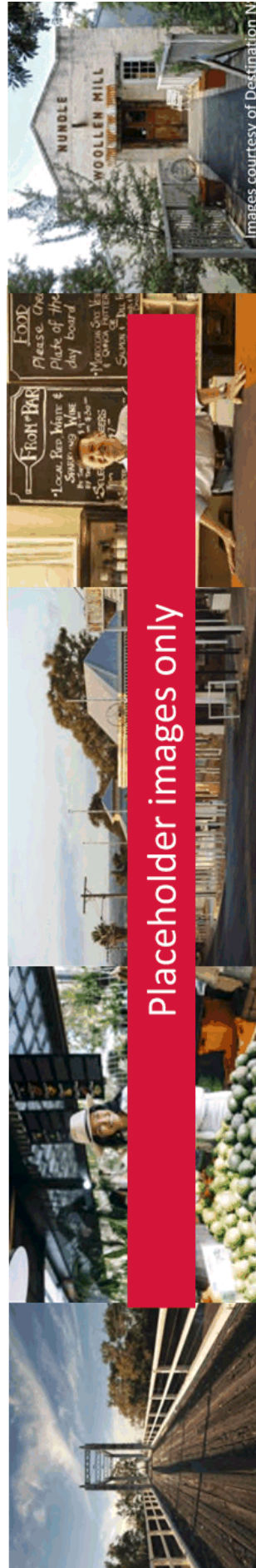
Draft



Regional Economic Development Strategies - 2022 Update

South West Slopes Functional Economic Region

DRAFT



September
2022

Draft



The Department of Regional New South Wales acknowledges that it stands on Country which always was and always will be Aboriginal land. We acknowledge the Traditional Custodians of the land and waters, and we show our respect for Elders past, present and emerging. We are committed to providing places in which Aboriginal people are included socially, culturally and economically through thoughtful and collaborative approaches to our work.

Executive summary – Changes since 2018

Draft



In 2018, the NSW Government developed Regional Economic Development Strategies (REDS) for 38 Functional Economic Regions (FERs) of regional NSW. The REDS provide a pathway for growth of industries that drive the economy and jobs. Since publication, regional NSW has endured shocks including bushfires, floods, COVID-19 and the mouse plague, and significant new economic opportunities have emerged. The REDS Update provides an evidence base to guide governments in making policy and investment decisions to support local growth.

The South West Slopes Region has seen significant investment in major projects since 2018



Joint private and public funding of \$140 million for the CSIRO Boorowa Agriculture Research Station



\$60 million private investment in a free range egg farm



Investment in the \$9m West Wyalong Water Security Project



\$380 million expansion of the Cowal Gold Mine

The South West Slopes Region has seen slight population decline, which brings challenges of its own



- 0.23% population growth since 2018



The proportion of the population over 55 years has increased by 1.1 percentage points since 2018



Housing vacancy rates sit below 1%, with median house prices having risen by 26% since 2018.



Unemployment across the Region is lower than the NSW benchmark, with job vacancies reaching an all time high of 2,450 in November 2021

The Region's key industries (including agriculture, tourism and energy) have remained resilient



AGRICULTURE

+ 7.8% YoY growth from 2011-2020

\$ 594 million GVA in 2020

XX jobs supported in 2021



MINING

- 2.8% YoY growth from 2011-2020

\$ 159 million GVA in 2020

XX jobs supported in 2021



TOURISM

+ 1.8 % YoY growth from 2011-2020

\$ 72 million visitor spend in 2020

XX jobs supported in 2021



ENERGY GENERATION (INCLUDING RENEWABLES)

+ 4% YoY growth from 2011-2020

\$ 159 million GVA in 2020

XX jobs supported in 2021

Employment numbers to be updated following census data release

Draft



Executive summary – 2022 strategies and enablers

Key themes from local consultation

Stakeholders from the South West Slopes Region highlighted increasing the regional housing supply, as well as building resilience and optimising long-term benefits form major projects, as key priorities for the Region.

Housing availability and affordability



Addressing current housing shortages and unaffordability was highlighted as a priority in catering for a growing population and housing key workers associated with industry growth and major project delivery.

Ensuring maximum community return on investment for major projects



A keen desire was expressed around focusing on the distribution of benefits to ensure major projects do not drain skills or resource drain from the South West Slopes region.

Building resilience



Recent shocks have brought the need to build principles of resilience into policy and programs to the forefront of many stakeholders' minds.

2022 South West Slopes REDS Update strategies and enablers

Strategies

Support and grow the agriculture, food production and mining sectors.

Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.

Continue to develop and grow the Visitor Economy.

Enhance the liveability and *improve enabling infrastructure and services to sustainably* grow the population of the South West Slopes.

Monitor impacts of renewable investments to ensure long-term community benefits are generated.

Enablers

Identify opportunities to activate industrial lands and monitor opportunities to leverage upcoming investment in Inland Rail and Wagga Wagga SAP for freight and logistics.

Increase skills base in the agricultural and mining workforce, including priority sectors to support technology adoption and mine expansion projects; and support industry to increase the uptake of agtech and drive innovation through collaboration with CSIRO Agricultural Research Station and Southern NSW Innovation Hub.

Support agricultural businesses through flexible planning controls and collaboration on developing the Region's agritourism offering, the local food and beverage industry, and local events.

Support the diversification of the Region's housing offering to provide sufficient supply, affordability and resilience in order to meet projected growth and workforce needs.

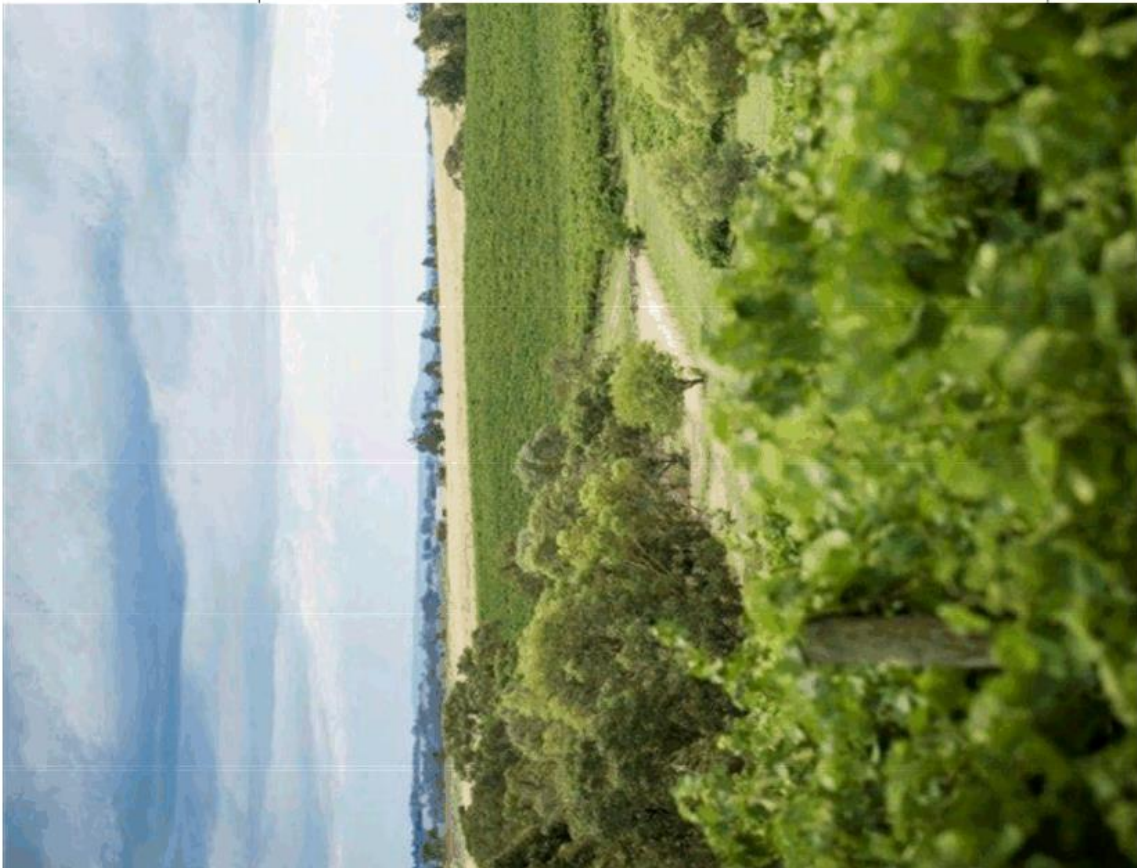
Conduct feasibility studies to identify areas of the Region which can support additional or expanded renewable energy generation and storage projects.

Draft



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Draft



About the South West Slopes REDS Update



Draft



About the Regional Economic Development Strategies Update

The Regional Economic Development Strategies (REDS) were released in 2018 as a means of highlighting the key vulnerabilities and strengths of our regions. Since 2018, the regions of NSW have endured many challenges including drought, bushfires, floods, COVID-19 and the mouse plague. At the same time a range of broader state-wide continue to change the economic landscape across regional NSW. These challenges have altered the landscape of economic development in many regions and created significant new opportunities for growth.

The 2018 Regional Economic Development Strategies (REDS)

In 2018, the NSW Government and local councils developed a series of Regional Economic Development Strategies (REDS) for 38 Functional Economic Regions (FERs) of Regional NSW. Nested within the broader Regional Vision for NSW, the REDS set out a place-based vision and framework for economic development for each FER.

The REDs identify each Region's endowments, industry strengths and specialisations and prepare economic development strategies and actions to leverage these strengths.

Objectives of the Update

- **Highlight progress**
evaluate where and what progress has been made against key strategies and actions contained in each REDS.
- **Capture major changes**
identify and assess the impacts of major changes to regional economies since, including the effect of recent 'shocks', including bushfires, droughts, floods, mice plagues and the COVID-19 pandemic.
- **Identify strategic opportunities**
identify key strategic opportunities and vulnerabilities for engine and emerging industries, as well as local endowments.
- **Develop actionable growth strategies**
develop potential strategies or actions to support economic growth in the relevant FER, with reference to the relevant enablers.
- **Set the foundation for the future**
review, affirm and adjust key economic development strategies to set the foundation and strategic focus for future REDS reviews. A comprehensive process to develop new REDS is intended to be conducted following the release of updated census data in 2022, and a subsequent review of the current Functional Economic Regions.

2018 South West Slopes REDS Recap

In the 2018 REDS, the Region was actively pursuing growth in its key industry specialisations, particularly agriculture, mining, manufacturing, and tourism. Endowments recognised in the document spanned natural, social and infrastructure assets, many of which were central to the Strategy's approach to enabling economic development for the Region. These endowments and specialisations are highlighted on Page 7.

2018 REDS Development Strategies

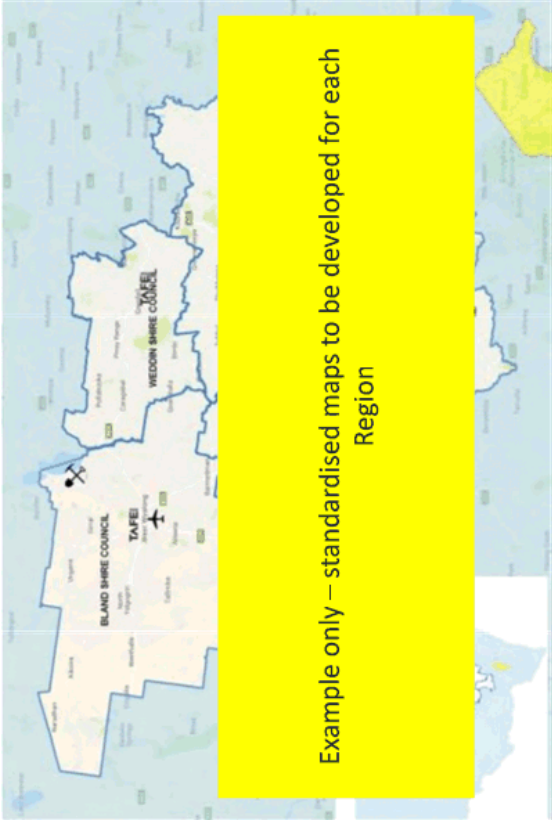
1. Support and grow the agriculture, food production and mining sectors.
2. Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries, as well as business start-ups throughout the Region.
3. Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.
4. Continue to develop and grow the Visitor Economy.
5. Enhance the liveability and grow the population of the South West Slopes.




South West Slope’s unique set of endowments support its dominant specialisations in primary industries

South West Slopes is home to a wealth of physical, institutional, built, and human capital endowments. These endowments play a key role in enabling success and growth across its 2018 industry specialisations of agriculture, mining, manufacturing, and tourism.

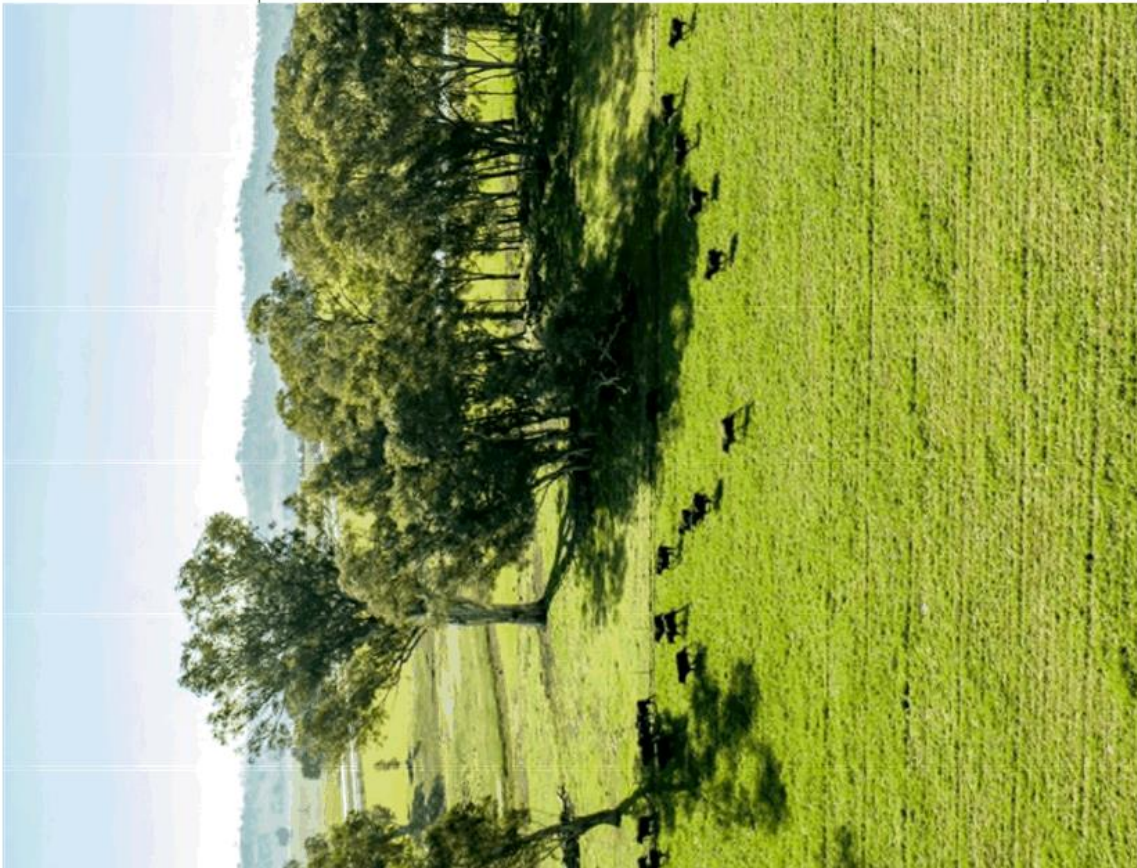
Location

The South West Slopes is an extensive area around the lower inland slopes of the Great Dividing Range. It comprises five Local Government Areas (LGAs) of Bland Shire, Cootamundra-Gundagai Regional, Hilltops, Temora Shire, and Weddin Shire.



2018 REDS Specialisation			
	Agriculture, forestry, and fishing		Manufacturing
	Mining		Tourism
2018 REDS Endowment			
Transport and logistics infrastructure			
Climate			
Natural and mineral resources			
Agricultural infrastructure			
Location			
Lifestyle infrastructure			
Regional airports			
Education infrastructure			
Retiree population			
Local institutions and strong leadership			
Healthcare infrastructure and services			
Cultural heritage			

Draft



The big picture: Shocks and trends impacting South West Slopes

Draft



Successive adverse climate events and the COVID-19 pandemic have challenged the Region since 2018

A sustained period of drought, followed by COVID-19 and the mouse plague, had severe environmental and economic implications for the Region. The COVID-19 pandemic challenged the Region, with local businesses suffering, particularly those in the tourism sector, feeling the impacts of movement and operating restrictions. From the period 2018 to 2022 the region had 7 disaster declarations [12] and received \$1.38m in disaster recovery grants funding. Recovering from these events and developing both industry and community resilience has been a key priority for the region since 2018.

Drought

A large proportion of the Region was affected by drought from 2018 to 2020. [1]

The prolonged drought was a critical issue for farmers and detrimentally affected farmer incomes and agriculture-related businesses. [2]

In September of 2019, the Federal Drought Communities Program extended to cover local infrastructure and drought-relief projects in Bland, Coolamon, Temora, and Weddin Shires. [3]

Mouse plague

In 2021, a mouse plague outbreak impacted the local community and local farmers as mice damaged silo bags and contaminated grain were reported. [4]

Grain productivity was hampered as new crops were jeopardised through mice digging out newly-sown seed. [4]

Floods

Four out of seven natural disaster declarations for the South West Slopes Region since 2018 have been for floods and storms, mainly impacting the Cootamundra-Gundagai Shire. [7]

Flooding events have caused major damage to local infrastructure, particularly surrounding highways and access roads as well as damage to low-lying rural properties.

COVID-19

The COVID-19 pandemic had a notable impact on local businesses in the Region, with 36% of businesses reporting that COVID-19 in general negatively affected their business. [5]

Border closures triggered a skills shortage in the Region as international migration came to a standstill.

Beyond industry impacts, the pandemic also saw a sustained increase in income support recipients, with the number of Jobseeker recipients in the Region rising by 43% from March to June 2020 and health care card recipients rising by 24%. Though the number of support payment recipients has since dropped, rates remain higher than pre-COVID levels. [6]

Meanwhile, border closures between ACT/NSW and VIC/NSW significantly impacted communities and businesses with cross-border connections.

11) Department of Primary Industries (2018 and 2020) NSW Seasonal Updated, from June 2018 to June 2020 [2] Hilltops 2040: Hilltops Council LSPs 2020 – 2040 and Cootamundra-Gundagai Regional Council CSP 2018-28 End of Term Report 2021 [3] The Nationals for Regional Australia, Michael McCormack Media release, <https://www.michaelmccormack.com.au/media-releases/2019/9/27/drought-assistance-funding-for-temora-shire> [4] Cootamundra Times: <https://www.cootatimes.com.au/news/mouse-plague-impacts-farmers-and-households/> [5] Outcomes of DCS March 2022 Business Sentiment Survey, (n = 44)
6) From Regional Knowledge Base, Financial security – income support and welfare. [7] NSW Government, 2022, 'Natural disaster declarations', <https://www.nsw.gov.au/disaster-recovery/natural-disaster-declarations#previous-financial-years>

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Macro trends play a role in shaping the Region's future

Macro trends related to climate and migration have played a significant role in the development of the South West Slopes Region since 2018, and are likely to continue to have a strong influence on its future. With a growing population of remote workers, the impacts of successive natural disasters, and an increasingly central role in the progression to Net Zero, the Region faces both opportunities and risks in building resilience against and leveraging competitive advantage to take advantage of these trends.

Trend

Opportunities and risks



The recent COVID-19 pandemic has accelerated the digital economy in Australia, with increased uptake of remote working arrangements as well as online services such as education and telehealth. [1] As industries diversify and innovate, the need for reliable and efficient telecommunications infrastructure to support business growth and to secure and retain a skilled workforce will be crucial. Investment in improved telecommunications infrastructure since 2018 include five new mobile towers throughout Hilltops and Temora.

- Opportunities to enhance innovation and support growing industries
- Remote working and digital service provision that enables access to a greater labour pool



The continuing spread of urbanisation has seen unprecedented migration to the Region. This is evident in the population shift in 2020-21, with regional NSW gaining an additional 26,800 residents while Sydney declined by 5,200. [2] Migration has led to increased housing pressures and brought and increased demand for metro-competitive services and infrastructure. Additionally, retaining a sufficient working population, especially in healthcare, will also typically requires high-quality placemaking and amenity. [3]

- Population growth in the Region
- Increased housing unavailability and unaffordability.
- Creates greater demand for services, and places pressure on existing infrastructure



The South West Slopes Region can play a significant role in achieving the State's Net Zero targets given its location along the renewable energy 'spine' spanning across south east NSW. With a large availability of rural land, the Region has been home to numerous solar farm in the eastern end of Hilltops since 2018 (see page 14) and will continue to see large-scale investment into renewables such as the planned Boorowa Solar Farm, with construction expected to commence at the end of 2022. [4]

- Opportunity for the Region to leverage its natural endowments to drive investment in new energy generation.
- A core challenge is how the region derives local benefit from new energy generation, especially post construction phase.



The Region has seen a succession of extreme climate events since 2018, including drought and the mice plague brought on by wet conditions after several years of drought. Climate events have had a significant impact on local businesses and industries, particularly within agriculture. With the frequency and intensity of these events projected to increase in coming decades [5], there is a need to enhance climate resilience in the Region. Local stakeholders acknowledged this need, noting that building community resilience in relation to health and wellbeing, alongside that of infrastructure, will be crucial to the Region's future.

- Elevated risk of damage to infrastructure assets.
- Rising uncertainty presents an opportunity to improve supply chain resilience in agriculture and energy industries.
- Rising uncertainty places upward pressure on inflation, driving up input costs.

[1] AIHW, 2021 <https://www.aihw.gov.au/getmedia/66f6c472-fc03-4712-9325-c74b65c591e1/Impacts-of-COVID-19-on-Medicare-Benefits-Scheme-and-Pharmaceutical-Benefits-Scheme-quarterly-data.pdf.aspx?inline=true>
[2] ABS, 2022 https://www.abs.gov.au/media/centre/media_releases/more_growth_regions_during_pandemic [3] Nissen et al., 2020: <https://sustainableearth.biomedcentral.com/articles/10.1186/s42055-020-00039-w> [4] DPi Planning Portal, Boorowa Solar Farm, <https://dp-planningportal.nsw.gov.au/planning-panel/boorowa-solar-farm> [5] AdaptNSW, 2022: <https://www.climatechange.environment.nsw.gov.au/climate-change-will-exacerbate-natural-disasters-including-flooding>

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Responding to change: Investments and actions since 2018








Draft







Strong progress has been made against the original REDS directions, with further action needed in enhancing enabling infrastructure

The South West Slopes Region has benefited from Council-led policy initiatives since 2018 which have directly addressed the strategic directions outlined in the REDS document, with particularly strong progress made against enabling engine industry and population growth. Looking ahead, greater focus on developing community infrastructure and infrastructure resilience will be needed.

The 2018 South West Slopes Regional Economic Development Strategy sets out the long term economic vision for the FER and is focused around four core strategies:

1. **Support and grow the agriculture, food production and mining sectors.** 
2. **Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries, as well as business start-ups throughout the Region.** 
3. **Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.** 
4. **Continue to develop and grow the Visitor Economy.** 
5. **Enhance the liveability and grow the population of the South West Slopes.** 

Since 2018, local councils, state government and other organisations have worked together to advance new and renewed strategies including that support the strategic priorities of the REDS :

- **The Bland Shire Housing Strategy and Temora Residential Lands Strategy** provides a long-term planning framework to ensure sufficient housing stock into the future and facilitate a greater mix of housing types reflective of the needs of their respective communities and the workforce. 
- **Temora Shire Local Planning Statement** sets a framework to meet support growth in population and industries by outlining key strategic priorities to invest in enabling infrastructure, protect the local environment, and activate industrial and commercial areas in order to catalyse growth in agriculture and tourism. 
- **Hilltops Waste Management and Resource Recovery Strategy** outlines a clear direction for the minimisation, management, and education around waste and recycling for the industries such as manufacturing and for the benefit of the local community. 
- **Riverina Murray Destination Management Plan** guides investment and ongoing efforts to stimulate growth in the visitor economy, outlining strategic cross-border projects and regional positioning projects. 

Whilst it is clear that the Region has made progress against the strategic direction of the 2018 REDS, the need to **boost resilience and support the long-term recovery of the Region's communities and industries** may be seen to require additional focus. This is particularly critical in guiding the spending of over \$1.38m in disaster preparedness funding granted to the Region since 2018. Ensuring allocation of this funding is guided by a cohesive overarching strategy will be integral to ensuring the long-term resilience of the Region.

13

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Investment since 2018 has focused on developing infrastructure to support local industry growth and community lifestyle

Since 2018, the Region has seen significant local, state and federal funding, as well as private investment, focused on developing infrastructure which supports local industry, such as transport infrastructure, solar farms, and agricultural research facilities. Grant funding has played a key role in delivery of these projects.

Major private investment since 2018		
Investment	Estimated investment value	Relevant REDS Strategy
1 Free range egg farm	\$60 million	
2 Southern NSW Innovation Hub (public & private investment)	Unknown	
3 Expansion of Cowal gold mine	\$380 million	
4 Three solar farms in Hilltops	Unknown	
5 CSIRO Boorowa Agriculture Research Station (public & private)	\$150 million	
6 BNB corporate farm	Unknown	

Major public investment since 2018		
Investment	Estimated investment value	REDS Strategic themes
1 Upgraded rail siding	Unknown	
2 West Wyalong Water Security Project	\$9 million	



The Region has seen \$23 million in grant spending since 2018, with a further \$58 million committed. Key programs in the region have included the Stronger Country Communities Fund, which saw \$20.5 million spent and \$30.9 million committed in projects ranging from the redevelopment of an aquatic centre to other park and recreational facilities.

Regional Grants Program Funding

Grant category	Approved funding	Expenditure to date
Disaster preparedness	\$2.29 million	\$1.38 million
Economic	\$14.7 million	\$0.29 million
Communities	\$41.1 million	\$21.6 million

14

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South West Slopes today: 2022 regional economic snapshot



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South West Slopes' is projected to shift to a period of stabilisation and potential growth

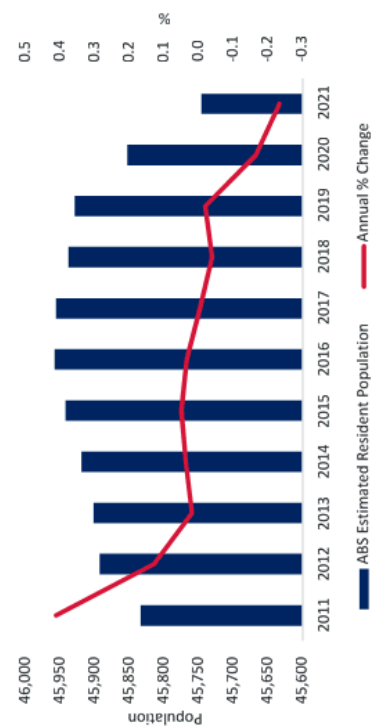
As the Region is expected to experience population stabilisation and future growth, alongside an existing large retiree population, there is a need to develop enabling infrastructure such as utilities, lifestyle amenities and sophisticated healthcare and social services to support the needs of the community. This will bring an increased focus on growing its skilled workforce in a way that is sustainable and practical for the Region to cater to increased demand in services.

Population growth

The Region saw steady population decline from 2019 to 2021, with the overall population declining by -0.4% between 2018 and 2021. However, the regional population is expected to stabilise and remain positive going forward^[1].

It is important to ensure sufficient housing and basic population-serving infrastructure and services are in-place to support and maximise this growth.

South West Slopes FER population growth, 2011-2021



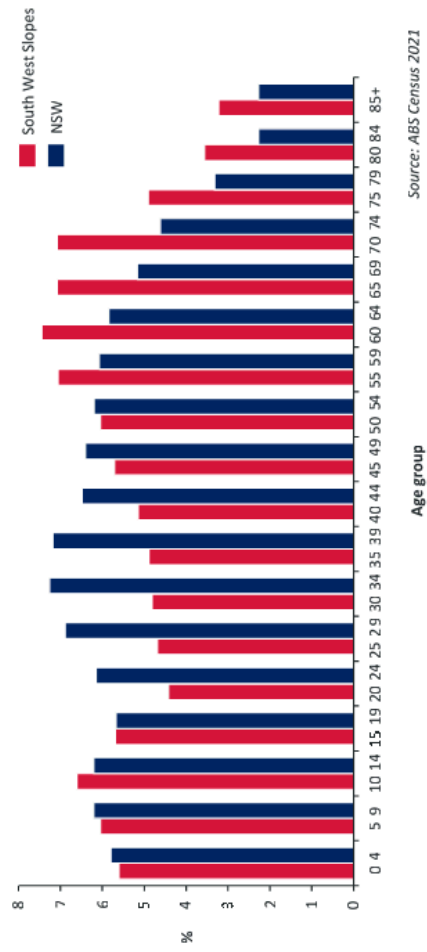
Source: Planning Assumptions 2022

Demographic challenges

As of 2021, the proportion of the Region's population over-55 was 10% higher than the NSW average, representing a structural ageing population for the Region. The Region has historically had a high retiree population.

A key challenge will be maintaining sufficient workforce training and skills development to match the demand for labour in the key areas of health care, engineering trades and administrative support services (see page 18).

South West Slopes population by age, 2021



Source: ABS Census 2021

Draft



The availability of rental housing as tightened significantly, accompanied by steadily rising house prices

The Region has faced a steep decline in housing availability and affordability since 2018. This is particularly concerning given projected population growth in the Region (see page 16), as well as increased worker housing (and tourist accommodation) demand brought about by planned major projects such as the Rye Park Wind Farm. Ensuring adequate and accessible housing supply will be critical in enabling the delivery and long-term success of these projects.

Housing availability

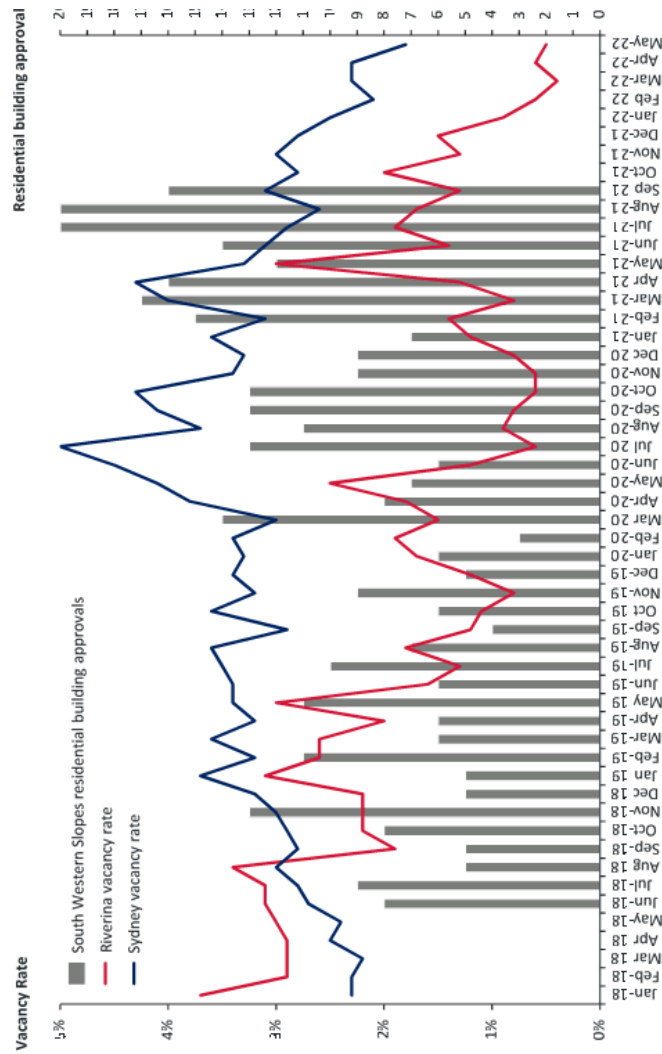
Residential vacancy rates in the Region have dropped from 1.5% in March 2020 to 0.5% in January 2022, with COVID-related migration of remote workers to the Region likely a key factor.⁴ As with much of regional NSW, this heightened demand has seen growth in house prices. House prices in the South West Slopes region have risen by 26% in the period Jan 2018-July 2021, significantly outpacing the broader NSW benchmark of 13%.

While there is always a degree of lag between supply and demand for housing, there is a need to ensure that state and local planning systems (and other land development enablers such as infrastructure provision) are appropriately calibrated to keep pace with projected demand for housing.

Housing affordability

Between October 2019 and July 2021, median dwelling prices in the Region increased by 17%, from \$239,600 to \$279,850. This affordability issue has the potential to constrain the ability for the region to attraction and retain key workers, which can have implications for major project delivery and overall economic growth prospects.

Riverina residential vacancy rate



⁴ Demographic shift to be validated following release of 2021 census data

Source: REINSW 2022. Note: REINSW vacancy data collection is not aligned with the FFR boundary map, resulting in an overlap with other FFRs. These results are therefore intended to provide an indication of housing vacancies in the region noting the limitations aforementioned.

Draft



Lowering unemployment and a surge in job vacancies highlights a tightening labour market in South West Slopes

A constrained labour market has been a key issue for the South West Slopes Region since 2018, with job vacancies more than doubling across this period in spite of major shocks to industry (see Page 11). The Region identified a need to further develop skilled workforce attraction and retention initiatives in the 2018 REDS.

Employment

As of December 2021, most of the South West Slopes region was experiencing lower unemployment rates than the NSW benchmark of 5%, with Bland at 1.4%, Cootamundra-Gundagai at 2.1%, Temora at 2%, and Weddin at 1.8%. Unemployment in Hilltops Shire reached 8% in December 2021, consistent with historical trends as Hilltops has always experienced higher unemployment rates than the rest of the region. Throughout the pandemic, the Region's unemployment has mostly decreased and remained significantly below the NSW average.

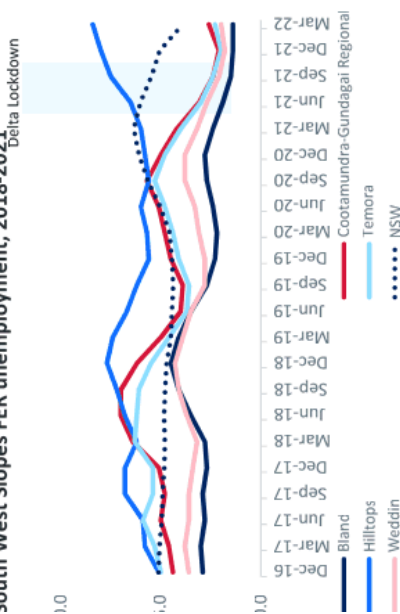
Job vacancies in the Riverina & Murray region have climbed to reach a record 2,450 in November 2021, having risen significantly from approximately 1,027 in December 2018. Occupations with particularly acute need for workers include medical practitioners and nurses, administrative, automotive and engineering, and sales. This represents a particular challenge for a Region facing population growth and an ageing population, both of which bring about increased demand for health and care services.

First Nations Economic Development

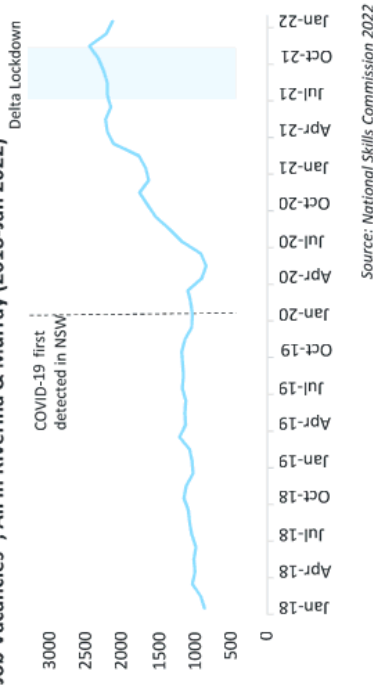
- In 2016, the Aboriginal and Torres Strait Islander unemployment in the region was sitting at 16.8%, higher than the NSW state-wide indicator of 15.5 %.

- [DN: This section will be further developed once census 2021 data is available, and, where possible, supplemented with insights from First Nation stakeholder consultations]

South West Slopes FER unemployment, 2018-2021



Job Vacancies*, All in Riverina & Murray (2018-Jan 2022)



Source: National Skills Commission 2022

* The regional NVI – National Skills Commission job vacancy data collection is not aligned with the FER boundary map, resulting in an overlap with other FERs. These results are therefore intended to provide an indication of job vacancies in the region noting the limitations aforementioned.

Draft



South West Slopes is a \$2.75b economy, driven largely by its specialisation in agriculture and strong industrial base

In spite of significant shocks since 2018, including bushfires, floods and the COVID-19 pandemic, the South West Slopes region's engine industries have remained a source of stability for the regional economy in maintaining consistent growth.

Engine industries

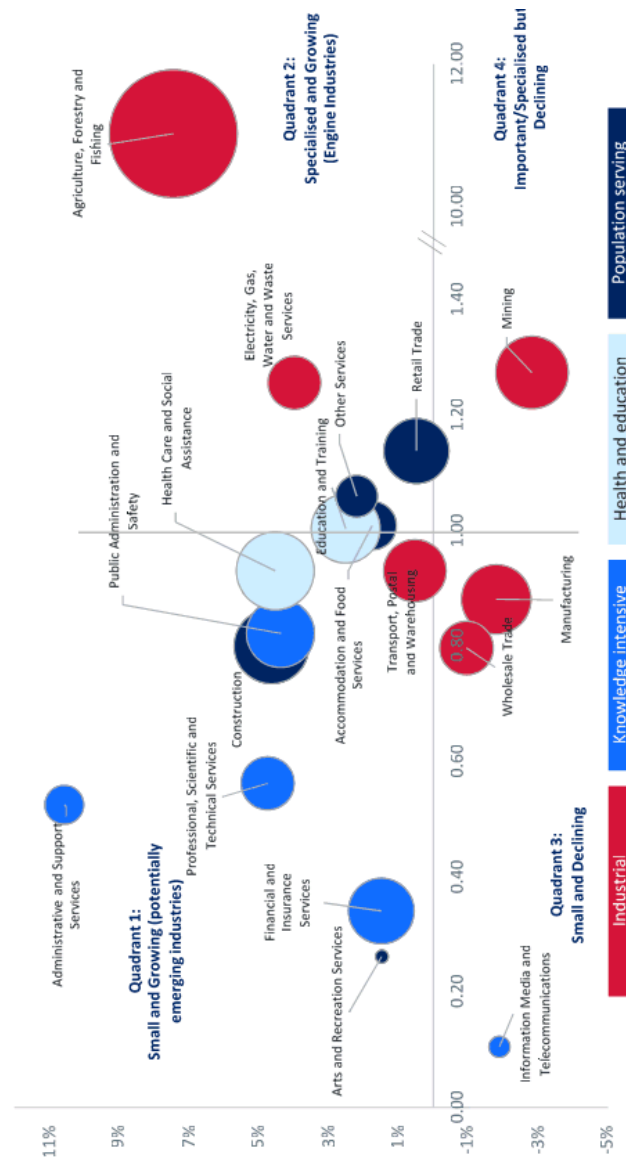
The Region's engine industries have remained consistent since the 2018 REDS, with each demonstrating growth and continuing to make a major contribution to the South West Slopes' regional economy.

Agriculture has continued to be a significant specialisations for the region (LQ of 11.03), generating \$594m in value add to the local economy in 2020. This is driven largely by a strong sheep, grains, beef and dairy sector with an LQ of 16.4, generating 74.8% of the industry's output for the Region.

Mining is the other core pillar of the regional economy with a specialisation (LQ of 1.27), contributing \$159m to the local economy in 2020. Non ferrous metal ore mining is the dominant industry sub-sector with LQ of 13.3, accounting for approximately 80% of the industry's output. In spite of a small reduction in GVA over the past decade, local industry stakeholders have indicated that expansion of operations, including a growing mining workforce, is likely in the short to medium term.

Manufacturing also stands as a key source of economic output for the Region, contributing \$147m to the economy in 2020. The sector is driven by a specialised meat product manufacturing sub-sector with LQ of 7, accounting for 44% of industry output.

Location Quotient Analysis by GVA, 2011 – 2020*



*Whilst the 2018 REDS used employment data as the basis for LQ analysis, the 2022 Update has used Gross Value Add (GVA) data. This allows for a clear demonstration of the changing economic impact of both engine and emerging industries across the regions.

Source: REMPLAN 2011, REMPLAN 2020

19

Draft



In addition to continuing to grow engine industries, the South West Slopes demonstrates strong growth prospects in knowledge-intensive and electricity sectors

Emerging industries for the South West Slopes region remain to be largely in knowledge-intensive and electricity sectors. Supporting growth in these sectors will be key to building a diverse and resilient economy which can support projected population growth whilst maintaining a high standard of liveability.

Emerging industries

The Region's emerging specialisations have remained consistent since the 2018 REDS.

Knowledge intensive industries such as **professional, scientific and technical services**, and **public administration and safety** demonstrated strong annual GVA growth over the past decade, at 10.6%, 4.7%, and 4.4% respectively from 2011-2020. Public administration is driven by local government administration, while growth in professional, scientific and technical is most likely due to increased ag-tech research with the relocation of the CSIRO agricultural research facility.

Energy generation continues to demonstrate strong growth and potential as emerging specialisations for the Region with ongoing large-scale investments in solar and wind farms. The industry is driven by the specialised electricity distribution sub-sector with LQ of 1.7.

Stakeholders have highlighted that the **tourism**^A sector is an emerging specialisation for the region, with recent investments in tourism assets such as the Canola Trail, Temora Railway Precinct, and other lifestyle and cultural products.

Change in Gross Value Added by Industry (%), 2011-2020



Although the mining industry appears to be declining, the sector remains dominant in the Region, having contributed \$159 million to the local economy in 2020. Recent investments in mine expansion will also drive future growth.

Source: REMPLAN, 2020

^A Tourism sector includes accommodation and food services

Draft



In spite of significant shocks experienced since 2018, the South West Slopes has maintained its key endowments, with investment in infrastructure and research facilities becoming additional assets

The 2018 REDS identified the following endowments as underpinning the South West Slopes' economy and regional competitiveness. Despite recent shocks temporarily impacting these endowments, consultation affirmed that they remain core to the Region's economic strengths and specialisations.

- Transport and logistics infrastructure
- Climate
- Natural and mineral resources
- Agricultural infrastructure
- Location (moderate proximity to Sydney, Melbourne, Canberra and other regional centres)
- Lifestyle infrastructure
- Regional airports
- Education infrastructure
- Retiree population
- Local institutions and strong leadership
- Health infrastructure and services
- Cultural heritage

New endowments

While not yet reflected in the employment and industry specialisation (LQ) analysis, recent investments and policy efforts have led to the creation of a new endowment which will underpin new economic opportunities and future specialisations.

+ Agricultural innovation facilities

CSIRO agricultural research station and Southern NSW Innovation Hub will catalyse ag innovation capacity



Boorowa CSIRO Agricultural Research Station
Source: CSIRO

Draft



Looking ahead: Strategic opportunities for growth, resilience and liveability

Regional specialisations in primary industries will benefit from increased investment in innovation and enabling infrastructure, as well as protection of rural lands

Draft



Agriculture

GVA (2020, \$m): 594 Employment (2021): **X** LQ score (2020): 11.03
LQ Sheep, grain, beef & dairy (2020): 16.4 LQ Poultry & other livestock (2020): 14.1

Strengths

- Fertile land and geographic co-location to downstream food product manufacturing businesses, and proximity to regional airports.
- Sheep, grain, beef & dairy is the dominant sub-sector, accounting for 74.8% of industry output in 2020. Livestock is also a major export industry for the region.
- Broadacre agriculture has been the key driver of growth, but recent growth has also been seen in intensive and precision agriculture driven by innovation.

Vulnerabilities

- The rising rate of extreme climate events (see page 10) hampering production and farm profitability.
- Farm labour shortage caused by COVID-19 border restrictions as the industry labour pool has traditionally comprised largely of international migrants.
- Increasing subdivision of land for residential developing impinging on agricultural and surrounding industrial lands.
- Digital connectivity issues, particularly around Weddin, may act as a constraint for the adoption and expansion of agtech in the Region.

Opportunities

- Shortage of farm labour has increased the role of automated farming processes and precision agriculture. Investment in agricultural R&D will proliferate the sector, particularly leveraging the new Boorowa CSIRO research station and Southern NSW Innovation Hub.
- Further convergence with manufacturing and meat processing through vertical integration e.g. growth in abattoirs
- Collaboration with tourism sector to develop agri-tourism businesses and products.
- Potential opportunities to leverage adjacent infrastructure investments such as the Inland Rail Project and Wagga Wagga Special Activation Precinct.

Mining

GVA (2020, \$m): 159 Employment (2021): **X** LQ score (2020): 1.27
LQ Non ferrous ore (2020): 13.1 LQ Non metallic mineral (2020): 6.1

Strengths

- The industry is underpinned by the various mineral resource endowments including gold, limestone, silver, tin, and copper.
- Proximity to major road and rail infrastructure, including the Newell Highway, Mid-Western Highway, and Hume Highway, as well as the Lake Cargelligo and Main South rail lines, provides pathways to external markets.

Vulnerabilities

- Susceptibility to supply chain disruptions, fluctuations in input costs, energy supply, and freight costs.
- Workforce shortages and competition with other mining companies for young and skilled talent. Lack of worker accommodation is also an impediment to the mine expansion projects.
- There are significant development pressures including competition for land due to increasing subdivision for residential and lifestyle purposes.

Opportunities

- Approval of underground Cowal Mine expansion which will extend lifespan of mine. Construction will create new job opportunities but will require skilled workforce attraction (e.g. mine engineers) and adequate supply of worker housing.
- Release and activation of fully serviced industrial lands surrounding mining and agricultural lands with transport connectivity and access to utilities including energy and water resources.
- Investment in rail, freight, and road infrastructure to improve ensure efficient access to markets, and potential opportunities to leverage the adjacent infrastructure investments e.g. Inland Rail Project and Wagga Wagga Special Activation Precinct.

23

Draft



Emerging specialisations in tourism and energy distribution demonstrate further growth potential through further public and industry investment

Tourism*

GVA (2020, \$m): 72^a Employment (2020): **x** LQ score (2020): 1.01
LQ Accommodation (2020): 1.4 LQ Food & beverage (2021): 0.9

Strengths

- The Region is home to a wealth of natural endowments such as state forests and built amenities such as Temora Aviation Museum and Jet Boat Park.

Vulnerabilities

- The tourism industry is vulnerable to externalities beyond the control of local operators. This has been demonstrated since 2018, with COVID-19 restrictions reducing visitation (by 45% from 2019 to 2021) and spend (by 40% from 2019 to 2021) in the Region.^[1]

Opportunities

- Record levels of investment in tourism assets particularly in marketing travelling routes such as Canola Trail.
- Building and formalising synergies with local agricultural producers to develop agritourism offerings such as on-farm experiences and food & beverage businesses.
- Opportunity to develop cultural and architectural heritage offerings to boost liveability and visitor attraction.

Energy generation (including renewables)

GVA (2020, \$m): 159 Employment (2021): **x** LQ score (2020): 1.26
LQ Electricity distribution (2020): 1.3 LQ Water, sewerage & drainage (2020): 1.7

Strengths

- Prime location along the renewable energy 'spine' spanning across south east NSW, with numerous solar and wind farm developments in Hilltops Shire.

Vulnerabilities

- Large-scale energy generation often projects require a large amount of space, which is an increasingly in-demand resource to accommodate commercial, industrial and residential growth in the Region.
- The Region also requires additional housing to accommodate workers for new or expanded projects.

Opportunities

- Upcoming wind and solar farm developments in Cootamundra and areas near Boorowa presents significant opportunities for the Region, including job opportunities over the life of the project. Planning should ensure local businesses benefit from the project, local skills training aligns with ongoing employment opportunities, and adequate housing is provided for workers.
- The Hume Hydrogen Highway currently under development by the NSW and Victorian Governments, will see hydrogen-powered linehaul trucks pass through this region. Representing the first leg of the east coast hydrogen refuelling network, the Hume Highway Hydrogen presents opportunities for hydrogen refuelling stations, hydrogen production and distribution infrastructure, and servicing hydrogen trucks.

* Though not an engine industry, local stakeholders have noted the importance of this sector as a source of future growth.
^a Tourism sector includes accommodation and food services. [1] TSA, 2022

Draft



Consultation with local stakeholders identified key opportunities for growth in population and industry, but sustainable growth will require a focus on ensuring community wellbeing and amenity

Stakeholders from the South West Slopes Region noted that the area is facing both challenges and opportunities related to its population growth, whilst recent climate events, particularly drought and floods, have brought to the fore the need to build community and infrastructure resilience against likely future shocks.

Beyond the above, major projects such as upcoming solar and wind farms as well as adjacent regional infrastructure investments such as Inland Rail and the Wagga Wagga SAP were recognised by stakeholders as presenting significant opportunities for the Region, but also brought about concerns regarding housing availability and affordability, as well as skilled labour supply.

Key consultation themes

Housing availability and affordability: As is reflected in analysis of housing supply and prices in the Region (see Page 16), consultation input revealed concerns amongst stakeholders that current shortages and unaffordability will only worsen in the face of a growing population and a need to house workers associated with industry growth and major project delivery.

Ensuring maximum community return on investment for major projects: Whilst consultation participants acknowledged the economic opportunities provided by investments in major regional infrastructure and precinct-based developments in the Region, a keen desire was expressed around focusing on the distribution of benefits to ensure these projects do not drain skills or resource drain from the South West Slopes region.

Building resilience: Recent climate events alongside the impacts of the COVID pandemic on consumer spending and tourism visitation, have brought the need to build principles of resilience into policy and programs to the forefront of many stakeholders' minds.



Draft



Priorities for refocusing economic development in the Region

The 2018 REDS strategic directions remained relevant to South West Slopes. However, these existing strategies would benefit from increased focus on supporting population and industry growth through development of a relevant skills base, improving the reliability of enabling infrastructure, and enhanced liveability while ensuring community benefits are derived from major infrastructure investments. Improving utilities (strategy 2) remains a core focus for the Region, however it will be *revised into an enabler* underpinning all strategies for the Region.

With the above factors considered, the 2022 REDS Update strategies for the South West Slopes are listed below:

Existing	Support and grow the agriculture, food production and mining sectors.	
Removed	Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries, as well as business start-ups throughout the Region.	
Existing	Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.	
Existing	Continue to develop and grow the Visitor Economy.	
Amended	Enhance the liveability and <i>improve enabling infrastructure and services to sustainably</i> grow the population of the South West Slopes.	
New	<i>Ensure that renewable investments generate long-term community benefits.</i>	

Draft



Key enablers of economic growth

A number of key enablers have been identified to facilitate the REDs strategies. Responsibility for implementation of these enablers sits with various levels of government and can include private industry. Collaboration across all of these entities, as well as the broader community, will be key to achieving results.

Strategy	New enablers	Primary advocate/s	Rationale
Support and grow the agriculture, food production and mining sectors.	Infrastructure <ul style="list-style-type: none"> Identify opportunities to activate industrial lands and monitor opportunities to leverage upcoming investment in Inland Rail and Wagga Wagga SAP for freight and logistics. 	Local Councils; Infrastructure NSW; NSW DPE; DRNSW	Leveraging major projects for sustainable economic growth is a key regional priority.
Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.	People and skills <ul style="list-style-type: none"> Increase skills base in the agricultural and mining workforce, including priority sectors to support technology adoption and mine expansion projects. 	Training Services NSW; Local Councils	Supporting skills development and adoption of new technology will enhance local economic resilience as the economy diversifies.
	Business <ul style="list-style-type: none"> Support industry to increase the uptake of agtech and drive innovation through collaboration with CSIRO Agricultural Research Station and Southern NSW Innovation Hub. 	Local Councils; CSIRO; DPI	
Continue to develop and grow the Visitor Economy	Government, regulation and information <ul style="list-style-type: none"> Support agricultural businesses through flexible planning controls and collaboration on developing the Region's agritourism offering, the local food and beverage industry, and local events. 	Local Councils; NSW DPE; Destination NSW; Destination Riverina Murray; Destination Southern NSW	Regional strengths in agriculture can be leveraged for growth across complimentary sectors.

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Draft



Key enablers of economic growth

A number of key enablers have been identified to facilitate the REDs strategies. Responsibility for implementation of these enablers sits with various levels of government and can include private industry. Collaboration across all of these entities, as well as the broader community, will be key to achieving results.

Strategy	New enablers	Primary advocate/s	Rationale
Enhance the liveability and <i>improve enabling infrastructure and services to sustainably grow</i> the population of the South West Slopes.	Government, regulation and information	<ul style="list-style-type: none"> Support the diversification of the Region's housing offering to provide sufficient supply, affordability and resilience in order to meet projected growth and workforce needs. 	Improving the supply and affordability or housing will aid in enabling skills attraction and retention initiatives.
<i>Monitor impacts of renewable investments to ensure long-term community benefits are generated.</i>	Government, regulation and information	<ul style="list-style-type: none"> Conduct feasibility studies to identify areas of the Region which can support additional or expanded renewable energy generation and storage projects. 	Supporting expansion of renewable energy generation capacity will aid in economic diversification, improved energy security, and sustainable job creation.

28

Draft



References



Draft



Sources

1. To be updated based on slide footnotes once content confirmed

To be updated for final

4.3 COMMUNITY EVENTS PROGRAM

File Number: REP22/1200
Author: Economic Development Manager
Authoriser: Director of Administration & Finance
Attachments: Nil

REPORT

The Community Events Program Coordinator presents an update on events funded under the Community Events Program.

Completed events:

- T-Light
- Marie Narelle Workshops (rescheduling an additional date)
- Spark At the Park
- Tribute Show & Kids Disco

Upcoming 2022 events:

- Mary Gilmore festival - 12-16th October
- Family Expo - 26th October
- Junior Basketball Carnival - 6th November
- New Residents Welcome Event - November
- Christmas Fair - 9th December
- NYE Pool Party

Events in 2023:

- Australia Day Pool Parties in Temora & Arianah Park
- New Resident Welcome Event - January
- "DRENCH" is a month-long festival of the Arts in 2023:
 - A Coe-ee to Marie - 24th & 25th February
 - Lego Exhibition - 4th & 5th March

- The Woman in the Library author evening - 9th March
- David Schlunke exhibition and audio/visual - 17th March
- Back to the 80's musical - 24-26th March
- Old Narraburra Church Pop-up Pub - 25th March
- Art Trail - March
- Art Workshops - March
- Live music - March

The Family Expo is the focus for the next few weeks - Wednesday 26th October 11-4pm Gloucester Park (Town Hall if wet). The event is being organised in partnership with the Temora Community Centre to connect families to service providers in the region.

Invitations have been sent to over 70 service providers. Online EOI forms due 5th October.

Confirmations received from:

- Arian Park Central School
- Bland Family Daycare
- Mission Australia/Parents Next
- Road Safety Officer
- Rural Financial Councillor
- NSW Health Dentist
- Services Australia
- Temora Library
- Wellways Young
- Work Safe NSW - Info session on harvest safety and safety rebates

Entertainment confirmed:

- Old Kentucky Farm
- Jumping Beans castle
- Dizzy Dilemma
- Thomas the Tank train

- Bundawarra Centre
- Dazzas Icecreams
- Lauren Block Mobile Coffee
- Phil Moroney whip cracking
- Rec Centres outdoor games
- Riverina Local Land Services - smoking ceremony

COMMITTEE RESOLUTION 73/2022

Moved: Cr Rick Firman

Seconded: Cr Graham Sinclair

That the Committee resolved to recommend to Council to note the report.

CARRIED

1. CR IRVINE

Parkes Special Activation Precinct – The first business has opened. Good sign that things are moving in that space. Temora will benefit from this progress.

5 CONFIDENTIAL REPORTS

COMMITTEE RESOLUTION 74/2022

Moved: Cr Graham Sinclair

Seconded: Cr Rick Firman

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 4:14pm:

5.1 Alternative Education Program

This matter is considered to be confidential under Section 10A(2) - di 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.

CARRIED

COMMITTEE RESOLUTION 75/2022

Moved: Cr Graham Sinclair

Seconded: Cr Rick Firman

It was resolved that Council adopts the motions from the closed committee of Council.

CARRIED

6 CLOSE MEETING

The Meeting closed at 4:59pm.

This is the minutes of the Economic Development and Visitations Committee meeting held on Tuesday 11 October 2022.

.....

GENERAL MANAGER

.....

CHAIRMAN

7 DISCLOSURES OF INTEREST

8 DELEGATES REPORTS

9 MAYORAL REPORT

9.1 MAYORS REPORT - SEPTEMBER 2022

File Number: REP22/1205
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

1st September – I had a meeting with Chairman of NSW Country Mayors Association, Mayor Ken Keith OAM (Parkes Shire).

- I was honoured to have presided over three Australian Citizenship Ceremonies. How stirring these occasions are, seeing our new Citizens weep when I present them with our National Australian Flag.
- Councillors, Senior Staff and I met with several of our larger employers in Temora Shire. All businesses – large and small are a crucial part of the Temora Shire economy, and we're grateful for them.

2nd September – Councillors, Senior Staff and I attended a Workshop to consider which projects we fund in the NSW Government's Round 5 of the Stronger Country Communities Fund. We are extremely grateful to State MP, the Hon Steph Cooke and the NSW Government for providing this unprecedented grant funding.

- I had a teleconference with Federal Member for Riverina, the Hon Michael McCormack MP.

5th September – I had a meeting with NSW Health re: Regional Health Ministerial Advisory Panel.

- I attended a meeting of the Temora Local Health Advisory Council (LHAC) Executive.
- I chaired the monthly meeting of the Temora LHAC, held at Temora & District Hospital. How blessed we are to have exceptional Nursing and Health Share Staff, lead by Manager, Mrs Wendy Skidmore.
- I had a teleconference with NSW Joint Organisation Chairmen's Network Chairman, Mayor Jamie Chaffey (Gunnedah Shire).

6th September – Councillors, Senior Staff and I attended Council Committee Day. Councillors and Staff put in a big but productive day.

- I had meetings with Riverina Eastern Regional Organisation of Councils (REROC) Chief Executive, Mrs Julie Briggs.

7th September – I attended Council Chambers.

8th September – Council and the community learned of the very sad passing of our Sovereign, Her Majesty Queen Elizabeth II. Having recently celebrated her Platinum Jubilee, the Queen's grace and selfless service will be among the many qualities we'll miss. Council has lowered the Flags to half-mast until the day after Her Majesty's Funeral Service. We will also have a Condolence Book made available at the Council Chambers, for any Citizen who may wish to share their personal reflections on the passing of the much-loved Queen. The Queen has passed – Long Live the King.

- I chaired an Executive meeting of the Cootamundra State Electorate Council.

- The General Manager (Mr Gary Lavelle PSM) and I met with the Chief Executive Officer of Young Conservatorium of Music, Dr Wendy Brooks.
- I had a meeting re: Temora & District Hospital Awards Ceremony.
- Councillors, Senior Staff & I hosted a Mayoral Reception in honour of Temora Shire's National Emergency Medal Recipients. This was a most enjoyable occasion, and we remain proud of these brave and kind souls.

9th September – I had a teleconference with Federal MP, the Hon Michael McCormack.

- I had meetings with the Chairman of NSW Country Mayors Association, Mayor Ken Keith OAM and Australian Local Government Association President, Cr Linda Scott.

10th September – I chaired a meeting of the Cootamundra State Electorate Council (CSEC) in June. The Hon Steph Cooke MP was formally pre-selected as the candidate for the Seat of Cootamundra (Nationals).

- I had a meeting with both Minister Cooke and Federal MP, the Hon Michael McCormack.

12th September – The Deputy Mayor (Cr Graham Sinclair), Cr Nigel Judd OAM, Cr Max Oliver and I attended a meeting with the General Manager's Recruitment Agency, Blackadder & Associates. We're members of the General Manager's Performance Review Committee, who have been given carriage of this crucial process. All Councillors will ultimately determine who the General Manager will be, after the advertising process commences early next year.

- I attended a meeting of the Temora Shire Australia Day Council. The Deputy Mayor (Cr Sinclair) is Chairman, my dearest mother (Mrs Beth Firman) is the long-serving Secretary and Cr Max Oliver continues as Treasurer. Australia Day celebrations will commence on Thursday 26th January 2023 at Aria Park's Davey Park, and the official ceremony at Temora's Gloucester Park.

13th September – I attended a meeting (with the Rev'd Nathan Manwaring, Pastor Patricia Morris and Mrs Margaret Poulton) to discuss a Memorial Service for Her late Majesty, Queen Elizabeth II. This Service will be held on the National Day of Mourning, Thursday 22nd September, 10am at St Paul's Anglican Church, Temora. This is being jointly arranged by our Temora Christian Leaders Group and Temora Shire Council. I warmly thank TCL Chairman, Pastor Patricia Morris for her leadership in making this happen.

- I attended Council offices.

14th September – I chaired a meeting of our St Paul's Anglican Church Parish Council.

15th September – Councillors, Senior Staff and I attended our formal monthly Council meeting. All assembled in the Chamber rose in our places to observe a Minute's Silence, in Memory of Her late Majesty, Queen Elizabeth II.

- Council and the Community also wish the new Monarch, King Charles III good health and a long reign. God Save the King.

16th September – The Deputy Mayor (Cr Sinclair), Cr Oliver, Cr Belinda Bushell, Senior Staff, Student Leaders and Citizens joined with special guest, the Hon Michael McCormack MP (Federal Member for Riverina & former Deputy Prime Minister of Australia) to attend the Queen's Platinum Jubilee Tree Planting Ceremony. This took place in Callaghan Park and took on a more special meaning, with the passing of Her Majesty Queen Elizabeth II.

- The Deputy Mayor (Cr Sinclair) hosted an unveiling ceremony for Penfold's Lane. A surprise special guest was Federal MP, the Hon Michael McCormack. Guests also attended to witness the unveiling of the finger board sign.

19th September – The General Manager (Mr Lavelle) and I attended the official opening of the Electric Vehicle Charging Station in the car park behind the Council Chambers. Officials from NRMA were in attendance to witness the ribbon cutting ceremony.

- I was pleased to host a visit from the students of Temora Pre-School. These impressive youngsters reached out and wanted to learn more about what happens in the Temora Shire Council Chambers. The Staff and students were taken on a tour of the administration building and the Council Chambers itself. They were marvellous guests and I reminded them this is the Community's buildings – Council look after it, on behalf of the community.

21st September – I was pleased to have been invited to attend the annual St Anne's Showcase of Talent Performance Night. This event was held in the Temora Memorial Town Hall. I was accompanied by the Secretary of the Temora & District Education Fund Secretary, Mrs Sue Wylie. Congratulations to Principal – Mr Grant Haigh, his Staff and especially the students for hosting such an enjoyable evening.

- I attended a meeting re: new Temora & District Hospital.

22nd September – The Deputy Mayor (Cr Sinclair), Cr Max Oliver, the General Manager and I joined with Citizens and visitors to attend a Memorial Service in honour of the late Majesty Queen Elizabeth II. This was a Service co-hosted by Council and the Temora Christian Leaders Group (TCLG) as part of the National Day of Mourning. Congratulations to TCLG Chairman, Pastor Patricia Morris and her members on partnering with us, for what was a most dignified and heart-rendering service. Thank you to The Rev'd Nathan Manwaring, Mrs Margaret Poulton and the Parish of St Paul's Anglican Church for hosting us.

23rd September – I chaired a Workshop for Councillors re: General Manager's Recruitment process.

- I had a teleconference with Federal Member for Riverina, the Hon Michael McCormack MP.

24th September – I was honoured to have been invited to Officially Open the 135th annual Temora Show. It was special to also have my mother (Mrs Beth Firman) by my side. Congratulations to President, Mrs Narelle Pellow-Djukic, her Committee members, Stewards and Stewardesses for ensuring this proud Temora tradition continues.

26th September - I chaired a meeting of the Temora Local Health Advisory Council Executive.

- I had a teleconference with the Mayors of Coolamon Shire (Mayor David McCann OAM & Wagga City (Mayor Dallas Tout).
- I had a teleconference with NSW Member for Cootamundra, the Hon Steph Cooke MP.
- I had a meeting with the CEO of REROC, Mrs Julie Briggs.

27th September – I had a teleconference with the Chairman of NSW Joint Organisation Chairmen's Forum, Mayor Jamie Chaffey.

- I had a teleconference with Mayor David McCann OAM of Coolamon Shire.

28th September – I had a meeting with the Chief Executive of Temora Aviation Museum, Mr Murray Kear AFSM.

- I attended Council Offices.

29th September – Councillors, Senior Staff and I attended a meeting re: appointment of new General Manager.

- Cr Max Oliver represented Council and the community at the National Police Day of Remembrance in Wagga. Cr Oliver (who's also Chairman of the Temora Police & Community Committee) attended with alongside TPCC Patron, Mr Harold Hetherington OAM.
- I had a meeting with the Chairman of the NSW Regional Health Ministerial Advisory Panel, Mr Richard Colbran.
- I chaired an Executive meeting of the Temora & District Sports Council.
- I had a meeting with the Mayor of Cootamundra-Gundagai Regional Council.
- A very sad day for Temora Shire with us learning of the passing of trotting legend, Mr Colin Nesbitt Pike. Mr Pike, together with his devoted wife, Shirley, gave us 'Paleface Adios' which put Temora Shire firmly on the National map. Our prayers and thoughts remain with Mrs Pike and her family.
- I had a teleconference with Federal Member for Riverina, the Hon Michael McCormack MP.

30th September – I was honoured to have been invited to present Certificates to Staff at BFB's Moore Park Piggery. Four employees worked hard for 12 months to study and gain their Pork Production qualification.

- I had a meeting with the Chairman of the NSW JO Chairmen's Network, Mayor Jamie Chaffey (Gunnedah Shire).

RECOMMENDATION

It is recommended that the Mayors Report for September 2022 be noted.

Report by Mayor Rick Firman

10 STAFF REPORTS

11 GENERAL MANAGER**11.1 CALENDAR OF EVENTS - OCTOBER 2022**

File Number: REP22/1174
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT**OCTOBER 2022**

6	Walk & Talk Tour – 9:00am
6	Pollie Pedal
7	Freedom of the Shire Presentation
7	Union Picnic Day
8	Murphy’s Road Naming Ceremony
11	Committee meetings
11	Workshop Policies 10:00am – 12:00pm
19	RRL Advisory meeting
20	Council meeting
23-25	Local Government NSW Annual Conference – Hunter Valley
28	JO & REROC meetings – Wagga

NOVEMBER 2022

8	Committee Meetings
8	Workshop Policies 10:00am – 12:00pm
12	Swimming Pool Refurbishment opening
17	NSW JO Chairs Forum - Sydney
24	Council Meeting

DECEMBER 2022

6	Committee Meetings
8	Mayors Christmas Reception
9	REROC & JO Meetings - Wagga
15	Council Meeting
16	Council Staff Christmas Party – 12:30pm

RECOMMENDATION

It is recommended that Council notes the report.

11.2 ELECTIONS 2024

File Number: REP22/1123
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

The following information has been received from the NSW Electoral Commission.

The next general election for Local Government will be held September 2024.

Councils must pass the appropriate resolution no later than 18 months before the next ordinary elections, should they require the NSW Electoral Commission to conduct their elections. That means that the resolutions for the September 2024 elections must be passed by early March 2023. The NSW Electoral Commission intends to provide Councils with their service cost estimates by mid-January 2023.

To help to develop the cost model, they need to determine the number of Returning Officers and Returning Officers' offices required to conduct this state-wide event. At this stage it is intended that Temora will be grouped with Hilltops & Cootamundra/Gundagai and at the previous election Temora was grouped with Narrandera and Coolamon.

They intend to appoint Returning Officers to look after more than one Council area, where they have the capacity. That means that some Councils, primarily the regional and rural Councils, will be sharing Returning Officer resources with adjoining Councils. This approach enables them to optimise the use of Returning Officers whilst at the same time reducing the cost to individual Councils.

It has been the practice in the past for the NSW Electoral Commission to conduct Temora Shire Council elections and there appears to be no compelling reason to change this practice.

RECOMMENDATION

It is recommended that Temora Shire Council advise the NSW Electoral Commission that Council wish to engage them to administer all Council elections, polls and constitutional referenda on behalf of Council.

Report by Gary Lavelle

11.3 G2 CODE OF MEETING PRACTICE - DRAFT**File Number:** REP22/1257**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Draft Code of Meeting Practice [↓](#) **REPORT**

Following the workshop to review current policies held 11 October 2022, the following policy is provided to Council for consideration, namely- Code of Meeting Practice.

RECOMMENDATION

It is recommended that Council call for public submissions on the proposed Code of Meeting Practice for a period of 28 days, prior to adoption by Council.

Report by Gary Lavelle

Function: Governance

Temora Shire Council

Policy Number: G2

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

Code of Meeting Practice

DRAFT

Revision Number: 1
File Name: Code of Meeting Practice

Revision Date: October 2022
Page Number: 1

Function: Governance

Temora Shire Council

Policy Number: G2

Review Details**ABOUT THIS RELEASE**

DOCUMENT NAME: Code of Meeting Practice
CODE NUMBER: G2
AUTHOR: Temora Shire Council
ENDORSEMENT DATE:

REVIEW

Revision Date	Revision Description		Date approved by Council	General Managers Endorsement
October 2022	New Policy – Model Code	1		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by

Revision Number: 1
File Name: Code of Meeting Practice

Revision Date: October 2022
Page Number: 2

*Function: Governance**Temora Shire Council**Policy Number: G2*

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1 INTRODUCTION

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

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2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Respectful: Councillors, staff and meeting attendees treat each other with respect.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

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3 BEFORE THE MEETING

Timing of ordinary council meetings

- 3.1 Ordinary meetings of the council will be held on the following occasions:
Held at 4.00pm on the third Thursday of each month at Temora Shire Council Chambers, (check adjusted times). In the event that the business of Council is, as determined by the Mayor, unable to be reasonably dealt with for completion at a reasonable time due to the amount of business, the meeting may commence at an earlier time. Council may in exceptional circumstances by resolution of Council change the date of the Council meeting. Notice of such change will be given in accordance with 3.4.
- 3.2 Not applicable.

Extraordinary meetings

- 3.3 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.(S366)

Notice to the public of council meetings

- 3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.
- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website and published in the Temora Independent.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

- 3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.(S367(1))

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- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form. (S367(3))

Notice to councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency. (S367(2))

Giving notice of business to be considered at council meetings

- 3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted 5 business days before the meeting is to be held.
- 3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.12 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.
- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
 - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted,

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defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

Questions with notice

- 3.14 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.
- 3.15 A councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.16 The general manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.17 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.18 The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
 - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.20 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

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- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.
- 3.22 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

- 3.23 Not applicable.

Availability of the agenda and business papers to the public

- 3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council. (Sect 9 (2) and (4))
- 3.25 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public. (Section 9 (2A) (b))
- 3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors. (Sect 9 (3))
- 3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form. (Sect 9 (5))

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*Function: Governance**Temora Shire Council**Policy Number: G2*Agenda and business papers for extraordinary meetings

- 3.28 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.31 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
- 3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

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4 PUBLIC FORUMS

- 4.1 The council may hold a public forum, as required, 30 minutes prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.
- 4.2 Public forums may be held by audio-visual link in exceptional circumstances
- 4.3 Public forums are to be chaired by the mayor or their nominee.
- 4.4 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by 24 hours before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item. Councillors will be advised by email or text message 24 hours prior to the meeting of a public forum.
- 4.5 Not applicable.
- 4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.7 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.8 No more than **one** speaker are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.

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- 4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.
- 4.11 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than 24 hours before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.12 The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.13 Each speaker will be allowed five (5) minutes to address the council, with an extension of five (5) minutes available at the discretion of the Mayor. This time is to be strictly enforced by the chairperson.
- 4.14 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.15 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.16 Speakers are under no obligation to answer a question put under clause 4.15. Answers by the speaker, to each question are to be limited to one minute.
- 4.17 Speakers at public forums cannot ask questions of the council, or council staff unless permitted by the Mayor/Chairperson.
- 4.18 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to **one** minute in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may

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recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.

- 4.20 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.20, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.22 Clause 4.21 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.23 Where a speaker engages in conduct of the type referred to in clause 4.20, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.24 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.

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*Function: Governance**Temora Shire Council**Policy Number: G2***Public Presentations**

- 4.25 If required, Council may provide time at the beginning of the meeting to receive a presentation from an individual or organisation or to make a presentation on behalf of the community to an individual or organisation.
- 4.26 Presentations are to be chaired by the Chairperson of the meeting
- 4.27 Presentations must be prearranged and approved by the Mayor
- 4.28 Items discussed at the Public Presentation shall not be under consideration at the meeting
- 4.29 Each presentation will be limited to ten (10) minutes unless extended by the Chairperson
- 4.30 To enable a presentation to occur, the Chairperson will set aside Standing Orders

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5 COMING TOGETHER

Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.
- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.3 Not applicable.
- 5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA. (Sect 234 (1) (d))
- 5.8 A councillor who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

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*Function: Governance**Temora Shire Council**Policy Number: G2*The quorum for a meeting

- 5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office. (Sect 368 (1))
- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council. (Sect 362 (2))
- 5.11 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
 - (b) in the chairperson's absence, by the majority of the councillors present, or
 - (c) failing that, by the general manager.
- 5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3.

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*Function: Governance**Temora Shire Council**Policy Number: G2*Meetings held by audio-visual link

- 5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.
- 5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:
- (a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
 - (b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
 - (c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Attendance by councillors at meetings by audio-visual link

- 5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee.
- 5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.
- 5.23 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve

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their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

- 5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
- (a) the meetings the resolution applies to, and
 - (b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.25 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.26 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.
- 5.27 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.
- 5.28 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.29 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.30 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

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- 5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.
- 5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.33 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:
- (a) by a resolution of the meeting, or
 - (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Webcasting of meetings

- 5.34 Each meeting of the council or a committee of the council is to be recorded by means of an audio or audio-visual device.
- 5.35 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:
- (a) the meeting is being recorded and made publicly available on the council's website, and
 - (b) persons attending the meeting should refrain from making any defamatory statements.
- 5.36 The recording of a meeting is to be made publicly available on the council's website:
- (a) at the same time as the meeting is taking place, or
 - (b) as soon as practicable after the meeting.
- 5.37 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting.
- 5.38 Clauses 5.36 and 5.37 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.
- 5.39 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

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*Function: Governance**Temora Shire Council**Policy Number: G2*Attendance of the general manager and other staff at meetings

- 5.40 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors. (Sect 376 (1))
- 5.41 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote. (Sect 376 (2))
- 5.42 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager. (Sect 376 (3))
- 5.43 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the general manager.
- 5.44 The general manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

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6 THE CHAIRPERSON

The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.
- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of a chairperson must be conducted:
- (a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
 - (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:

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- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
- (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

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7 MODES OF ADDRESS

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].

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8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

- 8.1 Not applicable.
- 8.2 The general order of business for an ordinary meeting of the council shall be:
1. Declare the Meeting Open
 2. Acknowledgement of Country
 3. Prayer
 4. Apologies and applications for a leave of absence or attendance by audio-visual link by councillors
 5. Declaration of Interests
 6. Public Presentations (if any)
 7. Confirmation of Minutes of Previous Meeting
 8. Mayoral Minute (if any)
 9. Committee Reports
 10. Call for Delegates Reports
 10. Staff Reports
 12. Correspondence
 13. Motion to Receive Information Paper
 14. Business with Notice
 15. Urgent Business Without Notice
 16. Closed Committee for Confidential Reports
 17. Motion to move out of Closed Committee
 18. Advise the Open Council of resolutions passed in the Confidential Meeting
 19. Close Meeting
- 8.3 The order of business as fixed under clause 8.2 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- 8.4 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

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9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a council meeting

- 9.1 The council must not consider business at a meeting of the council:
- (a) unless a councillor has given notice of the business, as required by clause 3.10, and
 - (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before the council, or
 - (b) is the election of a chairperson to preside at the meeting, or
 - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
 - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:
- (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

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*Function: Governance**Temora Shire Council**Policy Number: G2*Mayoral minutes

- 9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.
- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

- 9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

- 9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

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*Function: Governance**Temora Shire Council**Policy Number: G2*Questions

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

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10 RULES OF DEBATE

Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
 - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

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- 10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

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- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

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- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
 - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

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11 VOTING

Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.
- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.
- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.
- 11.4 Not applicable

Voting at council meetings

- 11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.6 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.
- 11.7 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.
- 11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.
- 11.9 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.
- 11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.
- 11.11 Not applicable.

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- 11.12 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.13 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.

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12 COMMITTEE OF THE WHOLE

- 12.1 The council may resolve itself into a committee to consider any matter before the council.
- 12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.
- 12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

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13 DEALING WITH ITEMS BY EXCEPTION

13.1 Not applicable.

13.2 Not applicable.

13.4 Not applicable

13.5 Not applicable

13.6 Not applicable

13.7 Not applicable

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14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than councillors),
 - (b) the personal hardship of any resident or ratepayer,
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
 - (e) information that would, if disclosed, prejudice the maintenance of law,
 - (f) matters affecting the security of the council, councillors, council staff or council property,
 - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
 - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
 - (i) alleged contraventions of the council's code of conduct.
- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
 - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.
- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

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- (a) are substantial issues relating to a matter in which the council or committee is involved, and
 - (b) are clearly identified in the advice, and
 - (c) are fully discussed in that advice.
- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.
- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
 - (a) a person may misinterpret or misunderstand the discussion, or
 - (b) the discussion of the matter may:
 - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
 - (ii) cause a loss of confidence in the council or committee.
- 14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
 - (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
 - (b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Representations by members of the public

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.
- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to

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the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by 24 hours before the meeting at which the matter is to be considered.

- 14.12 The general manager (or their delegate) may refuse an application made under clause 14.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than two speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.
- 14.15 The general manager (or their delegate) is to determine the order of speakers.
- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than two speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed five minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person

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from re-entering that place for the remainder of the meeting.

Obligations of councillors attending meetings by audio-visual link

- 14.20 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Resolutions passed at closed meetings to be made public

- 14.22 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.22 during a part of the meeting that is webcast.

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15 KEEPING ORDER AT MEETINGS

Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been

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rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

- (a) contravenes the Act, the Regulation or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
- (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

- 15.12 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a), (b), or (e), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

How disorder at a meeting may be dealt with

- 15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from

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the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

15.14 Not applicable.

15.15 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

15.16 Clause [15.15] does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.19 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.20 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.21 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

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- 15.22 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 15.23 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.24 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.25 Without limiting clause 15.18, a contravention of clause 15.24 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Any person who contravenes or attempts to contravene clause 15.24, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.26 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

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16 CONFLICTS OF INTEREST

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
- 16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

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17 DECISIONS OF THE COUNCIL

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.
- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.
- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.
- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.
- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.
- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.
- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.
- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.
- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than 30 minutes after the meeting at which the resolution was adopted.
- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

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17.12 Not applicable

17.13 Not applicable

17.14 Not applicable

17.15 Not applicable

17.16 Not applicable

17.18 Not applicable

17.19 Not applicable

17.20 Not applicable

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18 TIME LIMITS ON COUNCIL MEETINGS

18.1 Not applicable.

18.2 Not applicable.

18.3 Not applicable.

18.4 Not applicable.

18.5 Not applicable.

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19 AFTER THE MEETING

Minutes of meetings

- 19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.
- 19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:
- (a) the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
 - (b) details of each motion moved at a council meeting and of any amendments moved to it,
 - (c) the names of the mover and seconder of the motion or amendment,
 - (d) whether the motion or amendment was passed or lost, and
 - (e) such other matters specifically required under this code.
- 19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.
- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.
- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.
- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

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- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.
- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

- 19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

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20 COUNCIL COMMITTEES

Application of this Part

- 20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

- 20.2 The council may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4 The quorum for a meeting of a committee of the council is to be:
- (a) such number of members as the council decides, or
 - (b) if the council has not decided a number – a majority of the members of the committee.

Functions of committees

- 20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

- 20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
 - (b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

- 20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:
- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
 - (b) has been absent from at least half of the meetings of the committee held

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during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

- 20.11 The chairperson of each committee of the council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
- (c) if the council does not elect such a member, a member of the committee elected by the committee.

- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.

- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original

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vote unless the council or the committee determines otherwise in accordance with clause 20.15.

20.17 Not applicable

20.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

20.19 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

20.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.20 during a part of the meeting that is webcast.

Disorder in committee meetings

20.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

Minutes of council committee meetings

20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

20.24 Not applicable.

20.25 The minutes of meetings of each committee of the council must be confirmed at

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a subsequent meeting of the committee.

- 20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

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21 IRREGULARITIES

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member, or
- (c) any defect in the election or appointment of a councillor or committee member, or
- (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
- (e) a failure to comply with this code.

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22 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system

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	or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

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11.4 OPERATIONAL PLAN - QUARTER 1 REVIEW 2022/2023

File Number: REP22/1268

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Operational Plan Quarter 1 [↓](#) 

REPORT

Attached is the Operational Plan Review for Quarter 1 of 2022/2023

RECOMMENDATION

It is recommended that the Operational Plan Quarter 1 Review 2022/2023 be noted.

Report by Gary Lavelle



**TEMORA SHIRE COUNCIL
OPERATIONAL PLAN
QUARTER 1
2022/2023
REVIEW**


Administration

Key Functions - Administration Services, Human Resources, Information Technology, Records Management, Financial Services
Policy Direction

- To manage all records in accordance with the State Records Act
- Commitment to e-commerce strategies
- Support a larger share of taxation revenue for Local Government
- Ensure Council's investment portfolio is properly managed to obtain highest possible secure interest yield within allowable form of investments

To provide efficient and effective secretarial/clerical, reception, information technology, and financial support services for Council to internal and external customers, which meet the needs of the customer.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Develop Records Management policies and procedures	Policy and procedures developed	Administration and Finance Manager	Progressing	▲	40%	No further progress this quarter on policies and procedures due to audit and preparation of Financial Statements. Issues identified through functional health check have been actioned. Upgrade of Content Manager to be scheduled
Develop, review and test IT internal systems and administration policies, procedures and documentation.	Develop or review and test 4 policies or procedures annually	Administration and Finance Manager	Progressing	▲	55%	Information Technology and Communication Strategy, the Information Technology Sup Plan of the Disaster Recovery Plan and the Investment Policy have been prepared awaiting Council approval.
	Test completed					
Review, assess and implement recommendations of Human	Review report and provide presentation to Manex	Human Resources Officer	Progressing	▲	10%	Initial meeting scheduled for 18 October 2022 to discuss results from HR Review.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Resources functional review	Develop HR strategy to address issues identified in HR review					
	Implement prioritised action from HR Review					
Special Rate Variation - Review IPART requirements and assess associated requirements in IP&R documents for compliance	Review IPART requirements for SRV	Director of Administration and Finance	Not Progressing		0%	No progress on this item for this quarter.
	Review LTFP and note changes required for report to Council					
	Review IPR Documents and note changes required					

Airport

Key Function - Temora Aerodrome

Policy Direction

- Compliance with all CASA requirements to maintain registration
- Maintain sufficient land stock for future development of the Temora Aerodrome
- Lobby for the development of a Multipurpose Facility at the Aerodrome to meet the needs of user groups

To develop and market the airport as a premier tourist attraction and first rate facility for recreational aviation enthusiasts, plus promote both the commercial and residential aerodrome development in order to attract business and residents to Temora

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Seek opportunities for the attraction of aviation business to Temora Airpark	Attraction of business to the Aerodrome precinct	Economic Development Manager	Progressing	▲	25%	ADF Parachuting School continues presence. Pilot training discussions ongoing. Expansion of airpark discussions ongoing.
Implement the findings of the adopted Aerodrome Master Plan and Aerodrome security audit	Plan implemented	Engineering Assets Manager	Progressing	▲	20%	Ongoing. Will aim to provide a progress report to Council in 2022/2023 FY
Support activities that attract appropriate recreational aviation users of Temora Airport	Conduct of events at Temora Aerodrome	Economic Development Manager	Progressing	▲	25%	Letter of support provided to Gliding Club application for funding to construct a meeting and accommodation facility. Support provided to Warbirds Downunder coordination. Event cancelled due to wet weather. Support provided to National Aerobatics Championships - also cancelled due to wet weather.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Hold regular meetings of the Aerodrome Committee	Meeting frequency	Engineering Assets Manager	Progressing	▲	25%	Meeting held in September.





Aged & Special Needs Care

Key Functions - Aged Care, Home & Community Services (HACC), Persons with Disabilities, Senior Citizens Policy Direction





- Support existing providers of aged care services in the development and retention of facilities and services
- Undertake regular and comprehensive consultation to ensure that the current and future needs of senior residents are met • Continue to seek funding for programs that improve the options available for frail aged and disabled

To provide frail, older people and young people with disabilities and the carers of these people with a range of basic services to enable them to live comfortably in their own homes and avoid inappropriate or premature institutionalization, and: • To provide an environment for our senior citizens that is safe, well serviced and meets the expectations of residents

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Disability Services - Include images of people that represent the diversity of our community, including those with disabilities, in Council publications	Increased diversity in photos	Communications Officer	Progressing	▲	25%	Images used in Council publications show a diverse range of people including those with disability
Attendance and participation in Interagency Meetings by relevant staff including Pinnacle, Youth and Community Services	Attendance at meetings and referral of minutes to GM	Youth Development Officer	Progressing	▲	25%	YDO attends bi-monthly meetings and refers minutes to GM (unable to attend August meeting). YDO and YPC continue liaison with Temora Community Centre to ensure economical use resources, particularly in relation to scheduling of school holiday programs.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Pinnacle Community Services - Maintain Aged Care Provider approval	Meet all standards in Aged Care Quality Standard Audit	PCS - Manager	Progressing		25%	No audit date has been confirmed by Aged Care Quality Commission to date. However ongoing audit preparation continues through policy, procedure and document reviews.
Pinnacle House - shed upgrade to enable increased community inclusion for Pinnacle day program groups	Completion of plans and quotes for upgrades	PCS - Manager	Progressing		25%	Proposed upgrade to Aurora St shed have been drafted by T. Pellow. Draft plans forwarded to builders to gain quotes in preparation for grant applications. Waiting for quotes.
	Application for grant funding					
Disability Services - Provide disability awareness training to staff, new and current, as well as Councillors	Investigate training providers	Human Resources Officer	Progressing		5%	Work in progress
Provide donation equivalent to 25% of General rate to the following: • Ariah Park Senior Housing, • Temora Senior Citizens Group, • Ariah Park CWA	Donation made	Administration and Finance Manager	Not Progressing		0%	Temora Senior Citizens Group building has been sold. Awaiting application from Ariah Park Senior Housing and Ariah Park CWA to process donation.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Access and Equity - Investigate options to enable equitable access to business premises and promote the assistance through The Access and Equity Ctee	Investigation undertaken and referred to A&E	Environmental Services Technical Officer	Progressing	▲	25%	This Committee has met once this quarter and considered reports about water hazard access issues in Ariah Park, braille bombing event in October and improving access to local community buildings through preparing designs and seeking grant funding for upgrades.
Pinnacle Community Services - Maintain NDIS registration	Meet all National Disability Service Standards - desktop audit	PCS - Manager	Progressing	▲	25%	Preparation is being undertaken for mid-term desktop audit which is booked to occur on 2/11/22.
	Meet requirements of full onsite audit					
Pinnacle Community Services - Hold an acknowledgement function for Carers annually	Hold Carers Function in Carers Week	PCS - Manager	Progressing	▲	50%	Grant secured for Carer's Week function which is planned for Friday 21/10/22.
Disability Services - Maintain a Temora Shire Disability Inclusion Action Plan	Report to Council	PCS - Manager	Progressing	▲	10%	The current plan expired at 30/6/22 and work is being done to develop a new plan.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Aged Care Services -Conduct a positive ageing expo/ information session	Event held	Economic Development Manager	Progressing		25%	Expo currently scheduled for first half of 2023
	Report to Council post event					
Aged Care Services - Advocate for additional funding for Whiddon Homes in their efforts to redevelop Greenstone Lodge	Contact stakeholders to focus on needs	General Manager	Progressing		25%	Support given without success to date
Aged Care Services - Support developments that increase the volume of affordable, senior and disability accommodation	Apollo Place DA lodged	Economic Development Manager	Progressing		25%	Apollo Place EOIs received. Other housing options under investigation.
Access and Equity - Report on current provisions and upgrade options for disability parking spaces with the CBD	Report provided to Access and Equity Committee	Engineering Assets Manager	Not Progressing		0%	Ongoing project. Will report back to the committee in the current financial year.




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Access & Equity - Review access to public buildings and businesses in conjunction with TBEG and Access and Equity Committee	Review by Access and Equity Committee and approach to business regarding assistance	Director of Environmental Services	Progressing	▲	50%	Commenced reviews at the Optometrist, dentist, laundry mat and Community Centre
Maintain a Pedestrian Access and Mobility Plan (PAMP)	Plan reviewed and endorsed by Council	Engineering Assets Manager	Progressing	▲	25%	Currently being reviewed. May roll footpath standard action into PAMP which may take some time to finalise PAMP. Target 2022/2023 FY

Commercial Services

Key Functions - Caravan Parks, Land Stocks, Sale Yards, TAIC

Policy Direction: • Develop the existing caravan parks to a level where commercial interest would find the facilities attractive to lease or buy • Retention of caravan park facilities in Arianah Park and Temora




To provide Commercial Facilities that supports the economic development of Temora Shire at minimum cost to council.





Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Seek ongoing funding for the operations of TAIC	Formal representations made to Ministers for Agriculture	Director of Administration and Finance	Progressing		25%	This item is ongoing.
Provide ongoing support for TAIC as detailed in the adopted licencing agreement	Budget provided in accordance with the lease agreement	Director of Administration and Finance	Completed		20%	This is an ongoing item.
	Conduct meetings of the Management Committee					
Review the promotion of the TAIC in conjunction with Farmlink	Support engagement/promotional events in accordance with the terms of TAIC Community Engagement Strategy (CES)	Director of Administration and Finance	Progressing		25%	Catch up organised with Council and Farmlink Board members in accordance with TAIC Engagement Strategy.






Communications

Key Function - Narraburra News, Social Media, Websites

To provide Communications to all stakeholders to ensure that the community are well informed.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Implement the actions of the internal communications review	Implementation plan completed and distributed to stakeholders with a quarterly update to Manex	Communications Officer	Progressing		25%	A report is being prepared for the General Manager after the survey and workshop results have been collated
Hold a ratepayers meeting to enable access by the public to Council officials	Meeting held	General Manager	Not Progressing		0%	To be arranged
Volunteers - Acknowledge volunteers and promote volunteering opportunities through Narraburra News and digital media	Monthly articles in Narraburra News Promotion of events	Communications Officer	Progressing		25%	Volunteers and volunteering opportunities are regularly communicated through social media and Narraburra News
	Volunteer Engagement Plan developed					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Maintain the currency of the Direct Me guide	Ongoing update of document	Communications Officer	Progressing		25%	The Direct Me Guide is updated regularly and as information is made available
	Full revision of content					
Adopt and implement a Diversity Inclusion Action Plan	Adoption of plan by Council	Communications Officer	Progressing		25%	The Communications Officer and Economic and Community Services Officer will work together on this task
Provide relevant information about housing, services, facilities and opportunities for community involvement to potential new residents	Currency of information	VIC Manager	Progressing		50%	New Resident packs have been made up and delivered to Realstate agents to give to new residents.
Hold an annual meeting with rural ratepayers in rural localities on a rotational basis to discuss locality issues in conjunction with the local Councillor	Arrange meeting	General Manager	Not Progressing		0%	Will be arranged later in the FY
Undertake a Walk and Talk Tour of	Tour undertaken	General Manager	Progressing		10%	Has been postponed due to weather conditions

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Temora for Councillors and support the Coffee with a Councillor Program	Conduct of Coffee with a Councillor events					
Narraburra News - Review the delivery of Narraburra News to the residents of Temora Shire	Report to Council on efficacy of trial period	Communications Officer	Completed		100%	The decision was made by Council at the end of the 2021/22 financial year to continue the delivery of the Narraburra News in the Temora Independent
Promote the achievements of Temora Shire residents through the 'Home grown heroes' program	Program developed & published	Communications Officer	Progressing		25%	Some subjects have been approached to participate. Some vehemently refuse to participate, some are reluctant and others are difficult to pin down. The Communications Officer will persist and welcomes more suggestions.
Adoption of the model Social Media Policy developed by the Office of Local Government	Adoption by Council following report	Communications Officer	Progressing		25%	To be discussed during policy workshops by councillors
Digital Media - Implement and maintain a grant subscription service for Council and residents	Grant Guru service available to residents	Economic Development Manager	Progressing		25%	12 month GrantGuru subscription renewed on 8/3/2022


Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Digital Media - Regularly publish a mailer and social media posts for job vacancies in Temora Shire	Publication of job mailer	Communications Officer	Progressing	▲	25%	A job mailer, which also posts to social media, is sent out on a regular basis






Community Services





Key Functions - Child Care, Cultural Services, Education, Library Services, Town Hall Theatre, Town Hall





Policy Direction • Continuation of a Government funded childcare service through the Bland/Temora Family Day Care Scheme • Continued employment of a Community Services Officer • Support for Imagine Temora and membership of Eastern Riverina Arts (ERA) • Maximise the opportunity for cultural exchange with sister cities • Develop opportunities for relationship with Charles Sturt University (CSU) • Upgrade of the town hall facilities to meet the needs of a modern day conference/ entertainment venue

To provide Community Services to Temora Shire residents that meet needs in terms of community, cultural and education for the targeted demographic

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Temora Arts Centre - Implement the Plan of Management for Temora Arts Centre and minimise impact on Council budget, including the appointment of the Temora Arts Centre Advisory Committee	Appointment of Temora Arts Centre Advisory Committee	Community and Cultural Services Officer	Progressing		25%	Temora Arts Centre Advisory Committee appointed at September 2022 meeting. First meeting held and executive elected. November meeting will review Plan of Management
	Review the contents of the Plan of Management					
	Implementing priority actions in Plan of Management					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Arts and Culture - Explore options for youth to utilise Temora Arts Centre	Liaise with Temora Arts Centre Manager to determine opportunities and report back to Youth Committee	Youth Development Officer	Progressing		10%	YDO and YPC are investigating ways to utilise the Temora Arts Centre in future programs.
Arts and Culture - Explore options for seniors to utilise Temora Arts Centre	Survey clients to determine interest	PCS - Manager	Completed		25%	Meeting held with new Arts Centre Manager on 22/07/22 to discuss options for seniors to utilise the upgraded centre. Due to grant already being secured to run workshops for seniors, Pinnacle clients would be invited to these as well as the wider community. Survey will be sent to current Pinnacle clients by 30/10/22. Will report results of survey in next quarter.
Arts and Culture - Maintain membership of Eastern Riverina Arts and attend meetings	Retention of membership	Community and Cultural Services Officer	Progressing		25%	Membership maintained. Arts Centre Manager attends meetings
Arts and Culture - Conduct Temora Shire Council Art Prize	Temora Arts Prize held	Community and Cultural Services Officer	Completed		100%	Temora Shire Arts Prize held on 8 October 2022
Support the establishment of a U3A campus in Temora	Commencement of Campus in Temora	General Manager	Progressing		25%	Initial meetings held. Formation meeting to be held November 2022

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Arts and Culture - Develop exhibitions and arts events in conjunction with the Temora Arts Centre Advisory Committee	Identify and hold exhibitions	Community and Cultural Services Officer	Completed		20%	Temora Arts Centre Advisory Committee has been appointed and workshops scheduled
Arts & Culture - Conduct Creative Lifestyles Expo	Conduct Creative Lifestyle	Community and Cultural Services Officer	Progressing		10%	March 2023 has been scheduled for a arts and cultural festival event
Hold a welcome function for new residents	New resident event held	Economic Development Manager	Progressing		25%	Welcome to Tea Town new resident's event held on 11th Sept funded by Community Events Program.
Events - Support events determined by resolution of Council and the following events (at a minimum) , • International Women's Day • Australia Day (ECDO) • Volunteers Week • Mary Gilmore Festival (S355) Including seeking grant funding for those events	Conduct of successful events	Economic Development Manager	Progressing		25%	Funding provided to Mary Gilmore Festival and Australia Day (Temora and Ariah Park) Pool Parties through the Community Events Fund.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
NRCC House - Undertake upgrade of the external appearance of NRCC House, signage & internal security	Completed designs for the external upgrade of NECC House, including consultation with Heritage Advisor	Library Manager	Progressing		25%	At present, organising quotes for external works & consultation with Heritage Advisor. State Library progress report to be completed by December 2022.
	Update signage, entrance and exterior of NRCC House					
Arts and Culture - Develop a comprehensive Public Art Policy	Completion of Public Art Policy	Community and Cultural Services Officer	Not Progressing		0%	Held in abeyance due to staff long service leave
Ariah Park Community Hall - Provision of a donation equivalent to rates	Donation Made	Administration and Finance Manager	Completed		100%	Donation processed.
Springdale Memorial Hall - Provide financial support to Committee	Funds allocated	Director of Environmental Services	Completed		0%	\$5000 Funding available to committee

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Library - Review the promotion and service offerings at Temora Library and Ariah Park Library	Evaluate program offerings and services	Library Manager	Progressing	▲	25%	Review of programs set for December-January 22-23, to review for the 2023 year. All programs/services reviewed on yearly basis.
Library - Promotion of the mobile library service at Ariah Park	Provision of advertising/promotion of mobile service	Library Manager	Progressing	▲	25%	Increase in promotion via social media platforms & extra advertising.
Temora Memorial Town Hall - Undertake a promotion and advertising campaign to increase usage of the Temora Memorial Town Hall including Temora Town Hall Theatre	Promotion strategy developed in conjunction with Communications Officer	Environmental Services Technical Officer	Progressing	▲	25%	Meeting held with Craig Sinclair and Kate Slapp to discuss, implement and action plans. Balance of money from The Summer Nights Fund purchased items including bar stools, wine glasses, serving trays and wine buckets. Further discussions in regard to engaging a local photographer to capture professional images of functions held to use for promotional/marketing material.

Economic Development, Tourism & Resident Attraction

Key Functions - Economic Development, Tourism

Policy Directions • To lobby for continued improvement of and access to services, transport, communications and utilities for Temora Shire • To attract grant funding to assist in the development of the Shire • To build a strong and united community force for the growth and sustainability of our Shire. • To plan for the possibility of a sudden upsurge in investment and population which may result from a new mine or other large employer • To keep State and Federal members informed of Temora's needs and our strategies to meet those needs. • To maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices. • Increase the access to information regarding TSC and Government programs initiatives and funding opportunities to the community via newsletters and webpage on Council and www.temora.com.au websites • Maintain membership of Regional Tourism Bodies • Proactively seek business opportunities for Temora Shire including villages

To create an environment which encourages growth in existing businesses and maximise opportunities for external business investment in the Temora Shire and grows population, recognising tourism as an important industry within the community

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Develop priority projects to 'shovel ready' in order to take advantage of funding opportunities as they arise.	Funding application for Lake Centenary Master Plan submitted	Economic Development Manager	Progressing		25%	Funding application for Railway Precinct Master Plan business case and design submitted in August 2022. Plans for Ambulance Museum Stage 3 ready for development application.
	Funding application for Railway Precinct Master Plan submitted					
	Funding application for Ambulance Museum Stage 3 development submitted					




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Application for funding of Apollo Place development submitted	Temora Aerodrome expansion plans confirmed				
Economic Development - Actively target, and support businesses that enhance and diversify the local economy	Attraction of new business	Economic Development Manager	Progressing	▲	25%	Support provided to a number of new businesses looking to establish or expand. Conversations ongoing. Workforce attraction and housing remain a challenge.
Economic Development - Provide advice and support to TBEG including provision of assistance to employ an Executive Officer	Support for TBEG	Economic Development Manager	Progressing	▲	25%	Contribution to TBEG EO continued. Monthly meetings attended. Support for T-Light and T-Raffles provided.





Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Economic Development - Attend relevant Economic Development Forums and conferences	Attendance at RAI Regions Rising Conference	Economic Development Manager	Progressing	▲	25%	Attended RAI Regions Rising Conference and RDA DO Quarterly Forum.
Economic Development - Develop strategies to invigorate the Hoskins St CBD to ensure future prosperity	Report to Council and strategies implemented	Economic Development Manager	Progressing	▲	25%	Hoskins Street Upgrade - tenders for design works closed. 14 responses received. Report to November Council.
Economic Development - Support the expansion of shopping experiences with Temora	Conduct a retail merchandising course for local business	Economic Development Manager	Progressing	▲	25%	Funding application for retail merchandising course via TBEG unsuccessful due to over-subscription to the fund. New businesses opened during this period include the Fed & Bed Courtyard Cafe, Lynda's Bakery, and the Double Shot Cafe.
Economic Development - Support businesses to attract and retain a skilled work force	Support to find skills through the GROW program	Economic Development Manager	Progressing	▲	25%	Participating in NSW GROW, Country Change, and Regional Activators Alliance to attract workforce. Job vacancies published regularly. One employer onboarded to GROW program, others awaiting assessment. Temora Careers Network established. Temora Jobs Expo planned but cancelled due to low uptake by businesses.
Support relevant organisations to prepare grant	Grant assistance advertised	Economic Development Manager	Progressing	▲	25%	Support provided to several organisations including the Temora Golf Club and Temora Gliding Club, as






Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
applications and predevelopment templates	Provide grant assistance to local organisations					well as event organisers seeking funding under the Community Events Program.
Economic Development - Participate in relevant Government and Non-Government programs for regional growth	Country Change agreement signed	Economic Development Manager	Progressing	▲	25%	Renewed participation in Country Change, Regional Activators Alliance, and NSW GROW
Tourism - Ensure Visit Temora brochures and pdf's are continually updated	Review brochure and stock levels and report to the Economic Development Committee	VIC Manager	Progressing	▲	15%	This is ongoing due to the changes in businesses.
	Refreshed PDF's are published and distributed					
Tourism - Review the merchandise offerings at VIC including Canola Trail, with a focus on locally produced products	Investigate options for merchandise at Temora VIC with a primary focus on quality local and Australian made products	VIC Manager	Progressing	▲	5%	Talks between Juneec, Coolamon and Temora regarding merchandise for the Canola Trail.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Merchandise stocked by VIC to be sourced locally					
Tourism - Encourage all tourism operators to get listed on Get Connected, Council Website, Google and Trip Advisor	Contact all tourism operators regarding status and feedback on listings and report to Economic Development Committee	VIC Manager	Not Progressing		0%	No progress
	Operators listed on websites and apps					
Tourism - Develop tools that encourage conference and events organisers to come to Temora Shire	Conference and events guide published	VIC Manager	Not Progressing		0%	No progress
Tourism - Maintain membership of, and actively participate in, regional tourism bodies	Visit Riverina agreement signed	Economic Development Manager	Progressing		25%	Membership renewed in Visit Riverina. EDM elected to board.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Tourism - Work with June and Coolamon Shire's to actively develop and promote the Canola Trail experience and brand in all relevant tourism channels	Report to Council regarding Canola Trail activities	Economic Development Manager	Progressing	▲	25%	Membership of the Canola Trail expanded to include three industry partners as financial contributors. Strategic plan updated. Weekend Sunrise live broadcast of flowering season launch. Tourism Operator forum held. Hot air balloon flights launched. New videos launched through social media campaign.
Visitor Information Centre - Proactively maintain and distribute new residents packs to solicitors and estate agents as well as directly to new residents	Ensure all real estate agents and solicitors have an adequate supply of new resident kits	VIC Manager	Progressing	▲	50%	Ongoing
Tourism - Proactively engage new and existing tourism operators to ensure that they are utilising the full range of services offered by Visit Temora	Temora Shire Tourism Forums held	VIC Manager	Progressing	▲	5%	Talks with Economic Development Officer regarding forums

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Visitor Information Centre - Research new commercially viable visitor experiences that can be coordinated by the VIC	Provision of update to Economic Development Committee of existing and new experiences quarterly	VIC Manager	Progressing		10%	Research being carried out for visitor experiences for the Canola Trail.
Visitor Information Centre - Maintain a Tourism Operators Database	Development and maintenance of a comprehensive database that includes services, contact details, hours of operation at a minimum	VIC Manager	Progressing		10%	Database being updated
	Self preference management email issued to all database contacts					
Visitor Information Centre - Create and distribute a list of services and opportunities specific to tourism operators	Create and maintain currency of an electronic mailing list of Tourism operators	VIC Manager	Not Progressing		0%	No progress

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Economic Development - Develop a night time economy activation plan in conjunction with TBEG	Activation plan developed and submitted to Council	Economic Development Manager	Progressing		25%	Many events delivered under the Community Events Program are delivered in the evening. Activation plan development yet to commence with TBEG.
Economic Development - Work with Environmental Services, state agencies, landowners and local developers to ensure there is a sufficient pipeline of available land for development	Development application for new industrial land submitted	Economic Development Manager	Progressing		25%	Continued support provided to developers of Highfield's Estate, Melaleuca Business Park, and the airport estate. Support provided to the LEP review process. DA for new 29 lot RU5 residential subdivision received.
Tourism - Support for Warbirds 2022	Successful Warbirds Downunder event	General Manager	Completed for Current Year		0%	Warbirds cancelled for 2022
Youth - Support work experience and school based training programs offered by schools within the Shire	Form the Temora Careers Network	Economic Development Manager	Progressing		25%	Youth Leadership Program commenced. Youth Careers Network established. Gen T to commence in 2023.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Youth - Promote apprenticeship and trainee opportunities within the Shire	Apprenticeship and trainee opportunities list promoted through schools and social media	Economic Development Manager	Progressing		25%	Temora Careers Network formed. Temora Jobs Expo organised but cancelled due to lack of support from business.
Visitor Information Centre - Maintain accreditation	Maintenance of accreditation	VIC Manager	Progressing		25%	Accreditation due in October 22.
Economic Development - Support the concept of local markets	Conduct of markets in Temora	Economic Development Manager	Progressing		25%	Temora Town Markets planned for November promoted through Visit Temora. Youth Made Market supported.
Support the delivery of improved mobile phone coverage	Level of satisfaction with coverage	General Manager	Progressing		25%	Ongoing program. Submissions made to Telstra and Government regarding black spots
Economic Development - Identify strategies to meet the requirements for temporary worker accommodation	Report on temporary worker accommodation presented to Council	Economic Development Manager	Progressing		25%	Attended a housing forum with the major project delivery organisations hosted by RDA Riverina and ICN in September. Discussions with housing providers ongoing. Investigating empty homes data.



Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Investigate opportunities to assist access to tertiary and vocational education within Temora Shire	Report to Council on opportunities	Economic Development Manager	Progressing	▲	25%	Survey to investigate demand for Country University Centre drafted, ready for public release.

Emergency Services

Key Functions - Rural Fire Service, State Emergency Service, Fire Brigade, Police and Ambulance

Policy Directions • Support and maintain the zoning arrangement with Bland Shire Council • Ensure that all personnel have adequate training to perform their function



To ensure the provision of effective facilities for emergency services in the Temora Shire area and development of strong alliances between Emergency Service organisations to ensure residents are provided with well-resourced and effective emergency services




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Develop an emergency communications procedure	Development of procedure for submission to Council	Engineering Works Manager	Not Progressing		0%	No work on this project to date.
Hold 3 (three) meetings of the LEMC annually	Meetings held	Engineering Works Manager	Progressing		30%	First LEMC meeting for 2022-23 held 3rd August 2022 plus Emergency Exercise held at Temora Aerodrome Wednesday 28th September. Next LEMC meeting (second for 2022-23) scheduled for Wednesday 7th December 2022.





Engineering Services

Key Function - Management, Administration, Contract Services, Design, Road Safety, Asset Management, Procurement

To provide management services to support engineering works

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Development of a maintenance Memorandum of Understanding (MOU) and technical procedure with Goldenfields Water County Council for working within the road reserve and requirements of road re-instatement works	MOU adopted by Council and signed by Goldenfields Water	Engineering Works Manager	Not Progressing		0%	No work to date on this project delayed from the past few years. Project is time consuming and complex so resourcing has been delayed.
Develop a S138 Policy & Procedure Framework for Works in the Naturestrip / Road Reserve applicable also to utility providers	Policy developed and endorsed by Council	Engineering Assets Manager	Not Progressing		0%	Not started

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Review of engineering policies and procedures	Review all engineering policies identified for review	Engineering Assets Manager	Not Progressing		0%	No progress as yet. Street Tree Management Plan to commence soon.
	Review engineering procedures					
Review of plant and equipment policy framework and Asset Management Plan	Undertake review and report to Manex to develop policy for presentation to Council	Engineering Works Manager	Not Progressing		0%	No progression on this item to date
Road Safety - Support programs by the Road Safety Officer that promote responsible behaviour in vehicles pertaining to drugs and alcohol	Increased knowledge of risks associated with drugs and alcohol	Road Safety Officer	Completed		10%	Project starts in December, have started meeting with venues for participation.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Hold a minimum of one Roads Hierarchy Committee meeting annually with a view to transitioning to comprehensive Asset Management Committee meetings	Conduct of meeting	Engineering Assets Manager	Not Progressing		0%	Incomplete
Hold a minimum of 4 Traffic Committee Meetings annually	Conduct of meeting	Engineering Works Manager	Completed		35%	2 x Traffic meetings held in 2022/23 to October 2022.
Road Safety - Maintain RSO Facebook page and update Council's social media platforms and website with up-to-date road safety information	Social Media Post	Road Safety Officer	Progressing		25%	Continuing to update Facebook page with relevant road safety information
Road Safety - Undertake programs in accordance with the LGRSAP	Programs conducted	Road Safety Officer	Progressing		25%	Speeding on Local Roads and Look Out Before You Step Out projects completed

Engineering Works

Key Functions - Parking, Street Lighting, Street Trees

Policy Directions • Improve the quality of street lighting by the installation of more energy efficient, low maintenance systems • Secure quarry sites strategically located around the shire (subject to quality requirements) to minimise travel time to works

To provide infrastructure that meets the needs of the community and provides in an aesthetically pleasing and functional way

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Complete design of Improvements to drainage in Industrial area and schedule delivery	Design complete and delivery scheduled	Engineering Assets Manager	Progressing		25%	Ongoing. Refining the alignment and checking against existing services. Aim for completion in current FY / cannot start construction until design is 100% complete.
Street Trees - Implement priority actions for removal and replacement	Employ a suitably qualified contractor to undertake a street tree audit	Engineering Assets Manager	Progressing		25%	General maintenance actions ongoing. Street Tree Audit and Policy Review to commence on 18th October 2022.
Investigate the modification of entrance signs to reflect the indigenous history of the area	Refer matter for consideration of Signage Committee	Engineering Assets Manager	Not Progressing		0%	To be considered by signage committee



Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Review provision of streetlighting and TSC streetlighting standards	Report to Council	Engineering Assets Manager	Progressing		25%	Have sent information regarding streetlighting deficiencies to Essential Energy and i am awaiting a response in coming month or two. Once i have this i can provide some more information regarding policy review. Likely to be in second half of 2022/2023 FY.
Finalise design of Main Street upgrade extension - Temora, including scope and costings	Design completed and accepted by Council	Director of Environmental Services	Progressing		20%	Concept plans finalised with Anthony Daintith Town Planning, Tenders being considered for Engineering component and costing

Environmental Services

Key Functions - Climate Change, Environmental Management, Noxious Plants and Pests

Policy Directions • Develop/promote initiatives/campaigns relating to energy and water efficiency • Council to lead by example by developing and implementing measures to reduce water-energy usage in Councils buildings and facilities • Establish realistic organisational energy savings targets to be genuinely measured to establish a smaller environmental footprint by Council • Conduct of public education program to explain to residents the issues faced by Council in relation to weeds • Weed Plan Continue with the Weeds Alliance

That Council considers environmental impact in all of its functions and activities and becomes a champion for environmentally responsible behaviour amongst its residents

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Commitment by Council to the Fight the Fruit Fly Committee	Continue to provide funding for the activities of the Committee	Director of Environmental Services	Completed		100%	Funding for 2022/23 allocated.
Noxious Plants - Review weeds functions to determine actions to maximise effectiveness of Council spend	Review policy and provide report to Council	Director of Environmental Services	Progressing		20%	Weed Action Plan adopted and LLS invoiced for RENWA funding allocation

Governance


Key Function - Council relationships (other Councils, Government departments, Local members & Sister City Relationships), Governance, Lobbying and Advocacy



Policy Directions • Membership of Riverina Joint Organisation • Maintain membership to Local Government NSW • Membership to Riverina Eastern Regional Organisation of Councils (REROC) • Maintain membership of Eastern Riverina Arts (ERA) • Maintain membership of Economic Development Officers (EDO) network • Maintain membership of Riverina Regional Library Service (RRLS) • Maintain membership of the Country Mayors Association • Actively maintain relationships with non REROC neighbouring Councils • Seek ways in which Sister City activities can be of benefit to the residents of the Shire • Support for Constitutional recognition of Local Government • Development of robust and transparent internal audit programs within the Council to ensure that the risk to Council is minimized • Provision of training opportunities for all elected members • Support of Councillors who wish to undertake professional development courses • Undertake a comprehensive resident satisfaction survey every 4 years after election • Maintain close relationships with local members and act at all times in a non-political manner • Acknowledge that it is the role of council to represent all areas of the local community to external parties



To provide responsive and effective governance to Council, ensuring the resident's needs are conveyed to government and potential benefits through external relationships is explored.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Fully implement the capital evaluation template into Council operations	Implement template for all capital works	General Manager	Progressing	▲	60%	Template bring reviewed by engineers
Investigate corporate offerings for Councillors and Senior Staff representing Council (ties, blazer etc)	Report on options to Council	General Manager	Progressing	▲	10%	Quotations received. Not considered a high priority at present

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Advocate for and participate in the development of an appropriate clinical services plan for the proposed new Temora Hospital	Advise MLHD of desire to be involved in writing	General Manager	Progressing	▲	25%	Participated in meetings and completed surveys

Advocate to the State Government on behalf of the Community for the retention of: * Schools within Temora Shire * Health Services within Temora Shire * Adequate Police Numbers * Electoral Commission re pre-poll voting in Temora in State Elections * Lobby for constitutional recognition of Local Government * Support removal of pre-amalgamation representation on Goldenfields Water for amalgamated councils * Lobby government for ongoing support for TAIC * Lobby government for retention of Library funding * Lobby	Advocate in writing and face to face meeting	General Manager	Progressing		25%	Ongoing action
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Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
government for a more equitable and meaningful Rate Pegging system * lobby for the abolition of the cost impost of the ESL * Support the removal of RFS Assets from Councils books * Lobby for the retention of TAFE services in Temora						
Implement the Sect 355 committee adopted guidelines and advertise opportunity for community participation	Conduct training for S355 committees	General Manager	Progressing		30%	Guidelines implemented. Training of committees to be arranged. Advertisements placed to enable volunteers to be involved in committees
	Advertise availability of committee participation options					
Review the Code of Meeting Practice to determine appropriate first	Hold a Council workshop to discuss Code of Meeting Practice	General Manager	Completed		30%	Workshop arranged for October

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
nations recognition	Present amended code for adoption by Council					
Lobby federal government for ongoing increased local road funding	Write to local member	General Manager	Progressing		25%	Ongoing action
Villages - Hold a committee meeting (Assets & Operations) at Springdale	Hold meeting at Springdale	General Manager	Not Progressing		0%	Not arranged as yet

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Advocate to the Federal Government on behalf of the Community for the retention of: * Health Services within Temora Shire * Electoral Commission re pre-poll voting in Temora in Federal Elections * Lobby for the retention of R2R and FAG funding * Lobby for constitutional recognition of Local Government * Lobby for government for ongoing support for TAIC * LG seat on National Cabinet * Lobby for access to full Centrelink services	Advocate in writing and face to face meeting	General Manager	Progressing	▲	25%	Ongoing action. Pre-Poll voting was provided at the past Federal election following Council representations.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Develop a series of workshops to inform volunteer committees	Conduct of information seminars	General Manager	Progressing		20%	To be arranged for 3rd quarter of FY
Lobby state government for secure, recurrent local road funding	Write to local member	General Manager	Progressing		25%	Ongoing representations through local member and TfNSW
Advocate for the construction of a new Temora Hospital	Involvement in MLHD Planning	General Manager	Progressing		25%	Commitment made State Government. Council will continue to ensure that the project progresses
Maintain communication at an official level between Council and Temora Hospital administration and LHAC	Communication established	General Manager	Progressing		25%	Ongoing program. Council representation maintained on LHAC
	Council representation on LHAC					
Maintain communication at an official level between Council and Temora Police	Regular contact with Police	General Manager	Not Progressing		0%	Contact to be made to arrange formal meetings

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Maintain communication at an official level between Council and the Temora Community Centre	Communication established	General Manager	Progressing	▲	25%	Ongoing program. Regular meetings held with staff and Temora Community Centre. Council actively participate in Interagency meetings
Maintain membership to following organisations: * Eastern Riverina Arts, * REROC, * Riverina JO, * Visit Riverina, * Local Government NSW, * Riverina Regional Library Service, * Country Mayors Association, * Lachlan Valley Transport Committee, * Australian Airports Association	Membership maintained	General Manager	Progressing	▲	25%	Memberships maintained





Heritage

Key Function - Bundawarrah Centre, Heritage, Railway Precinct

Policy Directions • To collect and preserve local history in its various forms in the area generally covered by the Temora Shire Council • Council are committed to the retention of the current management structure at the museum • Commitment to Temora Shire Council Heritage Committee

To protect and conserve areas and items of historic and landscape heritage value, support and encourage adaptive and sustainable reuse of these places and facilitate development and interpretation of social value through information and education programs

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Commitment to the Temora Shire Sportsman Walk of Honour	Budget provided as nominees are identified	Director of Administration and Finance	Postponed by Council Decision		0%	No budget allocation for 2022/2023. Allocation will be made in future years as required.
Temora Railway Precinct - Seek grant funding for the development of a Railway Precinct Master Plan	Liaise with Transport for NSW to develop project brief, costing master plan and plan preparation	Town Planner	Progressing		20%	Application submitted for funding under Regional NSW - Business Case and Strategy Development Fund - Round 1 in August 2022. Project is identified within Destination Riverina Murray Plan.
Bundawarrah Centre - Deliver the project for the museum entry walkway to improve visitor flow	Finalise plans and tender specifications	Director of Environmental Services	Progressing		10%	Tender processed completed. Successful tender awarded. however later pulled out of the project due to staffing issues. Job will have to be retendered and work will have to commence after the 2023 open day.
	Appoint contractor to undertake project					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Completion of project					
Bundawarrah Centre - Produce and implement a volunteer attraction and retention plan for the Bundawarrah Centre	Volunteer Attraction and Retention Plan adopted	Rural Museum Manager	Not Progressing		0%	Awaiting development
Bundawarrah Centre - Deliver the feasibility study and concept plans for the construction of the Ambulance Museum Stage 3	Completion of plans	Rural Museum Manager	Completed		80%	The Feasibility Study / Business Plan is complete. The Development Application is on track for presentation to the October Council meeting. The site survey and geotechnical survey have been undertaken. Preliminary exhibition design and development has been undertaken to inform building design.
Bundawarrah Centre - Installation of toilets for TEM-FM	Completion of project including consultation with committee	Director of Environmental Services	Progressing		20%	In hands of Museum manager. Prices being sought
Heritage - Continue the Temora Heritage Advisor program	Seek ongoing funding for the delivery of program	Director of Environmental Services	Progressing		20%	Ongoing





Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Heritage - Undertake a program of informing the community regarding the activities of the Heritage Committee	Regular updates on Council media outlets	Communications Officer	Progressing	▲	25%	The Communications Officer works closely with the Environmental Services Technical Officer to create social media posts and Narraburra News articles relating to the Heritage Committee projects
Heritage - Support the Heritage Assistance Fund. Support community heritage groups in accordance with policy	Seek ongoing funding for the delivery of program	Director of Environmental Services	Progressing	▲	20%	HAF being rolled out steadily
Bundawarrah Centre - Develop virtual tour of facility and visitor site map (subject to grant funding)	Specification developed and application made for grant funding	Rural Museum Manager	Progressing	▲	10%	The exhibition galleries have been numbered and a preliminary site map has been developed and implemented in anticipation of installation of the new museum entry portal.
Bundawarrah Centre - Attraction and conduct of temporary exhibitions	Conduct of exhibitions	Rural Museum Manager	Progressing	▲	25%	Kain Hodgkins (all abilities) art exhibition (1st August - 30th Sept) The Temora Shire Art Prize Exhibition and "Brush With Art" Exhibitions will fill October - December

Property Services

Key Function - Cemeteries, Council Properties, Public Toilets,

Policy Directions • Support the operation and activities of the Friends of Temora Shire Cemeteries (FOTSC) and involve the group in Cemetery planning • Upgrade presentation of one public toilet per year to an acceptable standard • Council involvement in real estate development only when private developers do not meet a determined need • Purchase of additional land for expansion of cemetery in the future

To provide Council properties that are well maintained, planned and meet or exceed the expectations of our community and visitors.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Public Toilets - Upgrade of Harper Park toilets		Director of Environmental Services	Progressing		10%	HR Designs preparing plans to consult users and ultimately tender.
Apollo Place - Investigate opportunities to develop subdivision in partnership with not for profit 3rd party	Submit report to Council following Council workshop	Town Planner	Progressing		20%	Report presented to August Council Meeting on outcomes of workshop. Resolution to conduct a new expressions of interest process. Report on outcomes of EOI process to be presented to Confidential October Council Meeting.
Lobby for the installation of public toilets at roadside stops	Correspondence sent to TfNSW	Engineering Works Manager	Completed		75%	Updated project proposal sent to TfNSW. Awaiting response.
Public Toilets - Review directional signage to toilet facilities	Review signage requirements and report to Council	Engineering Works Manager	Not Progressing		0%	To be considered by signage committee


Public Health

Key Function - Community Health Programs, Food Control

Policy Directions • To keep public health related business owners and operators informed of changes to legislation, standards and regulations • Conduct an ongoing program to provide or promote swimming pool operator education as per state legislation

- Provide a public health related complaints database/register • Support the Bush Bursary Program on a biennial basis

To protect the health of the general public by ensuring public health and safety practices are maintained and improved by regularly inspecting commercial public health related premises and educating business owners and employees

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Advocate for the retention of a Visiting Medical Officer and commencement of Pathology services to Ariah Park	Advocacy undertaken	General Manager	Not Progressing		0%	No action taken as yet
	Formal representations to doctors and pathology providers					
	Visitation by medical practitioner to Ariah Park					
	Commencement of pathology services to Ariah Park					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Provision of accommodation at affordable rates and sponsorship of medical scholarships such as Bush Bursary	Doctors requirements are met	General Manager	Progressing	▲	10%	Visits by medical students to occur later in the financial year
Act as facilitator of CDAT funding	Grant acquittals completed annually	Director of Administration and Finance	Progressing	▲	20%	This item is ongoing.
Proactively support and promote community mental health facilities and programs	Attendance at Interagency Meetings	Economic Development Manager	Progressing	▲	25%	Regular meetings held with Temora Community Centre. Family Expo organisation underway which will include mental health service providers. A Walk By My Side event promoted via Council channels. Interagency meetings attended.






Recreational Services







Key Function - General Recreational Services, Parks & Gardens, Sporting Grounds, Playgrounds, Temora Recreation Centre, Public Pools







Policy Direction • Sports Council are the body responsible for liaison between Council and users of Sporting Facilities

To provide, maintain and improve the sporting fields and recreational facilities which meet the needs of the community and are safe enjoyable and attractive

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Investigate recreational cycling routes - design only	Report to Council on recreational cycling routes	Engineering Assets Manager	Progressing	▲	25%	Draft routes have been considered by Council. Staff to scope and cost options and report back to Council in 2023 FY.
Bob Aldridge Park - Demolition and replace amenities / spectator shelter. Current amenities are in very poor condition. Desire to centrally locate any new amenities	Determine a position regarding demolition/retention of existing amenities	Director of Environmental Services	Progressing	▲	20%	Tender let and construction commenced. Wet weather delaying progress
	Completion of project					
Nixon Park - Top dressing and reshape (No 2)	Completion of project	Engineering Assets Manager	Progressing	▲	20%	Project planning being undertaken however physical works delayed due to continual wet weather since the football season concluded.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Investigate the issue of collection of an equitable contribution towards the provision of sports facilities from sporting groups	Report to Council following the Recreation and Open Spaces Strategy adoption	Engineering Assets Manager	Not Due To Start		0%	Will be considered with Rec and Open space strategy in late 2022 / early 2023.
Edis Park - Install swing set and improve accessibility to playground	Project completed on budget	Engineering Assets Manager	Not Progressing		0%	No progress with work likely to occur in early 2023.
Maintain a comprehensive and regular playground inspection system for all Council facilities	Review system implementation to ensure correct usage	Engineering Assets Manager	Progressing		25%	Ongoing using REFLECT software for electronic scheduled inspections.
Bradley Park - Add to play experience and improve inclusivity of park (remove edging / provide path)	Funding sought for upgrade	Engineering Assets Manager	Progressing		30%	Final Draft design has been complete. Currently applying for grant funds.
Lake Centenary - Install bridges on walking track	Completion of project	Engineering Works Manager	Referred to the Next Financial Year		0%	Project funds in final budget pushed back to 2023-24 financial year so no work to be undertaken in current financial year. Continued wet weather maintaining Lake Centenary full had previously delayed this project.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Lake Centenary - Seek grant funding for the development of a Lake Centenary Master Plan	Funding application made	Economic Development Manager	Progressing		30%	Application for funding made. Application has been accepted for 2nd stage of process.
Lake Centenary - Reseal internal roads and car park	Completion of works	Engineering Works Manager	Referred to the Next Financial Year		0%	Budget not committed for 2022-23 in final budget and is pushed back for consideration in 2023-24 financial year.
Hillview Park - Solar Lighting Installation	Review funding opportunities	Director of Environmental Services	Grant Not Available		0%	Dependent on Grant Funding
Bradley Park - Install toilet block	Review funding opportunities	Director of Environmental Services	Progressing		20%	Master planning process of Bradley Park underway. No funding available.
Callaghan Park - Replace 125m of poor condition and undersized 900mm wide path to old pool / heated pool entrance (linking BBQ shelter)	Completion of project	Engineering Works Manager	Referred to the Next Financial Year		0%	Project was pushed out of 2022-23 Financial Year and is proposed in the 2023-24 financial year.
Harper Park - Upgrade toilets	Review funding opportunities	Director of Environmental Services	Completed		10%	Plans being drafted

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Harper Park - Improve accessibility (gates, paths, etc)	Investigate project and report to Council for inclusion in future budget	Engineering Assets Manager	Not Progressing		0%	No action to address undertaken to date.
Formally adopt and respond to the findings of the Recreation and Open Space Strategy	Inclusion in planning process	Engineering Assets Manager	Completed		5%	To be reviewed late 2022 / early 2023 via a council workshop
Data collection, asset register and mapping of recreational spaces	Complete data collection and develop asset register	Engineering Assets Manager	Not Progressing		40%	Not progressing at this stage / will look to commence soon / important to consider with rec and open space strategy.
Ariah Park pool - Repaint	Pool repainted	Director of Environmental Services	Progressing		20%	Funding partially received (SCC Round 4) Quotes being obtained
Temora Swimming Pool - Redevelopment of 50 mtr pool	Project completed	Director of Environmental Services	Progressing		90%	Works 80% complete. Soft Opening Scheduled for 12/11/2022
Temora Recreation Centre - Review the operations and promotion of Temora Recreation Centre	Prepare new marketing strategy with the opening of the upgraded pool	Director of Environmental Services	Progressing		30%	Kiosk Operations reviewed and changes implemented to co-incide with Pool re-opening


Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Temora Recreation Centre - Replace Temora heated pool gas burner with electric heat pump		Director of Environmental Services	Progressing	▲	50%	Heated designed and Purchased. To be installed by ELM Aquatics after Olympic Pool Upgrade finalised
Villages - Support community in the establishment of a nature walking track and bicycle track from Broken Dam Heritage Area to Arah Park Cemetery (Subject to Grant Funding)	Scope and feasibility reported to Council	Engineering Assets Manager	Progressing	▲	0%	Consultation with Arah park advisor has concluded that we gravel patch the existing track and maintain with road maintenance grading in the area.




Regulatory Control

Key Function - Animal Control, Building Control, Land Use Planning, Regulatory Control

Policy Directions • Continued employment of a ranger/law enforcement officer Train/up-skill existing staff member to assist/relieve Ranger • Utilise CCTV and other technologies to enhance effectiveness of enforcement activities • Participation and support for Temora Liquor Accord

To utilise a mixture of education campaigns and enforcement to gain compliance with relevant legislation and ensure appropriate processes and procedures are in place.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Ensure that all regulatory inspections are carried out, including	Footpath dining compliance inspections completed annually	Director of Environmental Services	Progressing		20%	Routine Inspections being carried out
• Footpath dining	conduct					
• Certificate approval	by Ranger/Law Enforcement					
• Inspection of regulated premises	Enforcement					
• Food premises	Certificates processing time	Director of Environmental Services	Progressing		20%	Routine Inspections being carried out
• Septic tanks	Regulated premises inspected annually					
• Swimming pools	Regulated food premise inspection					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Onsite Sewerage Management Systems					
	Private Swimming Pools					
Report statistics of number of Development Applications, Complying Development Applications and assessment times. Planning Reports to Council where required	Statistics collated and presented to Council	Director of Environmental Services	Not Due To Start		0%	Report not yet due
Provide monthly report to Council about ranger activities incl. parking, companion animals	Report to Council monthly on Ranger activities	Ranger	Progressing		25%	Monthly reports to council regarding Ranger activities still being activated, many and varied.
Complete amendments to the Temora Local Environmental Plan 2010, as directed	Residential Housing Strategy adopted by Council	Director of Environmental Services	Not Progressing		20%	Flood planning process is holding up outstanding LEP amendments

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
by Council and with the support of the NSW Department of Planning, Infrastructure and Environment, including Arianh Park village, residential land, industrial land and rural land	Residential land LEP amendments reviewed by Council	Town Planner	Progressing		50%	Report to be presented to October Council Meeting for Council's information.
	Arianh Park Flood Study report adopted by Council					
	Temora Flood Study report adopted by Council					
	Arianh Park LEP amendments reviewed by Council					
	North /Airport Streets rezoning completed					
Review the Department of Planning Urban Design Guidelines	Review guidelines and prepare summary for presentation to Council	Town Planner	Progressing		50%	Report to be presented to October Council Meeting for Council's information.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Use available channels to assist in rehoming companion animals	Number of pets rehomed advised to Council annually	Ranger	Progressing		25%	Animal rescue regarding dogs is slow, all groups are experiencing difficulty in room available- this is improving. Animal rescue regarding cats is not an issue. Transportation of rescue animals is a waiting game.
Determine a policy outlining the relationship between Council and Temora Veterinary Clinic and pet rescue groups	Formal negotiations between Council and Temora Veterinary Clinic	Ranger	Progressing		25%	Veterinary clinic unable to help in rehoming of animals, but assist in other areas of animal care ,euthanasia, worming, micro chipping and details of any possible people regarding animal rescue. Rescue groups and boarding kennels still very helpful, they are slowly improving in ability to take animals.
	Development of an MOU between Council and Temora Vet Clinic					
Review the policy regarding the enforcement of parking rules in Temora CBD	Review policy and provide report to Council	Director of Environmental Services	Not Progressing		0%	No progress




Resident Services

Key Functions - Community Safety, Service NSW, Villages, Volunteers

Policy Directions • Commit to the maintenance and development of the CCTV concept • Work cooperatively with Police & Temora Security Services to ensure a coordinated approach to community safety • Presentation of Council as a professional organisation with a strong customer focus • Development of systems to ensure that communication between Council and stakeholders is best practice • Hold at least one Council meeting per term of Council in Ariah Park • Lobby for continued presence of Service NSW Office in Temora • Lobby for more frequent driver testing in Temora • Lobby for retention and availability of Policing services in the shire • Conduct a comprehensive ratepayer survey once in each term of Council

To provide a safe and inclusive built environment by working together as a community and to present to the public a caring, courteous and efficient local government service

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake a study to determine the public transport needs of residents	Study conducted and presented to Council	Economic Development Manager	Not Progressing		0%	Not yet started.
Villages - Retain staff member at Ariah Park	Retention of staff member based in Ariah Park on Council payroll	Engineering Assets Manager	Progressing		25%	Staff member retained at Ariah Park for all of Q1 for 2022-23, planned to continue for remainder of 2022-23.
Maintain CCTV system in Temora to a modern standard acceptable to the users of the facility.	Uptime of system Design and install updated of network	IT Officer	Progressing		25%	CCTV upgrades will commence once funding has been acquired for radio and camera replacements. Wireless stability has improved across the board. Some locations still struggle however this will be addressed in the near future.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake upgrade of current network to overcome wireless issues and camera quality (subject to grants)	Preparation of strategy/ plan for next phase including costings	Administration and Finance Manager	Progressing		50%	The direct wireless connection between Council administration building and NRCC house has been implemented along with a backup solution that connects via the water tower to the depot to NRCC House. A new CCTV camera has been installed on the Electric Vehicle Charging Station. A plan has been developed and a quote received to upgrade the old CCTV cameras and a grant application has been submitted - still awaiting outcome.
Provide the Service NSW Agency at no cost to Council	Annual review of budget	Director of Administration and Finance	Progressing		25%	This service is meeting its expected outcomes and is being provided at no cost to Council.
Review the operations of the Service NSW agency including hours of operation	Review completed and report to Council	Director of Administration and Finance	Completed		100%	Hours of operation have been extended by half an hour. Will continue to monitor wait times.

Risk Management



Key Function: Occupational Health and Safety, Risk Management


Policy Directions • Provide suitable education to employees, volunteers, and contractors relating to WH & S risks • Encourage employees to submit near miss incidents to develop better work method statements • Provide training for all staff in relation to WH & S matters, Risk Analysis and Hazard Identification • Maintain Temora Shire Council's WH & S Committee to assist in providing consultation and communication in relation to WH & S matters • Use Councils Policies to improve and monitor WHS and Risk Management Strategies • Conduct of exit medical assessment on employees hearing and sight to benchmark condition • To commit, unreservedly, as an organisation to Workplace Health and Safety and ensure that all possible steps are taken to ensure the safety of each individual • Commitment to StateCover best practice • Commitment to compliance with all Acts, regulations and Codes relating to OH&S and Risk Management

To provide a safe working environment, for staff, contractors, volunteers and the public that minimises the occurrence of accidents and incidents and where necessary delivers an efficient rehabilitation program and promote a culture of WH & S and Risk Management best practice in the work place

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Integration of Quarry Management Plan into the Council Integrated Risk Management Plan	System integrated into Risk Management Plan	Engineering Works Manager	Progressing	▲	25%	Ongoing process
Develop an integrated safety, quality and environmental management system	Complete appropriate Auditor training	Safety and Systems Coordinator	Progressing	▲	50%	Planned activities progressing well.
	Conduct internal audits in accordance with RfNSW requirements					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Installation of working at heights safety systems for Rec Centre, NRCC House & Works Depot					
	Review and redevelopment of hazardous manual tasks procedures involving Participation in the Safework NSW Council musculoskeletal Disorders Program					
	Review and redevelopment of hazardous manual tasks procedures involving development of hazardous manual task risk assessment					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
	Review and redevelopment of hazardous manual tasks procedures involving Creation of manual tasks register					
	Review and redevelopment of hazardous manual tasks procedures involving ergonomic assessment of staff workstations					
Develop and implement the Audit and Risk Improvement Committee	Ensure compliance with risk Management framework	Director of Administration and Finance	Not Progressing		0%	No progress on this item for this quarter.
Implement Enterprise Risk Management program	Review and rewrite Risk Management Procedure	Safety and Systems Coordinator	Progressing		50%	Progressing well, but will not be completed by 31/10/2022.




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Employee programs to support employees in the workforce, including: * Hearing Tests * Mental Health Programs * Skin Checks * Employee Assistance Programs * Health Checks * Team Building Exercises	Provide presentation to Manex to develop priority programs for 2022/23 Implement the priorities established by Manex	Human Resources Officer	Completed		20%	Ongoing program, Skin Check Clinic completed recently, Alcohol/Drug random screening completed 26 Sept 2022. James Wood safety presentation to outdoor staff at September breakfast meeting.

Sewerage Service

Key Functions - • Effluent Reuse System • Sewerage System

Policy Directions • Extension of effluent system to all parks subject to evaluation by staff that there is sufficient water and the extension is economically viable • Support for long term construction of a Sewerage Scheme for Ariah Park • Support extension of sewer mains to non sewerer locations in Temora

To maintain the treatment works and reticulation network to ensure compliance with legislative requirements and improve the quality of effluent

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Complete the valuation of all underground assets	Valuation completed	Engineering Assets Manager	Completed		100%	Sewer asset revaluation completed in current quarter and is currently being reviewed by external auditors.
Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	Program completed	Engineering Assets Manager	Progressing		25%	Some minor work delivered (Gardener Street Pump Replacement, STP Overflow Water Meter). STP Pump Station Solar deferred. Browns Dam desilting may have to wait for drier long term forecast.
Ariah Park - conduct consultation with the Ariah Park community to determine support for the installation of sewerage services within the village	Consultation undertaken and reported to Council	Engineering Assets Manager	Progressing		25%	Progressing. Aiming for consultation to commence in the 2023 calendar year.



Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake CCTV inspection, smoke testing and condition rating of sewerage reticulation network including removal of sewerage infiltration	Set targets	Engineering Assets Manager	Progressing	▲	15%	Some progress. Obtaining quotes for a 10km CCTV Program. Not much action on the infiltration / smoke testing which just isn't a priority at this time.

Support Services

Key Functions - Depot & Workshop, Plant & Equipment, Mining, Stores

Policy Directions • Ensure that depot and workshop facilities are adequate to meet the needs of a modern workforce • To provide scheduled and unscheduled maintenance and repairs according to OEM guidelines and Council procedures with minimal downtime • To supply and dispose of fleet assets at the most advantageous cost to Council • To ensure that there are sufficient, well trained staff to service Councils plant

To provide a Depot Workshop and stores facility that meets all statutory and regulatory requirements and provides the support to allow all Councils works functions to perform in the most efficient and cost effective manner and To provide and maintain a modern plant and equipment fleet that meet its operational requirements with high utilisation in a cost effective manner




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Depot - Provide a covered storage area	Completion of construction funded in current year	Engineering Works Manager	Postponed by Council Decision		0%	50% funding committed to be rolled into next Financial Year with remainder of the project funding for delivery. No delivery to take place in 2022-23
Depot - Improvements to chemical storage area	Construction completed	Engineering Works Manager	Not Progressing		0%	No work completed on this project to date.

Transport Infrastructure





Key Functions - Footpaths and Cycleways, Road Infrastructure

Policy Directions • Policy to generally provide footpaths on only one side of urban streets in accordance with the Footpath Hierarchy Plan • Development of a footpath hierarchy plan including pedestrian access mobility plan and cycleway plan • Construction of one length of footpath annually in accordance with adopted plan • Width of all new footpaths to be at least 1.5 mtrs or greater • Review the Roads Hierarchy including review of methodology within the term of each Council


To provide transport infrastructure that meets community expectation in terms of need, safety, amenity and standard

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Linemarking on Class 2 Roads	Completion of project within budget allocation	Engineering Works Manager	Progressing		90%	90% completed with only Tara Bectric Road left to linemark as planned in December 2022
Undertake Footpath construction and maintenance in accordance with the Footpath Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing		15%	Reid Street and Harrison Street footpaths completed at Arianah Park. Asquith St, Gloucester St, Deboos St and Asquith St outstanding in Temora. Majority of this work planned for January/February 2023.
Undertake Cycleway construction and maintenance in accordance with the Cycleway Assets Capital Works Program	Completion of program	Engineering Works Manager	Not Due To Start		0%	No cycleway projects funded for 2022-23

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Rural Unsealed Roads construction and maintenance in accordance with the Rural Unsealed Roads Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing	▲	40%	Gravel resheet for Quandary Road, Weises Road, Back Arianah Park Rd completed. Outstanding are Fraters Speedway, Rees Road, Ness Road, Racecourse Road and Reynolds Lane. Majority of these have been impacted with flood damage and this flooding has delayed these remaining resheet projects.
Undertake Rural Sealed Roads construction and maintenance in accordance with the Rural Sealed Roads Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing	▲	50%	Funding for rural sealed roads Heavy Patching spent and Howards Road project application submitted under Fixing Country Roads. Morangarell Rd Seg 2 reseal outstanding.
Undertake Urban Unsealed Roads construction and maintenance in accordance with the Urban Unsealed Roads Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing	▲	15%	Works commenced but significantly delayed due to wet weather so no projects are fully completed yet and most have not commenced at all.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Urban Sealed Roads construction and maintenance in accordance with the Urban Sealed Roads Assets Capital Works Program	Completion of program	Engineering Works Manager	Not Progressing		0%	Planning works commenced with reseals planned for late Nov/Early Dec. Camp Street and Little Crowley Street not commenced.
Conduct a review of community expectations regarding the provisions of footpaths	Consultation undertaken and reported to Council	Engineering Assets Manager	Not Progressing		0%	Not started
Undertake Kerb and Gutter construction and maintenance in accordance with the Kerb and Gutter Assets Capital Works Program	Completion of program	Engineering Works Manager	Not Progressing		0%	No work undertaken for Kerb and Gutter due to consistent wet weather.
Undertake Regional Roads Program in accordance with the determined program	Completion of program	Engineering Works Manager	Progressing		15%	Commenced with past payment and planning of Arianah Park Intersection Lighting (Burley Griffin Way/Mary Gilmore Way) planned for Q2 to finish install. Maintenance particularly pavement defects being undertaken.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program	Completion of program	Engineering Works Manager	Progressing	▲	55%	Tara Bectric Road Segments 4 & 5 80% completed, with significant delays due to wet weather impacts. Tara Bectric Segment 7 to commence physical works in Q2 period with drainage structures and tree removals.
Undertake Pavement Rehabilitation/ Widening in accordance with the Pavement Rehabilitation / Widening Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing	▲	10%	Works have commenced and are ongoing however have been delayed due to consistent wet weather preventing earthworks and pavement works.
Make application for a minimum of one (1) Fixing Country Roads grants annually	Application made	Engineering Assets Manager	Progressing	▲	50%	Submission due 14th October 2022.
Commitment to the long term facilitation of efficient heavy vehicle access through Temora	Reduction in conflict between users and road managers	Engineering Assets Manager	Progressing	▲	25%	Ongoing challenge. Ongoing / upcoming issues. HVAR / Urban road train permit routes. Current permit routes are not long term solutions and changes need to be considered in the 1-5 year timeframe. Major increase in road train operation upto 36.5m AB Triple




Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Shire subject to minimisation of impact on: Resident amenity, Council finances, Resident safety	Adoption of a preferred option for Temora Heavy Heavy Bypass route					HML access to local road network. Pretty much already occurring through permits and various schemes but likely needs formal consideration.
Seek funding (Full) for the installation of a roundabout and associated infrastructure at the corner of Hoskins & Polaris Streets	Submissions made and lobbying undertaken	Engineering Assets Manager	Not Progressing		0%	Needs further consideration by Council. Impacted by heavy vehicle debate. Will need assistance from Council to lobby for funding. \$1-2m project.


Waste Services

Key Functions - Garbage Services, Landfill Sites, Street Cleaning, Trade Waste Services, Recycling

Policy Direction • To provide, maintain and improve facilities, which enhance visual aspects of the CBD and street infrastructure

- *To maintain the town and village streets in a tidy and clean standard • To provide effective household waste services collection and disposal systems for Ariah Park, Springdale and Temora as well as enhancing residents recycling opportunities and participation utilising innovative approaches to education, promotion and service provision*

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Continue support for Cleanup Australia Day program and anti litter promotion	Participation in program	Director of Environmental Services	Not Due To Start		0%	Clean Up Australia Day in first Sunday in March, 2023
Investigate hours of operation at Temora Waste Depot	Report submitted to Council	Director of Environmental Services	Progressing		10%	Will be considered along with Waste/Recycling Function review. Neil Smith (BEST) will commence in November
Investigate the introduction of kerbside recycling options in Temora Shire	Submit an options report to Council	Director of Environmental Services	Progressing		10%	Neil Smith (BEST Consulting) has been selected to progress the report to assist in decision making process

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Advocate for a Return and Earn facility at Arianh Park	Lobby REROC Waste Forum to lobby for a reduction in population requirements	Director of Environmental Services	Progressing		30%	Discussed at REROC level. Not in Govt policy to provide facilities to population less than 1000
	Consult with Arianh Park community to determine appropriate site					

Water Services

Key Function - • Drainage • Water Cycle Management

To ensure that water resources are utilized in an effective and efficient manner with a view to sustainability

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Deliver Flood Study and Floodplain Risk Management Plan for Ariah Park and Springdale	Completion of Risk Management Study and Plan	Engineering Assets Manager	Progressing	▲	75%	Nearing completion. Completion expected in 2022/2023 FY.
Undertake the Temora Floodplain Risk Management Study and Plan	Completion of the Temora Floodplain Risk Management Study	Engineering Assets Manager	Progressing	▲	60%	Committee meeting to be held in late October 2022. Completion likely at back end 2023 calendar year.
Complete the development of an Integrated Water Cycle Management Plan (IWCMP)	Completion of IWCMP	Engineering Assets Manager	Progressing	▲	75%	Completion expected in 2023 calendar year.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Undertake Stormwater Drainage construction and maintenance in accordance with the Stormwater Assets Capital Works Program	Completion of program	Engineering Works Manager	Progressing	▲	20%	Drainage works on Back Mimosa Road completed. Remaining projects not physically commence but planning works underway.

Youth




Key Functions - • Support Youth in their endeavours

Policy Directions • Conduct surveys of Youth to determine “mainstream” concerns and ways to engage the youth of Temora • Support the efforts of our Youth Council • Maintain youth centre facilities at Arianah Park and Temora • Participation in Youth Week/Local Government Week




Provision of services for the Youth in the Community that meet the expectations of stakeholders

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Youth - Support for Youth Week events	Attendance at Youth Week events	Youth Development Officer	Progressing	▲	10%	YDO and YPC are planning events for NSW Youth Week, to be held Thursday 20 April until Sunday 30 April 2023
Youth - Liaise with PCYC to determine if programs can be provided to Temora Shire	Contact made with PCYC and reported to Youth Committee	Youth Development Officer	Progressing	▲	10%	YDO has connected with Senior Constable Andrew Atkins from Temora Police and they are investigating ways of involving local police in youth programs.
Include alcohol and other drug education as part of the Youth education offering	Include drug and alcohol information in all improvement/wellness programs	Youth Development Officer	Progressing	▲	25%	YDO discerns if alcohol and other drug education is appropriate for Temora Youth education programs at Platform Y. Temora High School Year 12 students completed the Adulting 101 program in September, which included providing the students with the opportunity to gain the knowledge and skills to make informed decisions around to alcohol and drug use.
Youth - Offer programs that encourage the inclusion of village, rural and town young people	Participation by non Temora residents	Youth Development Officer	Progressing	▲	25%	YDO and/or YPC visit local schools each term to connect with our young people and promote programs at Platform Y. Programs are widely advertised on social media platforms. Each school holiday program includes at least one workshop at Arianah Park.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Youth - Conduct regular Youth programs and workshops in relevant areas of youth interest that support the development of financial literacy, interpersonal communication, collaborative skills and employment skills.	Conduct of youth programs	Youth Development Officer	Progressing	▲	25%	The Adulting 101 program for Year 12 students included workshops to build budgeting and interpersonal skills. The Youth Made Market program incorporated different aspects of financial literacy into each of their sessions, including budgeting, costing products, reconciliation and money handling. Skills in customer service are also taught during the program. The Hospitality team discusses costs of recipes at their weekly workshops. Money handling, collaboration and customer service skills are developed as part of their work with the Platform Y Cafe at various events.
Youth - Development of a program for school holiday activities	Attendance at School holiday events	Youth Development Officer	Progressing	▲	25%	Each school holidays, workshops are offered to suit a range of ages and interests. These workshops are open to all young people between 8 to 25 years. The following workshops were held in July holidays: - NAIDOC Week walking tour Wagga- 4th July - NAIDOC Week cooking workshop- 6th July - Homemade Cheese Workshop- 11th July - Canberra Youth Theatre Workshops - 14th and 15th July YPC secured grant funding from the Office for Regional Youth for the winter holiday break programs. All workshops are supervised by the YPC and Temora Youth Leader volunteers. All workshops were well attended, with the theatre workshop prompting a resurgence of our weekly CAPA workshops at Platform Y.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Youth - Hold a Youth Team afternoon tea and youth team meeting hosted and chaired by the Mayor	Function held	Youth Development Officer	Completed		100%	On Monday 25th July, Mayor Rick Firman hosted the Temora Youth Leadership Team, YDO and YPC at council chambers for a meeting and afternoon tea. This provided the Youth Team with an opportunity to engage in discussion with the Mayor about issues impacting young people in our community.
Youth - Support the concept of the Young Citizen of the Year Award as a way of recognising Youth	Awards presented	General Manager	Progressing		25%	Ongoing support. Award will be made in conjunction with Australia Day
Youth - Develop and showcase talent by creating a youth made market and event with the support of local mentors	Participation level by Village residents	Youth Development Officer	Progressing		75%	YOUth Made Market 2022 workshops have been conducted in preparation for the market day on 15th October. A small but enthusiastic group of young entrepreneurs have completed workshops with local business mentors to provide them with the necessary skills to launch their market stalls. Members of the Platform Y leadership team have also attended the weekly workshops to improve their business acumen and customer service skills.

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Youth - Participate in activities that encourage community service, nurture leadership and responsibility, eg Take Charge, Clean Up & Australia Day, Baking it forward	Participation in programs	Youth Development Officer	Progressing	▲	25%	The Youth team prepared items for their first street stall, held on Friday 8th July to raise funds for a new coffee machine. The Platform Y Cafe was part of the T-Light event at Lake Centenary on 27th August. Members of the Hospitality Team were under the direction of the YPO at both events and gained volunteer hours for their assistance. TAKE THE LEAD Temora Youth Leadership Program workshops commenced 5th September, building participants knowledge and understanding of what leadership means. Applicants were required to complete a minimum of 8 hours volunteering with a local community organisation as part of the program, which has been funded by a NSW Youth Opportunities grant.
Youth - Hold an annual informal meeting for the Youth Team and Youth Committee hosted and chaired by the Mayor	Function held	Youth Development Officer	Progressing	▲	10%	The Platform Y Leadership team, YDO and YPC are investigating a options for this meeting to occur and will liaise with the Youth Committee to find a suitable time.
Youth - Participate in REROC youth meetings and events	Attendance at REROC Youth meetings	Youth Development Officer	Progressing	▲	25%	The Youth Department assisted with transportation costs for Temora High School students to attend the Take Charge Leadership Forum on 31st August (St Annes unable to attend due to COVID restrictions. Arianah Park indicated their intention to attend but did not confirm with YDO). YPC attended also the forum. YDO is unable to attend in REROC meetings due to a scheduling conflict. However, YPC is investigating her capacity to attend.
	Temora Shire participation in REROC Youth events					

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Partner with Pinnacle Services to encourage participation in programs that support and engage the young people in their care	Participation numbers of NDIS clients	Youth Development Officer	Progressing		25%	One client regularly attends the Hospitality weekly workshops. YPC will continue to collaborate with the NDIS Coordinator from Pinnacle Community Services for Pinnacle clients to attend the weekly workshops at Platform Y.
Youth - Support annual transport to Canberra Careers Expo	Provision of equitable access to event for all youth	Youth Development Officer	Completed		100%	37 Year 10 students from Temora High School and Careers Advisor Tracey Eisenhammer attended the Canberra Careers Xpo, accompanied by the YDO and YPO. St Annes School did not attend due to COVID restrictions for Catholic schools and Arah Park Central School did not attend. This program was to be funded by Temora Shire Council, but an offer from Stacey Suidgeest (Senior Project Officer, Regional Industry Education Partnerships) to cover the associated transport costs, was accepted by the YDO.
Scholarships - Provide one (1) scholarship to the Temora and District Education Fund	Scholarship awarded	General Manager	Completed		100%	Completed

Action Name	Metric	Responsible Position	Status	Traffic Lights	Progress	Comments
Scholarships - Provide scholarships in accordance with policy to be determined by Council through the Scholarships Committee	Scholarships awarded	General Manager	Progressing	▲	25%	Scholarships committee to review applications when received

12 ENGINEERING SERVICES

Nil

13 ENVIRONMENTAL SERVICES

13.1 PROPOSED SERVICE STATION MURAL

File Number: REP22/1170
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

The draft proposal (below) was referred to a meeting of the Assets and Operations Committee on 9 March 2021 and the Committee resolved and was subsequently adopted by Council to:

- Agree in principle with the concept of public art and that it be sent to the Heritage Advisor for comment and report back to Council
- If Council supports the proposal, the projects be developed for funding outside of Councils budget.

Further investigation reveal that the referral to the Heritage Advisor did not occur and hence no report has been forthcoming.

This failure in process is likely to have occurred due to staff turnover at the time and disruption to the 2021 Heritage Advisor Program due to the COVID19 Pandemic which saw the advisor visit only infrequently.

Staff apologise for the process disruption on this matter.

The issue has now been referred to the Heritage Advisor with his comments as follows:

The proposed mural is fine subject to it not detracting from the traditional scale and proportion of the building.

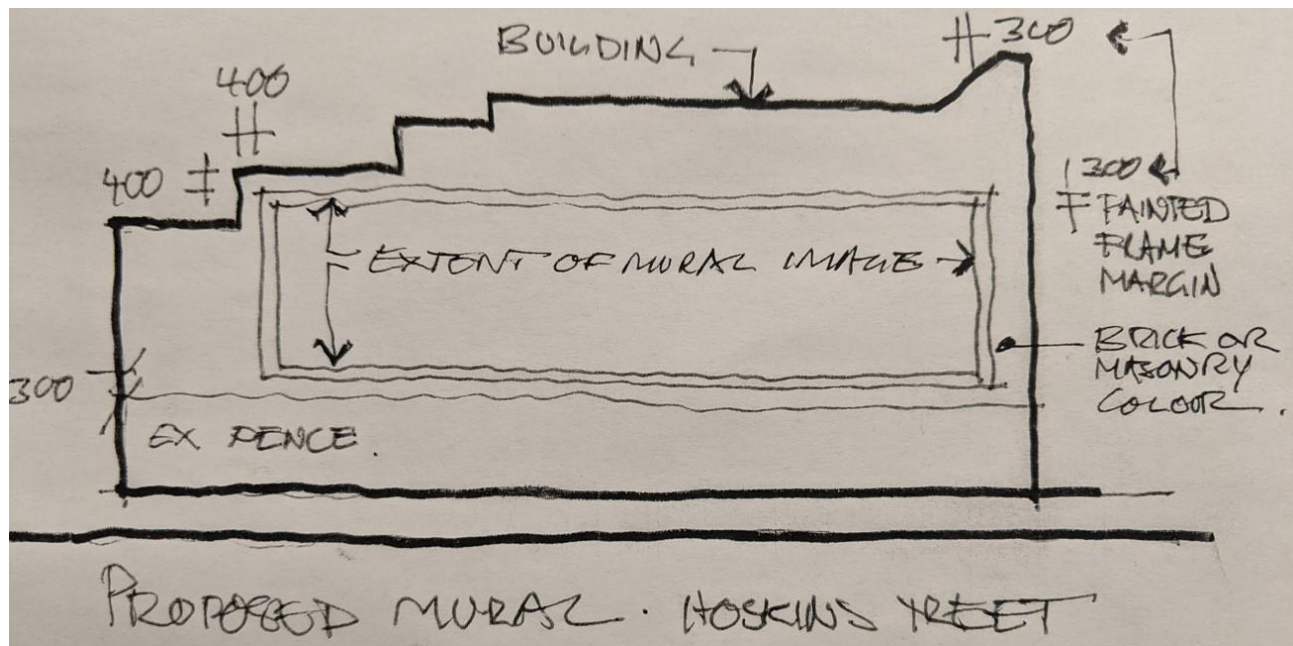
The use of a painted frame will achieve this. The frame interprets traditional large graphics used in similar locations.

The frame may be colour toned to develop a third dimension as required. The frame colour to be selected by the artist.

The mural may be painted on the wall or on an applied sheet or similar material. The wall colour should reflect the underlying base material in a selected red/brown colour modified to complement the frame and image.

The mural may be illuminated subject to suitable fittings and no extraneous conduit.

David Scobie, HA to TSC

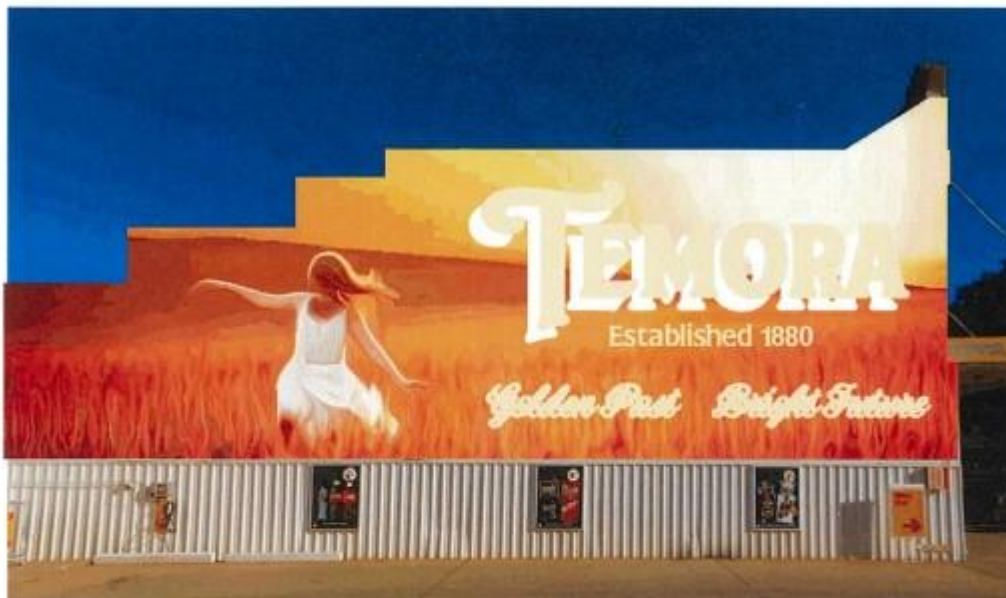




Master Signwriters and Pictorial Artists
Exceptional Quality - Established 1990 - Extreme Durability



The proposed wall in Hoskins Street, Temora is in a very poor state at present and has a very negative impact on the look and feel of the centre of Temora.



Irvine Signs : Proposed Central Hoskins Street Mural Project, Temora, NSW.

Irvine Signs would like to put forward the idea of creating a mural on a prominent, but currently derelict, wall in the centre of Temora's CBD.

The conceptual artwork provided references the Gold Mining past whilst looking to the future. The art acknowledges the significant role that agriculture plays in our community with a style and images that try to reinforce the feelings that Temora is a productive and vibrant community that is also a very clean and safe location for children and families to grow and flourish.

Irvine Signs have completed a number of projects with similar scope locally and further afield and can guarantee a high quality, durable product which will enhance the local business precinct and promote Temora nationally.

We hope you are able share our vision.

Budget Implications


Un-costed – Not in Council's Community Strategic Plan or future work Plan

RECOMMENDATION

It is recommended that Council considers the report.

Report by Kris Dunstan

13.2 DRAFT LOCAL ORDERS POLICY

File Number: REP22/1218
Author: Town Planner
Authoriser: Director of Environmental Services
Attachments: 1. Draft Local Orders Policy [↓](#) 

REPORT

The current Local Orders Policy is due for review by Council. The purpose of this policy is to provide direction to Council and the community in relation to the enforcement of common Local Government regulatory issues in Temora Shire, which relate to the keeping of animals, sewerage compliance and regulated premises such as hairdressers and beauticians. Council officers have completed their review of the plan and provided some minor amendments and additional inclusions.

A copy of the draft plan is attached. The proposed changes are shown in red.

The minor amendments propose updates of references to relevant legislation.

The proposed additional inclusions relate to the management of untidy land and overgrown vegetation.

It is also proposed to delete the requirement of this policy to inspect sewer connections of properties at the time of sale of a property. This requirement has been in place since 2005 and each year Council has inspected in excess of 100 sewer connections each year. In this time, the majority of properties in Temora have been checked for suitable sewer connections. It is therefore proposed that Council consider removing this requirement from property owners to facilitate the sale of their property. This reasoning is based on sufficient time having passed for this requirement to have achieved its intended aims of managing the risk of unsuitable connections to Councils sewer system.

RECOMMENDATION

It was resolved that Council

1. Consider the draft policy,
2. Place the draft policy on public exhibition for a period of 28 days and
3. Receive a future report on the outcomes of the public exhibition.

Function: Planning-Regulatory

Policy No: PR5

TEMORA SHIRE COUNCIL

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

LOCAL ORDERS POLICY

ACTIVE

Revision No: 3
File Name: Local Orders Policy

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Function: Planning-Regulatory

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TEMORA SHIRE COUNCIL

Review Details**ABOUT THIS RELEASE**

DOCUMENT NAME: Local Orders Policy
CODE NUMBER: PR05
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: 16 May 2013

REVIEW

Revision Date	Revision Description		Date approved by Council	General Managers Endorsement
April 2013	New Policy	1	16 May 2013	GCL
September 2017	Refresh	2	N/A	GCL
October 2022	Refresh	3		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
October 2026	Refresh		Town Planner

Revision No:**3**
File Name: Local Orders Policy

Revision Date: **October 2022**
Page No:

Function: Planning-Regulatory

Policy No: PR5

TEMORA SHIRE COUNCIL

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Part A - Preliminary

A1. Objectives

Under the Local Government Act 1993, Councils have the authority to issue Orders to do or refrain from doing specified actions. The purpose of this policy is to specify the criteria which the Council will take into consideration in determining whether or not to give an order under Section 124 and 125 as those orders relate to:

- the keeping of animals and birds,
- sewerage compliance methodology,
- regulated premises and
- untidy land and overgrown vegetation

The authority of Councils is not limited to the above items. However, Council is providing further detail about the most common circumstances where issuing an Order may be considered.

A2. Scope

Parts B, C, and D of this Policy shall apply to:

- (a) All premises and all areas associated with those premises;
- (b) All land within the following planning zones within Temora Shire:

- R1 General Residential zone
- R5 Large Lot Residential zone and
- RU5 Village zone
- B4 Mixed Use zone
- IN1 General Industrial

Part E of this policy applies to all planning zones within Temora Shire, that are serviced by Council's sewer drainage system.

Part F of this policy applies to those businesses identified as Regulated Premises.

Except where otherwise provided or indicated, the Director of Environmental Services shall be responsible for the enforcement of the provisions of this Policy. Refer also to Council's Enforcement Policy for further details about enforcement procedures.

A3. Related Legislation

This policy is made in accordance with Part 3 of Chapter 7 of the Local Government Act, 1993, and is governed by the requirements of that Act.

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*Function: Planning Regulatory**Temora Shire Council**Policy Number: PR5***A4. Procedures for the issuing of Orders**

In accordance with the Local Government Act, 1993, Councils are required to observe certain procedures before giving orders. In particular Section 132 requires that the following be carried out prior to issuing an order namely:

- (i) Give notice to the persons to whom the order is proposed to be given of its intention to give the order, the terms of the proposed order and the period proposed to be specified as the period within which the order is to be complied with.
- (ii) Indicate that the person to whom the order is proposed to be given may make representations to the Council as to why the order should not be given or as to the terms of or period for compliance with order.
- (iii) Indicate that the representations are to be made to the Council or a specified committee of the Council on a specified meeting date or to a specified Councillor or employee of the Council on or before a specified date being, in either case, a date that is reasonable in the circumstances of the case.

All representations are to be made to the General Manager.

In the event that representations are made to the Council and an agreement is not reached the persons affected by the order may still exercise their rights pursuant to Section 138 of the Act and have the matter determined by the Land and Environment Court.

Further details of procedures are included as part of Council's Enforcement Policy.

A5. Penalties

Penalties for non-compliance with the terms of orders issued by Council are prescribed under Section 628 of the Local Government Act 1993.

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Part B – Companion Animals: Dogs, Cats

B1. Legislation – Companion Animals Act 1998

The Companion Animals Act 1998, and associated Regulation (2018) is designed to benefit pets, their owners and the wider community.

The permanent identification and lifetime registration system which came into effect on 1 July 1999, assists Council in returning lost and injured animals to their owners.

Since 1 July 1999, all dogs and cats in NSW must be microchipped at the point of sale, change of ownership or by 12 weeks of age, whichever occurs first. If a puppy, kitten, dog or cat is purchased in NSW, under the Companion Animals Act 1998, it must be microchipped first.

B2. Councils Key Regulatory Roles under the Act

Cats	
Section 31	The issuing of a nuisance notice or order – issued where a cat persistently makes a noise or the noise continues to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of any person in any other premise or where a cat repeatedly damages anything outside the property on which it is ordinarily kept.
Sections 92;30	<p>Issuing of penalty infringement notices – cats found in prohibited places such as food preparation / consumption areas and designated wildlife protection areas.</p> <p>Note: Roaming cats are not regulated other than in these areas. A notice can also be issued where a cat has not been microchipped, registered or is not properly identified while away from the property on which it is ordinarily kept. Council does not have regulatory powers to restrict roaming cats, unless clear evidence is available that shows the cat is causing a nuisance to neighbours and wildlife.</p>
Dogs	
Section 34	Declaration of a dangerous dog – Council can declare a dog as dangerous or menacing if the authorised officer is satisfied that the dog is dangerous, menacing or the dog has been declared a dangerous or menacing dog. A declaration has effect throughout the State.

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Section 32A: 32B	The issuing of a nuisance notice or order – issued where a dog is habitually at large, persistently barks or makes a noise that continues to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of any person in another premise; repeatedly defecates outside the property; repeatedly chases or runs at any person, animal or vehicle; endangers the health of any person or animal and / or repeatedly causes substantial damage to anything outside the property on which it is kept.
Section 18;57	Seizure of an attacking and / or biting dog and where control requirements associated with restricted breeds are not complied with.
Sections 92;14;12A;13; 20;57A	Issuing of penalty infringement notices – Dogs found in prohibited places such as Child care centres, children's play areas, school grounds, food preparation and consumption areas (unless in a road reserve), public bathing areas and parks / recreational areas so indicated as prohibiting dogs; and designated wildlife protection areas. Dogs not being contained within a property and not on a leash whilst in a public place other than a designated off leash area; as well as fines for dogs defecating in public place; the sale of a restricted dog or proposed restricted dog, where a dog has not been micro-chipped and registered.

B3. Control of Dogs

Under the Companion Animals Act 1998 (NSW) dogs must always be under the effective control of their owners including when they are let off the leash in designated off leash areas. A dog is not considered to be under the effective control of a person if that person has more than four dogs under his or her control.

B4. Off Leash Areas

Dogs are required to be restrained while in a public place with the exception of prescribed dog exercise areas. This area includes the designated area of:

- Gardner Street Reserve, Temora
- Lake Centenary, Temora

Dog owners need to have control over their dogs and it is required by law that dog droppings must be removed and disposed of correctly.

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*Function: Planning Regulatory**Temora Shire Council**Policy Number: PR5***B5. Dog Litter**

Owners have a legal and social responsibility to pick up after their dogs. Uncollected faeces pose a potential health risk and can impact on amenity and waterways. This is particularly a problem in playgrounds on sports fields, on neighbours' properties and on public footpaths.

Temora Shire Council Ranger works to ensure dog owners meet their social and legal responsibility to clean up after their dogs by promoting awareness of these responsibilities, including:

- To take a plastic bag with them when they take their dog for a walk, and
- That it is an offence not to put their dog litter in the bin.

B6. De-Sexing

Temora Shire Council strongly recommends that pets be desexed unless they are intended for breeding purposes. Council receives hundreds of unwanted, abandoned and stray cats and dogs each year. The majority of these animals are the result of uncontrolled breeding and, unfortunately, many must be euthanised because homes cannot be found for them.

A desexed cat or dog is cheaper to register and can save more than two thirds of the cost of registration.

B7. Lifetime Registration and Micro-Chipping

Under *The Companion Animals Act 1998 (NSW)* cat and dog owners must take two steps to provide their pets with lifetime protection; permanent microchip identification and lifetime registration.

This two step system greatly assists Temora Shire Council and other Council's in returning pets to their owners in the event that it is lost, hurt or stolen. It also provides Council with a more effective means of keeping track of cats and dogs for the benefit of the wider community.

The Act requires cats and dogs to be identified by microchip by the age of 12 weeks and lifetime registered by the age of 6 months.

B8. Lost, Seized and Surrendered Animals

Temora Shire Council will seek to return all unaccompanied pets safely home to their owners.

Where this is not practicable, or where a dog is found straying on more than one occasion, the animal will be taken to Council's Companion Animal Shelter. Once at the facility, the owner will be given 14 days to claim a registered dog or cat or 7 days to claim an unregistered animal, before the animal becomes the property of Council.

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Animals will not be released from the pound until all appropriate fees and charges are paid and the animal is microchipped and registered.

The only exception to not charge a registration fee is if the owner agrees to have the animal desexed within 28 days of leaving the Companion Animal Shelter. The owner can then pay the lower registration fee immediately there afterwards.

An animal can be surrendered to Council by filling in a Surrendered Animal form and submitting this to Council with the appropriate fee.

Under the Companion Animals Act, once an animal becomes the property of Council, the Ranger will make an assessment of the animal and decide whether the animal is suitable for re-housing or passing onto a welfare agency. Otherwise, the animal will then be euthanised by a Veterinarian.

Council will seek to re-house or foster animals to accredited animal welfare agencies where applicable.

Rangers will only re-house animals when they can be assured that the applicant can adequately care and house the animal and that the animal won't impact on neighbourhood amenity.

B9. Cat Management

Under the Companion Animals Act, cats are required to be identified in the form of a microchip or collar and tags that provides the name of the cat and the address and telephone number of the owner.

Cats are prohibited from wildlife protection areas and food preparation areas, and can be declared nuisance cats if they persistently make noise that unreasonable interferes with the wellbeing of neighbours or if they repeatedly damage the property of others.

Council makes a distinction between domesticated pet cats and feral or stray cats (which don't have an owner). If there are feral cats in built areas, they may be trapped and removed by the Council or by residents with consent from the Council.

If the Council Ranger believes a cat to be a feral or stray animal and not a companion or domestic animal, the animal can be euthanised immediately.

B10. Maximum Number of Companion Animals

In order to maintain the amenity of residential and urban areas and the health and safety of neighborhoods, Council will restrict the number of companion animals per residential property to reasonable levels when it is considered that companion animals are impacting on residential amenity, e.g. continual barking dogs, odour issues associated with poor hygiene, or poor management of animal wastes.

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When this is demonstrated Council will enforce the keeping of no more than four (4) companion animals over the age of six months per residence. Where there are continuing impacts on residential amenity from companion animals on a particular premise, Council will enforce a further reduction in the number.

To enforce this Council will utilise Order number 18 of section 124 of the Local Government Act 1993 that stipulates that Council can issue an Order to:

*Not to keep animals on premises, other than of such kinds,
in such numbers or in such manner as specified in the order.*

Council can also issue this Order to the occupier of the premises in the case where an inappropriate kind or number are kept or are being kept inappropriately.

The principle does not apply to rural zoned land (RU1).

B11. Barking Dogs

Persistent dog barking can be a neighbourhood nuisance and a major source of community complaint. Persistent barking may be caused by boredom, lack of exercise and stimulation, or confinement to an inappropriately small space.

To address dog barking, Council will pursue positive and proactive approaches such as:

- Providing off leash areas for dogs to socialise;
- Providing community education and training for dog owners;
- Providing a citronella collar for residents to hire.

The Ranger will issue a Nuisance Dog Order where persistent barking is considered to be nuisance behaviour.

B12. Dog Attacks

Dog attacks have been shown to have serious consequences.

Temora Shire Council together with the Department of Local Government and RSPCA will work with residents to educate them about animal behaviour and how to avoid attacks. The Ranger will work with school children in particular to teach them how to safely interact with pets, especially dogs.

Council will also continue to enforce its responsibilities in regard to 'dangerous dogs' and 'restricted breeds'.

The Ranger will follow up all serious complaints of dog attacks immediately.

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*Function: Planning Regulatory**Temora Shire Council**Policy Number: PR5***B13. Restricted Breeds**

It is an offence in New South Wales to sell, acquire or breed dogs on the restricted dog list including the offspring of restricted dogs:

- a. American Pit-bull or Pit-bull Terrier;
- b. Japanese Tosa;
- c. Dogo Argentino (Argentinean fighting dog)
- d. Fila Brasileiro (Brazilian fighting dog)
- e. Any dog declared by a Council under Division 6 of the Act to be a restricted dog**
- f. Any other dog of a breed kind, or description prescribed by the Regulation for the purposed of this section.

** This means any dog where the Council is of the opinion that a dog of a breed or kind of dog on the restricted dog list or a cross breed of any such breed or kind of dog.

Owners of restricted breeds (and dogs declared 'dangerous') must ensure:

- The dog is desexed;
- The dog is kept in a child proof enclosure;
- A 'dangerous dog' warning sign is clearly displayed on their property;
- The dog at all times wears a distinctive collar and tag;
- The dog is always leashed and muzzled when in public and under the control of a person over the age of 18 years;
- The dog registration details are up to date;
- Council is immediately notified if the dog attacks or injures a person or animal.

B14. Dangerous Dogs

A dog is 'dangerous' if it has without provocation, attacked or killed a person or animal, or, repeatedly threatened to attack or repeatedly chased a person or animal. 'Dangerous dogs' in NSW are dogs that are the subject of a declaration under the Act by a Council or a court that the dog is considered dangerous. Council must give notice to the owner of a dog of the Councils intention to declare the dog to be dangerous.

Police and the Ranger are empowered to impound dogs declared as dangerous. Owners of dogs declared dangerous must comply with all the conditions for restricted breeds listed above and must not be sold to a person under the age of 18 years.

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Part C - Horses

C1. Land size

The establishment of new stables on land zoned R1, B2 or B4 are generally prohibited.

Horses are not permitted on land applicable to this policy if such land is less than 0.4 hectares in total. Exceptions to the above requirement will be considered by Council on a case by case basis.

Any concession made will be subject to compliance with the requirements of "Guidelines for Minimum Standards for keeping horses in urban areas" (Fact Sheet 16) from Department of Primary Industries (refer www.dpi.nsw.gov.au).

Land of a size exceeding 0.4 hectares shall comply with the requirements of "Guidelines for Minimum Standards for keeping horses in urban areas" (Fact Sheet 16) from Department of Primary Industries (refer www.dpi.nsw.gov.au).

C2. Number of Horses

The maximum number of horses at any one time shall not exceed two (2).

C3. Approvals

Each application for the keeping of horses shall be treated on its merits and approval to keep horses may not be granted in every case. Applications are to be submitted by the owner of the land.

Persons keeping horses within R1, R5, RU5 and B4 zones, without Council approval, prior to the adoption of this policy are required to apply for approval in accordance with this policy.

Applications for the keeping of horses and the construction of yards and shelters after the appointed day shall be treated as development applications.

The neighbouring owners of the land for which permission is applied for will be advised of each application. Any person who owns and who contends that his or her enjoyment of the land will be detrimentally affected if the development is carried out may object, in writing, to Council.

Stables and yards shall be kept clean and tidy to the satisfaction of Council at all times, so as not to be the cause of a nuisance.

Additional requirements for fencing may also apply for the purpose of preventing damage to an adjoining premise. An adequate fence shall be provided to preclude

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horses within a distance of two (2) meters from any boundary of the adjoining premises.
Ringlock or barbed wire fencing is not permitted.

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Part D - Poultry

D1. Keeping of Poultry

All poultry must be kept in accordance with the Local Government (General) Regulation 2021, Schedule 2, as follows:

Poultry not to be a nuisance or health risk

- (a) Poultry must not be kept under such conditions as to create a nuisance or to be dangerous or injurious to health.
- (b) Poultry yards must at all times be kept clean and free from offensive odours.

Poultry not to be kept near certain premises

- (c) Fowls (that is, birds of the species *Gallus gallus*) or guinea fowls must not be kept within 4.5 metres (or such greater distance as the Council may determine in a particular case) of any dwelling or public hall or school or premises used for the manufacture, preparation, sale or storage of food.
- (d) Poultry (other than fowls referred to in subclause c) must not be kept within 30 metres of any building on a property.
- (e) The floors of poultry houses must be paved with concrete or mineral asphalt underneath the roosts or perches. However, this subclause does not apply to poultry houses:
 - (i) that are not within 15.2 metres of an adjoining property boundary, dwelling, public hall or school; or
 - (ii) that are situated on clean sand.
- (f) Poultry yards must be so enclosed as to prevent the escape of poultry.

All food must be stored in sealed vermin proof containers and must not be left uncovered.

Vermin and other pests must be controlled.

All offensive odours must be controlled.

All offensive noise must be controlled.

All poultry must be housed in purpose built facilities. Council approval may be required for these structures.

Waste material, including litter and bedding, must be disposed of in an approved manner that may include composting.

Outside runs must be free draining, not to discharge to neighbouring properties and not be allowed to become muddy.

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*Function: Planning Regulatory**Temora Shire Council**Policy Number: PR5***D2. Numbers of Poultry**

The total numbers of poultry kept on premises must not exceed the maximum amount specified below:

Type	Maximum Numbers
Peafowl (Peacocks)	nil
Peafowl (Peahen)	nil
Roosters	nil*
Ducks	nil
Geese	nil
Turkeys	nil
Fowls (chickens)	20
Total	20

*Roosters may be permitted during the breeding season only. Roosters must be housed in a dark enclosed shed at night during that period.

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Part E - Sewerage Compliance Methodology

E1. Council Sewerage System

Council is responsible for managing sewerage disposal within Temora Shire. Council has the authority to inspect connection to Council's sewerage system and can issue an order if, upon inspection, the sewerage system servicing the premises does not comply with Council's requirements. In particular, Council must be able to access the boundary shaft for individual properties. Boundary shaft inspections are required to determine their location for rectifying sewer chokes and to ensure correct disposal of stormwater is occurring.

~~Council will arrange for inspection of sewer connections at the time of the request for a S149 Planning Certificate, and a Sewerage Compliance Certificate can be issued after a satisfactory inspection has been completed. A fee is applicable to this service, however no inspection is required if a satisfactory inspection has been carried out within two (2) years prior to the current request.~~

E2. On-site Sewage Management Systems

Approval from Council under Section 68 of the Local Government Act 1993 is required for all new on-site sewage management systems.

Council will check the specifications of various on-site systems upon applications being lodged with Council.

Council will determine the inspection regime of installed systems. Low risk sites are exempt from regular inspection. Medium risk sites require regular inspections to occur every three (3) to five (5) years to be determined at the time of assessment and High risk sites, regular inspection to occur every one (1) to two (2) years.

Aerated Wastewater Treatment Systems (AWTS), inspection to occur according to the assessed risk determined by Council at the time of assessment. The AWTS must be inspected and serviced according to the manufacturer's instructions by a service technician approved by the manufacturer, at cost to the owner and the resultant certificate provided to Council for registration. Failure to submit the certificate will result in Council inspecting the AWTS at cost to the owner.

Subdivisions in unsewered areas

These developments require a full site and soil assessment consistent with the criteria contained in these development controls.

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Single sites in unsewered areas

Council has identified the following criteria apply to single sites in unsewered areas:

Allotments 2ha or less in area will require an AWTs facility to be installed.

Allotments between 2ha and 40ha in area will require a site assessment, land capability assessment or the installation of an AWTs.

Allotments greater than 40ha will require the installation of a conventional septic tank with absorption trench or transpiration bed.

All single sites are required to comply with the site assessment, buffer distances, and septic tank and absorption trench requirements in these development controls.

Further details regarding site assessment, buffer distances, soil testing and sizes of septic tanks and absorption trenches are included as part of the Temora Shire Development Control Plan.

Notwithstanding risk category, all buffer distances must be maintained or achieved. If the distances cannot be achieved, then any variation will not be considered unless accompanied by a report prepared by a hydrologist certifying that ground conditions exist in the subject area that will ensure that contamination of water bodies (rivers, streams, dams, bores, lakes or the like) will not occur.

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Part F - Regulated Premises

Owners, operators or proprietors of hairdressing, beauty and skin penetration premises, and mortuaries are required under Local Government Act 1993 and Public Health Act 2010 to be maintained in a clean and sanitary condition and suitably constructed to ensure hygienic conditions.

Council's officers undertake regular inspections of hairdressers, beauty salons, nail technicians and premises involved in skin penetration, such as ear piercing, and any other procedures prescribed by the regulations.

Good infection control practices will prevent the spread of disease. Procedures that involve skin penetration carry a greater risk of spreading disease because microorganisms (germs) can easily enter the body when the skin barrier is broken.

The objectives of Council's inspections are:

- To ensure the health of the public is protected when they receive treatments or services from a premises;
- To ensure operators are aware of their obligations to carry out safe, clean and hygienic procedures; and
- To ensure that the premises where procedures are undertaken comply with the relevant standards.

Matters which are investigated include:

- cleanliness
- sanitation and sterilisation practices
- adequacy of construction and
- personnel hygiene.

For further information regarding hygiene standards, refer to the NSW Department of Health website, www0.health.nsw.gov.au/factsheets/environmental/index.asp

*Revision Number:3
File Name: Local Orders Policy*

*Revision Date: October 2022
Page Number: 18*

Function: Planning Regulatory

Temora Shire Council

Policy Number: PR5

Part H – Untidy Land and Overgrown Vegetation

Landowners and occupiers are required to keep their property in a reasonably tidy condition.

Council officers will respond to complaints regarding properties that are kept in an untidy or unhygienic condition that is not considered to be safe or healthy.

Under Section 124 of the Local Government Act 1993, Council can issue an order that requires the owner or occupier of a premises to remove or dispose of waste that is on any residential premises or to refrain from keeping waste on those premises.

Council can order an owner or occupier of land to do or refrain from doing such things as are specified in the order to ensure that land is, or premises are, placed or kept in a safe or healthy condition. This may include managing overgrown vegetation, such as by mowing or slashing long grass or poisoning weeds.

Council can also require the owner or occupier of land to remove or stack articles or matter, to cover articles or matter, to erect fences or screens or to plant trees where land is in the immediate vicinity of a public place and is used for the storage of articles or matter that is likely to create unsightly conditions.

Council officers will follow procedures under the Local Government Act including a warning letter, notice of intention to issue an order, issue of an order and carrying out required works at the owner's expense if the works are not completed within the required timeframe or to a satisfactory standard.

*Revision Number:3
File Name: Local Orders Policy*

*Revision Date: October 2022
Page Number: 19*

13.3 URBAN DESIGN GUIDELINES FOR REGIONAL NSW

File Number: REP22/1235
Author: Town Planner
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

Council has identified their interest to be informed of the NSW Department of Planning and Environment's Urban Design Guidelines for Regional NSW.

The guidelines have been developed by the NSW Government Architect and they provide seven objectives to define the key considerations in the design of the built environment. The objectives are as follows:

- Better fit:
A place that responds to its local character and location
- Better performance:
A place that is sustainable, adaptable and durable
- Better for community:
A place that is inclusive, connected and diverse
- Better for people:
A place that is safe, comfortable and liveable
- Better working:
A place that is functional, efficient and fit for purpose
- Better value:
A place that creates and adds value
- Better look and feel:
A place that is engaging, inviting and attractive

The guidelines also identify seven urban design strategies for regional NSW and provide examples of how the strategies could be achieved. The urban design strategies are:

1. Engage with the history and culture of places
2. Integrate with the natural environment and landscape
3. Revitalise main streets and town centres
4. Prioritise connectivity, walkability, and cycling opportunities

5. Balance urban growth
6. Increase options for diverse and healthy living
7. Respond to climatic conditions and their impacts.

The guideline provides details of how to deliver a good design process, involving defining the project, involving relevant parties, developing ideas and options, evaluation and delivering the project.

Discussion

The Urban Design Guidelines for Regional NSW provide a useful source of information about matters Councils and the community can consider in projects across different places, including public spaces, town centres and main streets, infill development and greenfield development. The guidelines can be referred to as part of future projects that Council is investigating, such as the Hoskins Street Stage 2 Upgrade, Railway Precinct upgrades as well as developer-initiated projects associated with future residential development.

RECOMMENDATION

It is recommended that Council note the report.

Report by Claire Golder

13.4 TAIC - TREFLE SHED SEPTIC TANK

File Number: REP22/1261
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

At the Temora Agricultural Innovation Centre (TAIC) Partnership meeting and subsequent September Council Meeting it was resolved to upgrade the septic tank to an Aerated Waste Water Treatment system (AWTS) at a cost of approximately \$12,000.

Council's Director of Environmental Services (who was absent from the September meeting) was aware of the issues surrounding water infiltration into the effluent disposal area and the impact it is having on the current system's (conventional septic tank) operation and has been waiting most of the year for the site to dry out sufficiently in order to facilitate access for Council's Earthmoving contractor to carry out some simple bunding and filling works that will address the water ingress situation.

At the time of construction, the installation of an AWTS was considered and rejected due to the likely infrequent occupation of the building and the requirement of steady throughput that is required to make an AWTS work efficiently and sustainably.

It is Council staff's opinion that the current Septic Tank's operation can be rectified with some simple earthworks (filling and bunding/drain installation) at a cost of approximately \$1-1.5K. However, this can only occur when the disposal area dries out sufficiently enough for earthmoving equipment to access the area.

In the interim, Council has engaged local waste company, Temora Skip Bins to pump out the existing Septic Tank prior to any major functions like the Open Day event last month.

Budget Implications

Proposed work costing \$1,500. (Estimated Saving of \$10,500 from previous resolution at September meeting)

RECOMMENDATION

It is recommended that Council rescind part Resolution 153/2022 (Committee Resolution 6/2022) and that Council allocate a reduced amount of \$1,500 towards the earthworks required to address the water infiltration into the existing effluent disposal area and the Council Officers investigate requirements to repair/replace the chemical wastewater pond liner.

Report by Kris Dunstan

14 ADMINISTRATION AND FINANCE**14.1 RECORDS FOR DESTRUCTION - DR/1,2,3,4-2022****File Number:** REP22/1211**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Pinnacle Community Services [↓](#) **REPORT**

Attached are records from Pinnacle Community Services that are required to be destroyed in accordance with GA39 Retention and Disposal Authority.

RECOMMENDATION

It is recommended that the records as listed in the attached report be destroyed.

Report by Elizabeth Smith

GAD39 Temora Council Retention Disposal Authority: Destruction Record

For: 3 - Community Services - Service Provision Reference: DR/1 - 2022

GA39 No	Description of records	Disposal action	
3.7.3	Records of clients of community services. Records include: client case files and summary or registered particulars eg: medical details, registers and databases, assessments of eligibility and entitlements, enrolment and attendance records, records of client contact not recorded elsewhere, etc	Retain minimum of 7 years after action completed, then destroy	
Item	PINNACLE COMMUNITY SERVICES - TEMORA ARCHIVES	Date Range	Disposal After

Pinnacle - Temora Box No 1	Compacts	2011-2012	2019
Pinnacle - Temora Box No 2	Dementia Daycare, Social Support, Community Options	2009-2014	2021
Pinnacle - Temora Box No 3	Social Support & Community Options	1994-2012	2019
Pinnacle - Temora Box No 4	Compacts	2009-2010	2017
Pinnacle - Temora Box No 5	Community Options	2011	2018
Pinnacle - Temora Box No 6	Community Options	2011-2013	2020
Pinnacle - Temora Box No 7	Community Options	2011-2012	2019
Pinnacle - Temora Box No 8	Community Options	2004-2007	2014

Total Number of Boxes : 8

Date Destroyed:

Authorised by*:

Method of Destruction:

No. of Boxes:

Note: The destruction of records should be irreversible, and environmentally friendly.

Destruction is the complete and irreversible physical erasure of the record which ensures that the record cannot be reconstituted or reconstructed.

*Council acknowledges that the records listed above are no longer required for legal, administrative, audit or financial reasons.

GA39 I emora Council Retention Disposal Authority: Destruction Record

For: 3 - Community Services - Service Provision **Reference:** DR/2 - 2022

GA39 No	Description of records	Disposal action
3.7.3	Records of clients of community services. Records include: client case files and summary or registered particulars eg: medical details, registers and databases, assessments of eligibility and entitlements, enrolment and attendance records, records of client contact not recorded elsewhere, etc	Retain minimum of 7 years after action completed, then destroy

Item	PINNACLE COMMUNITY SERVICES - COOTAMUNDRA ARCHIVES	Date Range	Disposal After
Pinnacle - Cootamundra Box No 1	Home Modifications & Maintenance	2010	2017
Pinnacle - Cootamundra Box No 2	Compacts	2012	2019
Pinnacle - Cootamundra Box No 3	Compacts	2012	2019
Pinnacle - Cootamundra Box No 4	Compacts	2012	2019
Pinnacle - Cootamundra Box No 5	Compacts	2012	2019
Pinnacle - Cootamundra Box No 6	Community Options & Compacts	2011-2012	2019
Pinnacle - Cootamundra Box No 7	Community Options & Compacts	2011-2012	2019
Pinnacle - Cootamundra Box No 8	Community Options	2010-2012	2019

Total Number of Boxes : 8

Date Destroyed:

Authorised by*:

Method of Destruction:

No. of Boxes:

Note: The destruction of records should be irreversible, and environmentally friendly.

Destruction is the complete and irreversible physical erasure of the record which ensures that the record cannot be reconstituted or reconstructed.

*Council acknowledges that the records listed above are no longer required for legal, administrative, audit or financial reasons.

GA39 Temora Council Retention Disposal Authority: Destruction Record 88498

For: 3 - Community Services - Service Provision **Reference:** DR/3 - 2022

GA39 No	Description of records	Disposal action
3.7.3	Records of clients of community services. Records include: client case files and summary or registered particulars eg: medical details, registers and databases, assessments of eligibility and entitlements, enrolment and attendance records, records of client contact not recorded elsewhere, etc	Retain minimum of 7 years after action completed, then destroy

Item	PINNACLE COMMUNITY SERVICES - TEMORA ARCHIVES	Date Range	Disposal After
Pinnacle - Temora Box No 9	Compacts	2009	2016
Pinnacle - Temora Box No 10	Compacts	208-2011	2018
Pinnacle - Temora Box No 12	Community Options	2009	2016
Pinnacle - Temora Box No 13	Community Options	2004-2007	2014
Pinnacle - Temora Box No 14	Home Modifications & Maintenance, Laundry & Transport	1999-2004	2011
Pinnacle - Temora Box No 15	Community Options	2009	2016
Pinnacle - Temora Box No 16	Community Options	2002-2012	2018

Total Number of Boxes : 7

Date Destroyed:

Authorised by*:

Method of Destruction:

No. of Boxes:

Note: The destruction of records should be irreversible, and environmentally friendly.

Destruction is the complete and irreversible physical erasure of the record which ensures that the record cannot be reconstituted or reconstructed.

*Council acknowledges that the records listed above are no longer required for legal, administrative, audit or financial reasons.

GA39 Temora Council Retention Disposal Authority: Destruction Record

For: 3 - Community Services - Service Provision

Reference: DR/4 - 2022

GA39 No

Description of records

Disposal action

Records relating to the management of community services provided by or on behalf of the organisation. Includes liaison with other agencies regarding service provision and lobbying for increased service provision.

Retain minimum of 10 years after action completed, then destroy

3.7.1

Item

PINNACLE COMMUNITY SERVICES - TEMORA ARCHIVES

Date Range

Disposal After

Pinnacle - Temora Box No 11

Committee Meeting Minutes

1990-2009

2019

Total Number of Boxes : 1

Date Destroyed:

Authorised by*:

Method of Destruction:

No. of Boxes:

Note: The destruction of records should be irreversible, and environmentally friendly.

Destruction is the complete and irreversible physical erasure of the record which ensures that the record cannot be reconstituted or reconstructed.

*Council acknowledges that the records listed above are no longer required for legal, administrative, audit or financial reasons.

14.2 F2 DEBT RECOVERY POLICY - DRAFT**File Number:** REP22/1242**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. F2 Debt Recovery Policy [↓](#) **REPORT**

At the workshop held 11 October the Draft Debt Recovery Policy was considered. Changes have been made to the document and now presented for adoption.

RECOMMENDATION

It is recommended that Council adopts the F2 Debt Recovery policy.

Report by Elizabeth Smith

Function: Finance

Temora Shire Council

Policy Number: F2

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

DEBT RECOVERY

ACTIVE

Revision Number: 3
File Name: Debt Recovery

Revision Date: October 2021
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Function: Finance

Temora Shire Council

Policy Number: F2

Review Details**ABOUT THIS RELEASE**

DOCUMENT NAME: Debt Recovery
CODE NUMBER: F2
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: 19 July 2018

REVIEW

Revision Date	Revision Description		Date approved by Council	General Managers Endorsement
December 2017	New Procedures	1		
July 2018	Revision	2	19 July 2018	Gary Lavelle
October 2022	Revision	3		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
October 2024	Revision		Director of Administration & Finance

Revision Number: 3
File Name: Debt Recovery

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Function: Finance

Temora Shire Council

Policy Number: F2

Objectives

- To ensure consistency, fairness, integrity and confidentiality of all proceedings for both the Council and the debtor.
- To fulfill the statutory requirements of the Local Government Act, 1993 with respect to the recovery of rates, charges and other debts.
- To maximise collections of outstanding debts and to optimise Council's cash flow.
- To be sympathetic and helpful to ratepayers and other debtors suffering genuine financial hardship.

Revision Number: 3
File Name: Debt Recovery

Revision Date: October 2021
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Function: Finance

Temora Shire Council

Policy Number: F2

1. Procedures – Rates & Annual Charges Notice

1.1 Rates & Annual Charges Notice

- 1.1.1 Rates Notices are issued in July each year and Instalment ~~Reminder~~ Notices issued quarterly in accordance with section 562 of the Local Government Act 1993. A notice is issued 30 days before each instalment due date.
- 1.1.2 Rates & Charges are payable in four instalments and are due on the last day of August, November, February & May.

1.2 Interest

- 1.2.1 Interest accrues on a daily basis in accordance with Section 566 of the Local Government Act 1993 (The Act) on rates and charges that remain unpaid after they become due and payable. The rate to be charged is the maximum allowed as announced by the Minister by Notice published in the Gazette each year.

1.3 Reminder Letters & Final Notices

- 1.3.1 A "Reminder Letter" is to be issued to all ratepayers who have rates and/or charges outstanding over the amount of \$100 ~~or~~ the balance due is in excess of two instalments, within ~~30~~thirty days after the end of the second and fourth quarters.
- 1.3.2 The ~~Overdue Notice~~Reminder Letter will include the following information:
- The amount of the overdue rates and charges;
 - Advise that interest is charged on the overdue amount and state the interest rate;
 - Ask that the ratepayer contact the rates department to make alternative arrangements to pay the overdue amount if they are not in a position to pay all of the overdue amount.
 - Advise that if payment is not received by the nominated date, recovery action may commence with no further notice.
- 1.3.3 If a "Reminder Letter" does not result in payment in full or suitable payment arrangements being made within ~~44~~fourteen days of the date of the letter, a "Final Notice" is issued.
- 1.3.4 The Final Notice will include all the information included on the ~~Overdue Notice~~Reminder Letter above as well as:
- Advise that all legal and collection costs paid by the Council to the Collection Agency and other associated costs are to be added to the outstanding amount and indicate the amount of these charges.

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*Function: Finance**Temora Shire Council**Policy Number: F2***1.4 Recovery Action**

- 1.4.1 If no arrangements are made within ~~44~~fourteen days of the Final Notice being issued, and the outstanding balance is ~~\$500~~\$1,000 or more, authorisation should be sought from the Director of Administration & Finance ~~& Administration~~ for the account to be referred to a collection agency for recovery.
- 1.4.2 Any or all of the following steps may be taken to recover the debt:
- Letter of Demand
 - Summons (Statement of Liquidated Claim)
 - Default Judgment
 - Rent for Rates
 - Garnishee – Bank Account or wage
 - Examination Notice
 - Examination Order
 - Writ of Execution
 - Mortgage Letter
 - Notice under Section 364 to wind up a company
 - Sale of Land for Unpaid Rates & Charges
- 1.4.3 All legal costs and expenses incurred in recovering outstanding rates and charges shall be charged against the property in accordance with Section 605 of the Local Government Act 1993.

1.5 Arrangements

- 1.5.1 Council is empowered under Section 564 of the Act to enter into an agreement with a person to accept periodical payments of rates and charges due and payable. All requests for payment arrangements must be in writing on the approved form, except where the negotiated arrangement is for payment to be paid within ~~30~~thirty days.
- 1.5.2 All arrangements entered into via an Arrangements to Pay by Periodic Payments form must be paid as negotiated by BPay for lump sums, Direct Debits or Centrepay. Other forms of payment will only be agreed to in limited circumstances at the discretion of Manager of Administration & Finance.
- 1.5.3 Direct Debits are available fortnightly, monthly, by Instalment or yearly. Centrepay is by pension payment calendar. Direct Debit & Centrepay requests are to be made on the approved form.
- 1.5.4 Arrangements are to be negotiated in accordance with the adopted procedures with the aim of recovering all arrears and the current year's rates and charges within the current rating year, where possible.
- 1.5.5 Arrangements which will clear the arrears and current balance within the current financial year may be approved by the Rates Finance Officer or higher. Requests for arrangements which go beyond the current financial year must be authorised by the Director of Administration and Finance. Regard should be given to all debts owing to Council before making any arrangement.
- 1.5.6 Normal interest charges will apply to arrangements unless interest is to be written off in accordance with the provisions of the Financial Hardship Policy.

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Temora Shire Council

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- 1.5.7 All arrangements relating to outstanding rates and charges shall be recorded as an arrangement memo on each individual assessment.
- 1.5.8 Where the ratepayer fails to adhere to an agreement, an arrangement default notice will be issued as follows:
- Weekly or fortnightly arrangements – within ~~7~~seven days of the second default;
 - All other arrangements – within ~~7~~seven days of the first default.
- 1.5.9 Where a ratepayer fails to recommence their arrangement within the time specified, recovery action will recommence from the stage which had been reached prior to the last arrangement being negotiated.
- 1.5.10 For ratepayers ~~that who~~ have an arrangement to pay by direct debits set up, for each instance of funds returned unpaid, a dishonoured payment fee ~~of \$20.00~~ will be charged to the assessment to cover costs. If three separate instances of returned funds are recorded within a financial year an ~~\$400~~ administration fee on dishonoured payments will be charged to the assessment. Refer to Council's Schedule of Fees and Charges for relevant fees. On the fourth instance of funds returned unpaid the Arrangement to Pay by Periodic Instalments will be considered cancelled and full payment of the outstanding amount is due immediately. Failure to pay will result in Legal Recovery without further notification.

1.6 Hardship

- 1.6.1 Section 567 of the Act empowers Council to write-off accrued interest on rates or charges payable by a person if, in Council's opinion:
- The person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control, or
 - The person is unable to pay the accrued interest for reasons beyond the person's control, or
 - Payment of the accrued interest would cause the person hardship.
- 1.6.2 Section 577 of the Act enables Council to make an order deeming certain persons who are jointly liable with an eligible pensioner(s), but who are not themselves eligible, to be eligible pensioners for the purpose of a mandatory reduction. In addition, section 577 enables an eligible pensioner who although not liable or jointly liable to do so, has paid or is likely to pay the whole of the rates or charges for the land, to be or have been eligible.
- 1.6.3 Section 582 of the Act allows Council to waive or reduce, rates, charges and interest due by any person prescribed by the regulations who is in receipt of a pension, benefit or allowance under the Social Security Act 1991 of the Commonwealth.
- 1.6.4 Applications for hardship must be received in writing on the Hardship Rate Relief Application Form.
- 1.6.5 Consideration will be given to cases of hardship only on the following grounds:
- Terminal Illness – for ratepayers ~~for who~~ are unable to meet payments, consideration will be given to waiving interest on rate accounts. A medical certificate is required.

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Function: Finance

Temora Shire Council

Policy Number: F2

- Natural Disasters (Bushfire, Flooding, Drought) – for ratepayers who have suffered a natural disaster, consideration will be given to the waiving of interest for a specific period (Full details of losses required); or
- As determined by Council.

1.7 Sale of Land for Unpaid Rates and Charges

- 1.7.1 Where any rate or charge is overdue and has remained unpaid for more than five ~~(5)~~ years from the date on which it became payable, Council may proceed to sell the land in accordance with Division 5 of Part 2 of Chapter 17 of the Local Government Act, 1993.
- 1.7.2 Where any rate or charge is overdue in respect of vacant land, and has remained unpaid for more than ~~four~~ one year, and the amount overdue exceeds the Valuer General's current valuation of the property, Council may proceed to sell the land in accordance with Division 5 of Part 2 of Chapter 17 of the Local Government Act, 1993.
- 1.7.3 On an annual basis, outstanding debts are be reviewed to identify all properties where any rates or charges are overdue and have remained unpaid for the period of times referred to in 1.7.1 & 1.7.2. A title search is to be obtained to establish all owners and interested parties and in accordance with Sec 713(3) the General Manager or Public Officer shall certify the debt in writing.
- 1.7.4 A report shall be referred to Council for consideration listing all ratepayers who are identified in 1.7.3 and requesting a resolution to enable the sale to proceed. The report will provide a detailed history of the circumstances of each case together with a recommendation in relation to the possible sale of the land to recover the overdue rates and charges.
- 1.7.5 Council shall call for expressions of interest from local real estate agents and appoint an agent to conduct the auction. Council's Solicitor shall be advised of the intention to sell the land and be requested to prepare sale contracts and to attend the auction. Completed Section ~~449-10.7~~ Certificate, Sewer Compliance Certificate (where applicable), Drainage Diagram and Section 603 Certificate shall be forwarded to the solicitors for preparation of contracts (Section 603 certificate to be updated at the time of settlement).
- 1.7.6 All owners and interested parties will be notified of Council's intention to sell the property using the last known addresses or information available. A date for the auction shall be set being not more than six months and not less than three months from the publishing of the proposed notice of sale and the venue for the auction selected and booked (eg the Council Chambers or Town Hall).
- 1.7.7 Council shall publish the proposed sale in the local newspaper and the Government Gazette.
- 1.7.8 Assessments must be checked daily as the sale will not take place if full payment is received. An arrangement memo will be attached to the assessment advising of the pending sale and noting that all correspondence must be via the rating Finance Officer.

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- 1.7.9 On the day of sale 10% deposit shall be paid by cash or bank cheque. If the land is not sold at auction the property may then be sold by private treaty upon a resolution of Council.
- 1.7.10 All costs associated with the sale are to be raised against the individual assessment or apportioned over all assessments.
- 1.7.11 Upon the settlement of the sale:
- If the amount is less than the outstanding balance Council will consider the debt to be paid in full in accordance with Section 719 of the Act.
 - If the money received is more than the amount outstanding Council will hold the money for persons having estates or interests in the land immediately before the sale according to their respective estates and interests. Section 720 of the Act provides for Council to pay the balance of the purchase money or any part of the balance to or among the persons who are, in its opinion, clearly entitled to it, and the receipt of the person to whom any payment is so made is an effectual discharge to the council for it.
- 1.7.12 Upon finalisation, the sale results shall be reported to Council.

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Function: Finance

Temora Shire Council

Policy Number: F2

2.2 Procedures – Sundry Debtors**2.1 Debtors Invoices and Statements**

- 2.1.1 Invoices are raised as debtor information comes to hand. Invoices are issued as they are produced. The terms for payment of invoices are ~~30~~thirty days after the end of the invoiced month, exceptions are noted as per 2.1.3 Private Works below.
- 2.1.2 Statements are issued within ~~7~~seven days of the end of month.
- 2.1.3 Private Works:
- In the case of non-property owners or owners who do not own property in Temora Shire, or the work does not constitute a charge on the land, payment is required based on estimated cost, prior to the commencement of works.
 - In the case of Government Departments, Public Authorities or companies, a written official order form is required prior to the commencement of works.
 - In the case of developers or sub-dividers, payment up front is required based on estimated costs.
 - Council reserves the right to refuse credit for private work accounts where a property owner has other overdue amounts owing to Council, ~~or~~ has a poor payment of debt history with Council.

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2.2 Overdue Debtors

- 2.2.1 If an account is not paid by the due date, a second and third statement will be forwarded as a reminder.
- 2.2.2 Private Works – in the case of Private Works for owners of property in Temora Shire, where the work constitutes a charge on the land if the account is not paid after ~~90~~ninety days, no further recovery action will occur. A statement will be sent every ~~three~~six months as a notification of the amount of the debt on the land.
- 2.2.3 Compulsory Contributions to Footpaths, Kerb and Guttering and other Works: - in the case of Compulsory Contributions, where the work constitutes a charge on the land if the account is not paid after ~~90~~ninety days, no further recovery action will occur. A statement will be sent every ~~three~~six months as a notification of the amount of the debt on the land.
- 2.2.4 This collection policy does not apply to the collection of debts from ~~Temora & District~~ Funeral Services. This exception is made to reflect the sensitive nature of the debt and the collection efforts of the funeral service. The Temora & District Funeral Service arrangement provides that payment is made to Council when received by the funeral service.
- 2.2.5 For all other debtors (including Private Works which do not constitute a debt on the land) ~~once~~ the account is overdue by ~~90~~ninety days or more a Final Notice is sent to the debtor. If the payment is not received in full or a suitable payment arrangement entered into in writing, recovery action will commence as per 1.4.1 & 1.4.2 - Recovery Action.

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Function: Finance

Temora Shire Council

Policy Number: F2

2.3 Arrangements:

- 2.3.1 Arrangements for payment of overdue debtors are to be made in writing on the approved form and approved on a case-by-case basis by the Director of Administration & Finance. All arrangements relating to debtors shall be recorded as an arrangement memo on each individual debtor.
- 2.3.2 All arrangements entered into via an Arrangements to Pay Sundry Debtor Account by Periodic Payments form must be paid as negotiated by ~~BPay or Direct Debits for lump sums or via Direct Debits for all other terms.~~ Other forms of payment will only be agreed to in limited circumstances at the discretion of Manager of Administration & Finance.
- 2.3.3 Direct Debits are available on a one-off basis, fortnightly or monthly on dates set by Council and need to be requested on the approved form.
- 2.3.4 Where the debtor fails to adhere to an agreement, an arrangement default notice will be issued as follows:
- Weekly or fortnightly arrangements – within ~~7~~seven days of the second default;
 - All other arrangements – within ~~7~~seven days of the first default.
- 2.3.5 Where a debtor fails to recommence their arrangement within the time specified, recovery action will recommence from the stage which had been reached prior to the last arrangement being negotiated.
- 2.3.6 All legal costs and expenses incurred in recovering outstanding sundry debts shall be added to the debt outstanding.
- 2.3.7 For debtors that have an arrangement to pay by direct debits set up, for each instance of funds returned unpaid a dishonoured payment fee ~~of \$20.00~~ will be charged to the debtors account to cover costs. If three separate instances of returned funds are recorded within a financial year an ~~\$400~~ administration fee on dishonoured payments will be charged to the debtor account. Refer to Council's Schedule of Fees and Charges for relevant fees. On the fourth instance of funds returned unpaid the Arrangement to Pay by Periodic Payments will be considered cancelled and full payment of the outstanding amount is due immediately. Failure to pay will result in Legal Recovery without further notification.

3 List of Approved Forms & Letters:

Reminder Notice – Ratepayer (adjusted as required)
 Reminder Notice – Debtor (adjusted as required)
 Final Notice – Ratepayer (adjusted as required)
 Final Notice – Debtor (adjusted as required)
~~FOR-BUS-FNPR-001~~ – Arrangement to Pay Rates by Periodic Payments
 Arrangement to Pay Sundry Debtor Account by Periodic Payments
 Arrangement Default Notice (adjusted as required)
Centrepay Deduction Form
 Hardship Rate Relief Application
 Direct Debit Request

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14.3 F3 INVESTMENTS POLICY - DRAFT**File Number:** REP22/1244**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. F3 Draft Investments Policy [↓](#) **REPORT**

At the workshop held 11 October the Draft Investments Policy was considered. The document is now presented for adoption.

Whilst Council's investment policy permits 100% of funds to be invested in any institution rated A to AAA Council's maximum exposure to one financial institution is currently 44%, being with NAB which is rated A1+/AA-.

RECOMMENDATION

It is recommended that Council adopts the F3 Investments Policy.

Report by Elizabeth Smith

*Function: Finances**Temora Shire Council**Policy Number: F3*

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

INVESTMENTS

ACTIVE

*Revision Number: 2
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Function: Finances

Temora Shire Council

Policy Number: F3

Review Details

ABOUT THIS RELEASE

DOCUMENT NAME: Investments
CODE NUMBER: F3
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: December 2012

REVIEW

Revision Date	Revision Description		Date approved by Council	General Managers Endorsement
December 2012	Change the percentage of a quote to 0.10%	1	20/12/2012	Gary Lavelle
April 2019	Review	2	18 April 2019	Gary Lavelle
October 2022	Review	3		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
November 2017	Review of Currency		Office Manager
October 2023			Director of Administration & Finance

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INVESTMENT POLICY

PURPOSE

The purpose of this policy is to provide a framework for investing Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that Council's liquidity requirements are met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Council will seek to achieve the best rates of return available in line with the Council's risk tolerance.

LEGISLATIVE REQUIREMENTS

All investments are to comply with the following:

- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- Ministerial Investment Order;
- Local Government Code of Accounting Practice and Financial Reporting;
- Australian Accounting Standards; and
- Office of Local Government Circulars.

DELEGATION OF AUTHORITY

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the Local Government Act 1993.

The General Manager may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

PRUDENT PERSON STANDARD

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to

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safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

APPROVED INVESTMENTS

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

PROHIBITED INVESTMENTS

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

RISK MANAGEMENT GUIDELINES

Council's primary strategy is to preserve the capital invested by diversifying with different approved financial institutions.

This minimizes the risk in terms of interest rate movement and integrity of individual financial institutions.

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk;
- Credit risk – the risk that council has if an institution fails to pay the interest and or repay the principal of an investment;
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;

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- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

DIVERSIFICATION/CREDIT RISK

The table below sets out limitations for Investment funds to be observed by Council, in conjunction with any other conditions set by NSW Treasury Corporation (T-Corp) under existing loan agreements.

Column A Long Term Debt Rating		Column B	Column C	Column D
S&P	Moody's	Portfolio Limit	Counterparty Limit	Maximum Tenor
AAA	Aaa	100%	100%	Not Applicable
AA+ to AA-	AA1 to Aa3	100%	100%	5 years
A+ to A	A1 to A2	100%	100%	3 years
A-	A3	40%	20%	3 years
BBB+	Baa1	35% (a 15% sub limit applies to investments rated BBB/Baa2)	10%	3 years
BBB	Baa2		5%	12 months
BBB- and below: Local ADIs	Baa3 and below: Local ADIs	0%	0%	-
BBB- and below: Other	Baa3 and below: Other		0%	-
Other Eligible Investments		100%	100%	Not applicable

For the avoidance of doubt, the Long Term Debt Rating of a Council's investments for the purposes of this Schedule will be determined as follows: (i) if only one Rating Agency provides a Long Term Debt Rating, the Long Term Debt Rating will be based on the rating of that Rating Agency and (ii) if a Long Term Debt Rating has been assigned by both Rating Agencies and such ratings are not equivalent, the lower of such ratings shall apply.

LIQUIDITY RISK PARAMETERS

All investments are to be placed with institutions regulated by the Australian Prudential Regulation Authority (APRA) in accordance with the Banking Act 1959 i.e. Authorised Deposit-taking Institutions (ADIs) or T-Corp, but excluding subordinated debt obligations.

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At least three quotations shall be obtained from qualifying institutions whenever an investment is proposed. The best quote of the day will be successful, providing the investment will not breach any parameters contained within this policy and after allowing for administrative and banking costs, whilst also giving consideration to institutional diversification. Council may accept a quote up to 0.10% less than the highest quote in a bid to spread the risk across a number of institutions.

BENCHMARKING

Investment performance will be measured against the Bank Bill Swap Rate (BBSR) or the Bank Bill Index depending upon the term of the investments.

REPORTING AND REVIEWING OF INVESTMENTS

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.

INVESTMENT ADVISOR

In the event that Council engages the services of an investment advisor, the investment advisor must be approved by Council and with the exception of T-Corp, licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

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DEFINITIONS

ADI means Authorised Deposit Taking Institution

Counterparty Limit means the sub limit of the Portfolio Limit for each counterparty

Long Term Debt Rating means the rating assigned by the Rating Agency to the long term, unsecured and unsubordinated indebtedness of an ADI.

Other Eligible Investments means the investments made by Council in T-CorpIM funds, T-Corp term deposits, and bonds issued by T-Corp or other Australian state government central borrowing authority.

Portfolio Limit is the limit of the Council's investment funds which varies according to the Long Term Debt Rating of the counterparty

Rating Agency means Standard and Poor's Rating Services and Moody's Investors Service Inc.

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LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER

(Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation;

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.

All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011


Hon BARBARA PERRY MP
Minister for Local Government

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15 CORRESPONDENCE**15.1 ARIAH PARK ADVISORY COMMITTEE**

File Number: REP22/1165
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil


REPORT

Following the appointment of members to the S355 Committees at the September meeting, an application has been received for membership of the Arian Park Advisory Committee.

The application is from Julia Davey and is supported by the Arian Park Advisory Committee.

RECOMMENDATION

It is recommended that Julia Davey be appointed to the Arian Park Advisory Committee.

15.2 YOUNG REGIONAL CONSERVATORIUM OF MUSIC**File Number:** REP22/1166**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Young Regional Conservatorium [↓](#) **REPORT**

Young Regional Conservatorium of Music is seeking sponsorship for music in Temora. Different options have been given for consideration.

NOTE: Donations for 2022/2023 are \$7,750.65 with a total budget of \$15,000. \$7,249.35 budget remaining

RECOMMENDATION

It is recommended that Council considers the request.

Gary Lavelle

89292

From: Wendy Brooks <wendy.brooks@youngrc.nsw.edu.au>
Sent: Tuesday, 13 September 2022 11:32 AM
To: Gary Lavelle; Cr R B Firman
Subject: Young Regional Conservatorium

Thank you for meeting with me last week. It is always good to discuss things in person.

As promised, here are some options and associated costs for sponsorship for music in Temora. We can be as flexible as you wish with these things – mix and match, etc.

Scholarships:

1. Our program has a range of **scholarships** that are **specific to instrument** (eg a Guitar scholarship); as well as a Scholarship for Special Needs students, and for students in their first year of learning.
Any of these could be sponsored by TSC. They range for \$400 a year (student receives fee discount of \$100 a term) to \$600 a year (student receives fee discount of \$150 a year).
2. You could do a **scholarship for student(s) living in Temora Shire**. This year we received \$1200 from Professor Anna Reid of Sydney Conservatorium, who was a guest at the opening of Temora building, and we split it between four Temora students.
Other amounts to consider: Full scholarship: \$1400
Half scholarship: \$700
But we can work with any nominated amount.
3. **Bursary assistance**. We have a pool of bursary funding that can provide 50% tuition fees for students in need. Bursary assistance is means tested. Young Lions Club and South West Slopes Credit Union sponsor our Bursary Program, but there could be Temora-specific recipients.
4. **Sponsor an Ensemble**. For example, Donges IGA in Young sponsor our Red Cherry Jazz Band – they have their logo on the band shirts etc and a student from the band receives scholarship for tuition. The Brass Ensemble that began in 2022 has many Temora members, so a similar sponsorship could work.
5. **Sponsor a program**. This could be something like a seniors choir; a seniors ukulele group; special needs music group - ideally they run as an educational/social group, with morning/afternoon tea as well as the music-making. This would be run at the conservatorium building, and the cost would be teacher wages. (Approximately \$750 per term).
6. **Sponsor an event**. Our 2023 musical will be Peter Pan. In 2022, we did one performance of our musical, Alice, at Temora on a weekend and had about 30 Temora people attend. We could bring the musical to Temora Town Hall on a weekday, and have the local schools attend for free, if the cost of the Town Hall hire and bus hire from Young to Temora were covered. At a rough guess, I think this would be \$1000. This option probably has the most potential for reaching large numbers of locals.

Hopefully, those options have provided some food for thought. Please give me a ring if you have any questions or if I can give you more information

Best,

Wendy

YOUNG
REGIONAL
CONSERVATORIUM

Dr Wendy Brooks

CEO

Young Regional Conservatorium

15-17 Campbell St Young NSW 2594

(02) 63825735; 0402 245 975

wendy.brooks@youngrc.nsw.edu.au

Refer to Council	<input checked="checked" type="checkbox"/>	<i>Conference</i>
CRM	<input type="checkbox"/>	
Officer:		

15.3 TEMORA ATHLETICS CLUB - SPONSORSHIP 2022**File Number:** REP22/1233**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Athletics Club [↓](#) **REPORT**

Temora Athletics Club is seeking sponsorship for the annual carnival to be held on 13 November 2022.

The last sponsorship was in 2019 and Council donated \$100.00.

NOTE: Donations for 2022/2023 are \$7,750.65 with a total budget of \$15,000. \$7,249.35 budget remaining

RECOMMENDATION

It is recommended that Council considers the request.



SPONSORSHIP OF EVENTS AT 2022 TEMORA ATHLETICS CARNIVAL

We are back!! After two years of cancellations Temora Athletics Club is able to hold our annual carnival again. The carnival will be held on 13th November 2022 and we would greatly appreciate it if your business/organisation could provide sponsorship for some of the events being conducted at the carnival.

We provide medals for the first three placegetters in each event and sponsorship would be
3 events \$50, 6 events \$100, 10 events \$150, 20 events \$200

Sponsorship of events will be advertised on our Facebook page, in the carnival program and announced prior to the commencement of the events.

For advertising to be included in the carnival program please reply before 26th October, 2022 by returning the section below to: info@temoralac.org.au

or

The Carnival Manager
Temora Athletics Club
PO Box 227
TEMORA NSW 2666

In appreciation,

TEMORA ATHLETICS COMMITTEE

Name of business/organisation:

Nominated amount: \$.....

3 events \$50 6 events \$100 10 events \$150 20 events \$200

- ☐ Cheque payable to Temora Little Athletics attached
- ☐ Direct Debit BSB: 802 367 A/C: 400263795 Name: Temora Little Athletics Centre Inc.
- ☐ I have emailed info@temoralac.org.au a logo of my business for Advertising

There are approximately 75 track events and 100 field events conducted at the Carnival. If the business/organisation prefers to sponsor certain events please number three of the following events in order of preference.

<u>Track</u>	<u>Field</u>
Hurdles	Long Jump
50 metres	Triple Jump
70 metres	High Jump
100 metres	Discus
200 metres	Shot Put
400 metres	Javelin
800m / 1500m	

15.4 NEW YEARS EVE POOL PARTY

File Number: REP22/1270
Author: Secretary Engineering
Authoriser: General Manager
Attachments: Nil


REPORT

The New Year's Eve Pool Party event will be held on 31st December 2022 from 5:00pm till 9:30pm at Temora Recreation Centre.

The event will be held within the Centre with old entry open for residents to move to Callaghan Park to watch the fireworks which will be set up in Father Hannan Oval.

RECOMMENDATION

It is recommended that Council support the event.

15.5 EVENT APPLICATION - ST ANNES GARDEN VIEWING**File Number:** REP22/1271**Author:** Secretary Engineering**Authoriser:** General Manager**Attachments:** 1. St Annes Letter [↓](#) 

St Anne's Garden Viewing Committee has lodged an event application to hold their Garden Viewing on Sunday 30th October 2022. They are requesting the use of Callaghan Park for their Market Stalls from 10.00am until 5.00pm.

There will be no cost to Council.

RECOMMENDATION

It is recommended that Council consider the request.

Temora Shire Council

From: Alison McCrone <
Sent: Thursday, 13 October 2022 1:52 PM
To: Temora Shire Council
Cc:
Subject: St Anne's Garden Viewing Event Application

Good Afternoon,

St Anne's Garden Viewing is being held on Sunday 30th October 2022 and we would like to request the use of Callaghan Park for our Market Stalls.

It would run from approximately 10am until 5pm.

I have fill out the Event Application form on Council's website.

Please let me know if any further information is required.

Kind Regards,
Alison McCrone
St Annes Garden Viewing Committee

15.6 AUSTRALIA DAY POOL PARTY

File Number: REP22/1273
Author: Secretary Engineering
Authoriser: General Manager
Attachments: Nil

REPORT

The Australia Day Pool Party event will be held on 26th January 2023 from 3pm till 9pm at Temora Recreation Centre.

The event will be held within the Centre as per previous years.

RECOMMENDATION

It is recommended that Council support the event.

16 NOTICE OF MOTION**16.1 NOTICE OF MOTION - HOSKINS STREET CARRIAGEWAY UPGRADE****File Number:** REP22/1274**Attachments:** 1. **NOM - Hoskins Street Carriageway Upgrade** [!\[\]\(a03a7eb2f4046e1d3c76772003e549ea_img.jpg\)](#) 

I, Councillor Anthony Irvine give notice that at the next Ordinary Meeting of Council be held on 20 October 2022, I intend to move the following motion:-

MOTION

That the Notice of Motion be considered.

Notice of Motion:

That Council staff provide a report to Council as to progress of planning for Hoskins Street Carriageway Upgrade.

Cr. Anthony Irvine
13th October 2022

A handwritten signature in black ink, consisting of a large, stylized capital 'A' followed by a horizontal line.

17 BUSINESS WITHOUT NOTICE

18 COUNCILLORS INFORMATION PAPER**18.1 WORKS REPORT - SEPTEMBER 2022**

File Number: REP22/1265
Author: Secretary Engineering
Authoriser: General Manager
Attachments: Nil

MAIN ROADS

- MR 57 Goldfields way – inspection and routine maintenance
- MR 84 Burley Griffin way – inspection and routine maintenance
- MR 57 Heavy Patching
- MR 84 Heavy Patching
- Sealing of Heavy patches

LOCAL ROADS

- Quandary Road resheet
- Tara Bectric Seg 4 & 5 upgrade
- Maintenance grading
- Flood damage repair to gravel roads
- Back Mimosa Road upgrade (drainage)
- Back Mimosa Road Pavement
- Heavy patching
- Slashing and Spraying

URBAN TEMORA & ARIAH PARK

- Harmon Street upgrade
- Reid Street Footpath
- Britannia Street table drains
- Tree trimming for re seals
- Harrison Street Box culverts
- Ariah Street Box Culverts
- Urban slashing and spraying

- Harrison Street footpath
- Urban K & G repairs

WORKS PLANNED FOR NEXT MONTH – OCTOBER 2022

- Hopetoun Street box culverts
- State Road heavy patching
- Sealing patches
- Back Mimosa Subbase and base courses
- Tara Bectric stabilising
- Maintenance and flood damage grading
- Weed spraying and slashing
- Weed spraying and slashing
- Tara Bectric Seg 4 & 5 upgrade

Report by Pat Kay

18.2 BUILDING APPROVALS - SEPTEMBER 2022

File Number: REP22/1266
Author: Environmental Secretary
Authoriser: General Manager
Attachments: Nil

BUILDING APPROVALS – SEPTEMBER 2022

- ✓ DA 59/2022 – Lot 14 & 46; DP 750587; 298 Burley Griffin Way, Temora – Addition Grain Bunkers
- ✓ DA/CC 60/2022 – Lot 54; DP 1082604; 16 Spitfire Drive, Temora – Dwelling
- ✓ DA/CC 61/2022 – Lot 11; DP 1101245; 215 Deboos Street, Temora – Secondary Dwelling
- ✓ DA/CC 62/2022 – Lot 8; DP 1022486; 25 Tom Moon Avenue, Temora – Additions & Alterations to Existing Hanger
- ✓ DA/CC 64/2022 – Lot 7; DP 17995; 113 Asquith Street, Temora – Dwelling Additions & Alterations
- ✓ DA/CC 65/2022 – Lot A; DP 377549; 116 Grey Street, Temora – S/F Shed
- ✓ DA/CC 66/2022 – Lot 5; DP 29607; 105 Kitchener Road, Temora – S/F Shed
- ✓ DA/CC 67/2022 – Lot 488; DP 134289; 60 Junee Road, Temora – S/F Shed
- ✓ DA 68/2022 – Lot 4; 1002673; 10 Oak Street, Temora – Workers Accommodation
- ✓ SUB 71/2022 – Lot 2 & 3; DP 747478; Lot 2; DP 250651; Lot B; DP 250651; 13 Broughton Street, Aria Park – Boundary Adjustment

COMPLYING DEVELOPMENT ISSUED

- ✓ CDC 31/2022 – Lot 2; DP 832398; 1080 Goldfields Way, Gidginbung – Stage 1 Convert existing Shed to secondary dwelling; Stage 2 Demolition of existing primary dwelling
- ✓ CDC 32/2022 – Lot 15; DP 24944; 157 Victoria Street, Temora – Dwelling Additions & Alterations
- ✓ CDC 33/2022 – Lot 3; DP 593057; 67 Jellicoe Street, Temora – Swimming Pool

18.3 CASH & INVESTMENTS - PERIOD ENDED 30 SEPTEMBER 2022**File Number:** REP22/1262**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. **September Investments Report** [↓](#) 

The investment portfolio decreased by \$0.851m for the month. The decrease was due to a slight increase in expenditure with income remaining steady.

The investment portfolio is diversified across a number of investment types. This includes term deposits and on-call accounts.

The investment portfolio is regularly reviewed in order to minimise risk and maximise investment performance. Whilst Council's investment policy permits 100% of funds to be invested in any institution rated A to AAA, as can be seen in Graph 2, Council's maximum exposure to one financial institution is currently 44%, being with NAB which is rated A1+/AA-.



Temora Shire Council

Cash & Investments

For the period ended 30th September, 2022

	Original Budget 2022/23	Revised Budget 2022/23	Actual YTD Figures
Externally Restricted			
Sewerage Services	2,839,899	2,839,899	3,119,589
Domestic Waste Management	1,245,567	1,245,567	1,195,714
Stormwater Drainage Flood Studies & Construction Programs	92,910	92,910	269,966
S94 Contributions	245,892	245,892	300,081
Unspent Restricted Grants	491,670	797,919	874,679
Pinnacle Externally Restricted	946,449	946,449	1,462,294
Total Externally Restricted	5,862,387	6,168,636	7,222,324
Internally Restricted			
Pinnacle Internally Restricted	2,205,982	2,311,530	2,303,187
Other Waste Management	652,245	652,245	615,777
Leave Reserves	2,199,905	2,199,905	2,199,905
Roads Reserve	500,000	500,000	500,000
Local Roads	900,583	900,583	705,855
FAGS Received in Advance	0	0	0
Industrial Development	338,162	338,162	338,162
Plant & Vehicle	500,000	500,000	500,000
Izumizaki Donation	0	0	2,152
Gravel Royalty	566,243	566,243	758,889
Ariah Park Tip Fee Contributions	12,461	12,461	9,923
Medical Complex Development	28,605	28,605	22,069
Infrastructure	1,156,589	1,156,589	1,076,544
Infrastructure - Airpark Estate	0	0	206,908
Digital Two Way Radio Upgrade	80,000	80,000	80,000
Computer Upgrade	211,864	211,864	267,609
Sports Council Requirements	58,566	58,566	63,566
Youth Donations	3,436	3,436	(0)
Revotes	494,852	399,852	662,880
Airside Maintenance	137,600	137,600	128,835
Temora Agricultural Innovation Centre Maintenance Reserve	10,969	10,969	28,708
Temora Pool Upgrade	295,240	295,240	(0)
Total Internally Restricted	10,353,303	10,363,851	10,470,971
Total Restricted Reserves	\$ 16,215,689	\$ 16,532,486	17,693,295
Cash & Investments			
Westpac Cheque Account			2,175,411
Macquarie Bank DEFT Account			13,238
AMP Business Saver Account			556,785
AMP Notice Account			814,346
Macquarie Bank Cash Management Accelerator Account			503,818
Westpac Cash Reserve			302,153
Term Deposits held with:			
Bank of Queensland			1,000,000
National Australia Bank			8,623,356
Commonwealth Bank of Australia			1,000,000
AMP Bank			505,245
Macquarie Bank			2,518,549
Westpac Bank			500,000
Northern Territory Treasury Bonds			1,000,000
ME Bank			500,000
Total Cash & Investments	\$ 16,215,689	\$ 16,532,486	20,012,902
Less Funds required for operational purposes			(1,000,000)
Cash & Investments Available for Reserves	16,215,689	16,532,486	19,012,902
Funding Surplus			1,319,608

I certify that the investments have been made in accordance with the Act, the Regulations and Council's actual Investment Policy.

Elizabeth Smith
Elizabeth Smith
Director Administration & Finance



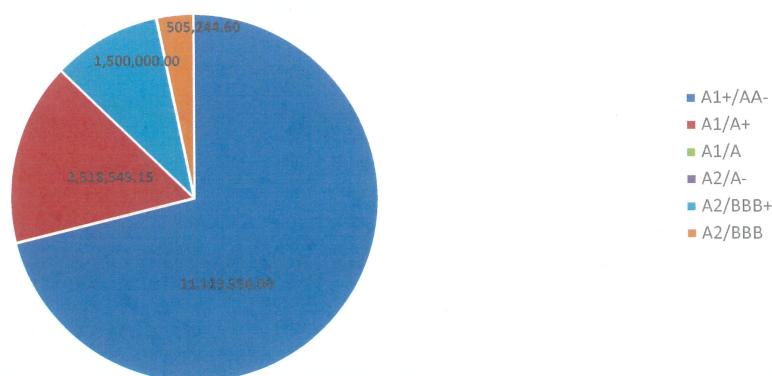
Temora Shire Council

Cash & Investments

For the period ended 30th September, 2022

Institution	Rating	Type	Date Lodged	Rate	Term (days)	Maturity Date	Amount Invested	Institution Total
Cash Held								
Westpac Bank	A1+/AA-	Cheque account		0.00%			2,175,411.21	
Westpac Bank	A1+/AA-	Cash Reserve		0.85%			302,153.37	2,477,564.58
Macquarie Bank	A1/A+	DEFT Account		0.00%			13,238.35	
Macquarie Bank	A1/A+	Cash Management Accelerator Account		2.50%			503,818.15	517,056.50
AMP Bank	A2/BBB	Business Saver		0.50%			556,785.15	
AMP Bank	A2/BBB	31 Day Notice Account		3.05%			814,346.34	1,371,131.49
							Total Cash Held	4,365,752.57
Investments Held								
Bank of Queensland	A2/BBB+	Term Deposit	22/06/18	3.55%	1825	22/06/23	500,000.00	
Bank of Queensland		Term Deposit	21/06/19	2.35%	1825	19/06/24	500,000.00	1,000,000.00
National Australia Bank	A1+/AA-	Term Deposit	17/12/21	0.69%	367	19/12/22	500,000.00	
National Australia Bank		Term Deposit	17/08/22	3.66%	287	31/05/23	545,273.70	
National Australia Bank		Term Deposit	19/01/22	0.71%	365	19/01/23	513,473.03	
National Australia Bank		Term Deposit	8/09/21	0.80%	1097	9/09/24	504,415.11	
National Australia Bank		Term Deposit	2/12/21	0.55%	365	2/12/22	505,090.69	
National Australia Bank		Term Deposit	18/05/22	2.13%	190	24/11/22	505,268.31	
National Australia Bank		Term Deposit	1/06/22	2.28%	203	21/12/22	506,767.50	
National Australia Bank		Term Deposit	27/01/21	1.30%	1461	20/10/25	504,622.90	
National Australia Bank		Term Deposit	28/03/22	3.15%	1824	26/03/27	530,000.00	
National Australia Bank		Term Deposit	15/06/22	3.10%	218	19/01/23	503,067.22	
National Australia Bank		Term Deposit	28/03/22	2.80%	1095	27/03/25	502,250.00	
National Australia Bank		Term Deposit	14/09/22	3.96%	281	22/06/23	502,264.53	
National Australia Bank		Term Deposit	6/01/22	0.63%	279	12/10/22	500,000.00	
National Australia Bank		Term Deposit	6/04/22	1.75%	365	6/04/23	500,000.00	
National Australia Bank		Term Deposit	29/06/22	3.96%	538	19/12/23	500,863.02	
National Australia Bank		Term Deposit	22/04/22	1.45%	202	10/11/22	1,000,000.00	8,623,356.01
Commonwealth Bank	A1+/AA-	Term Deposit	18/07/22	3.89%	247	22/03/23	1,000,000.00	1,000,000.00
AMP Bank	A2/BBB	Term Deposit	3/03/22	1.00%	349	15/02/23	505,244.60	505,244.60
Macquarie Bank	A1/A+	Term Deposit	21/04/22	1.85%	365	21/04/23	508,218.32	
Macquarie Bank		Term Deposit	31/08/22	3.20%	91	30/11/22	508,460.97	
Macquarie Bank		Term Deposit	28/09/22	3.83%	147	22/02/23	501,869.86	
Macquarie Bank		Term Deposit	28/06/22	3.87%	330	24/05/23	1,000,000.00	2,518,549.15
Westpac Bank	A1+/AA-	Term Deposit	29/08/22	0.31%	367	29/08/23	500,000.00	500,000.00
Northern Territory Treasury	A1+/AA-	Treasury Bonds	24/03/21	0.80%	1178	15/06/24	500,000.00	
Northern Territory Treasury		Treasury Bonds	31/05/21	1.30%	1841	15/06/26	500,000.00	1,000,000.00
ME Bank (Members Equity)	A2/BBB+	Term Deposit	4/05/22	2.10%	175	26/10/22	500,000.00	500,000.00
							15,647,149.76	15,647,149.76
Total Cash & Investments								20,012,902.33

Standard & Poors Short Term/Long Term Credit Ratings



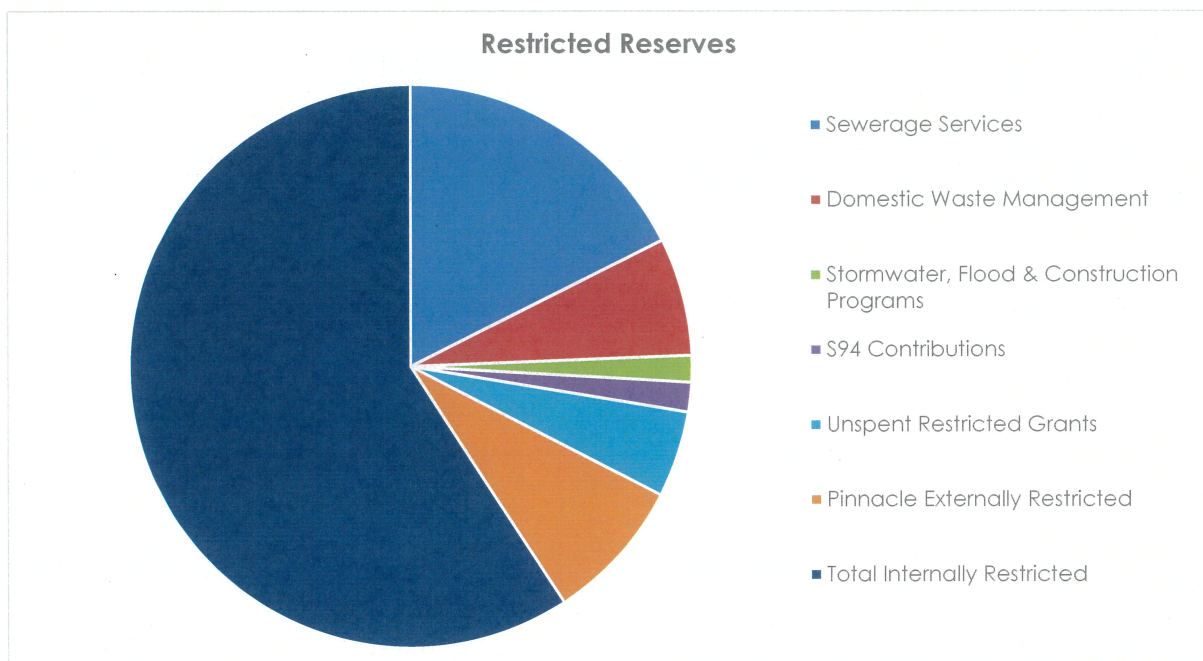
Graph One - proportion of investments held by Standard & Poors credit ratings.



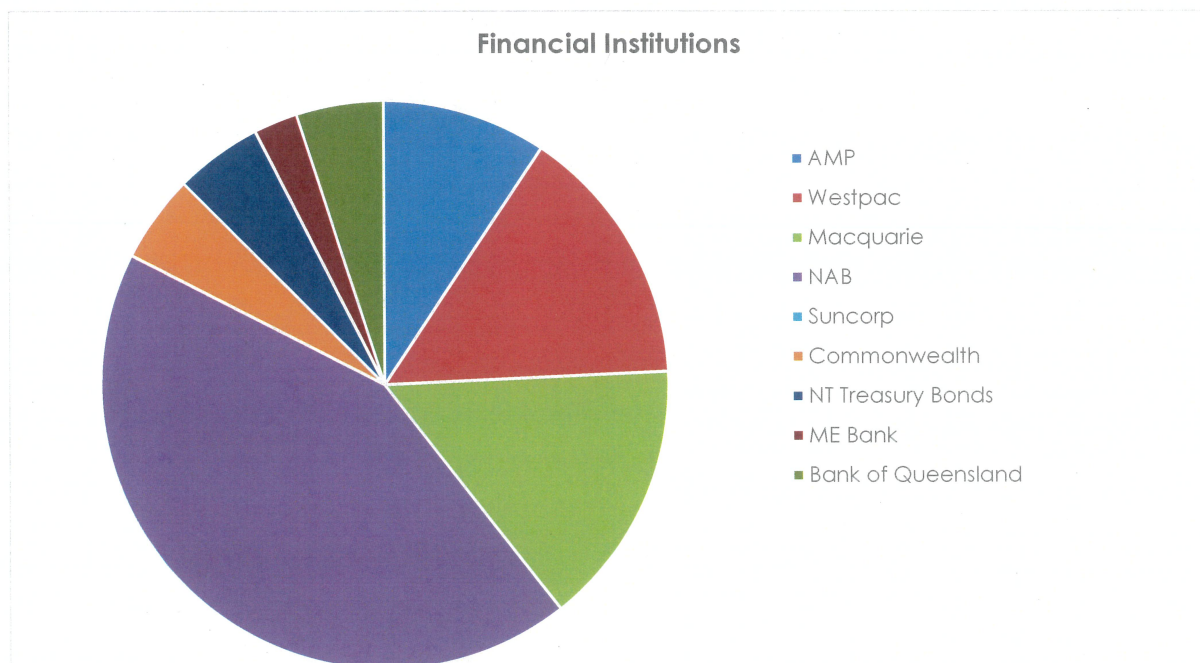
Temora Shire Council

Cash & Investments

For the period ended 30th September, 2022



Graph One - Proportion of reserves externally restricted compared to reserves internally restricted - with externally restricted reserves divided into purpose.



Graph Two - Proportion of cash held with each financial institution.

18.4 RATES REPORT - SEPTEMBER 2022**File Number:** REP22/1223**Author:** Executive Assistant**Authoriser:** General Manager

Attachments:

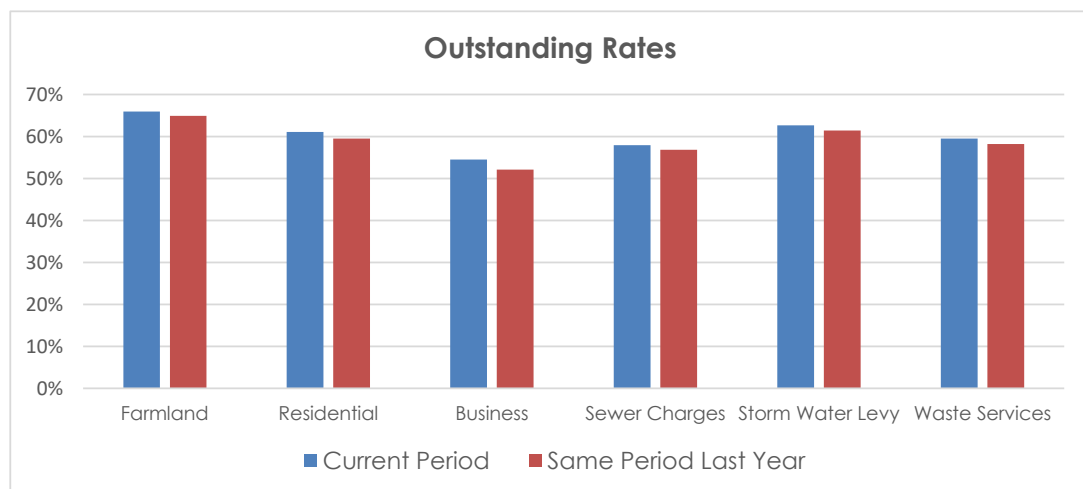
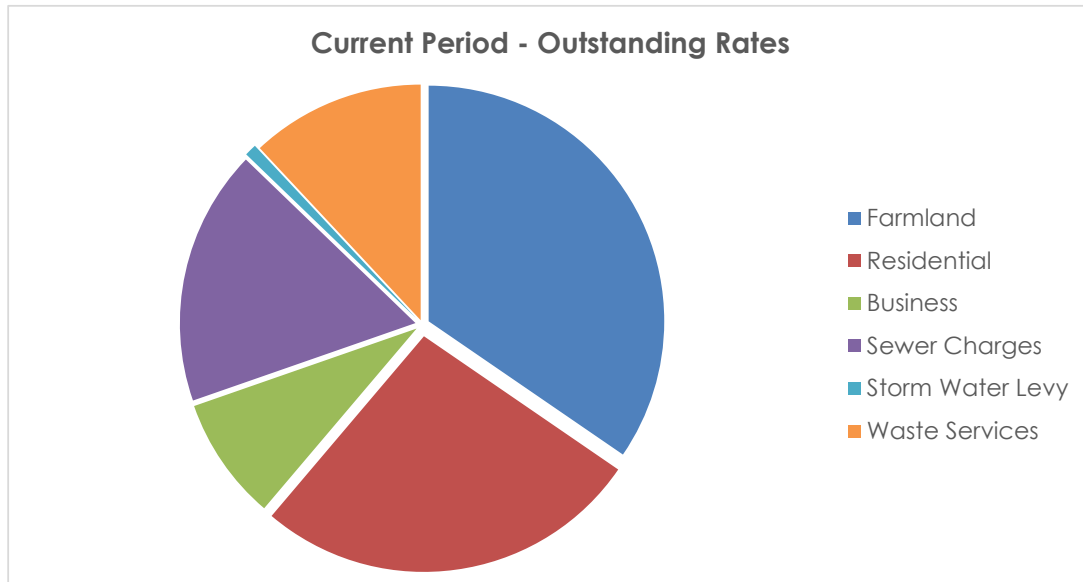
1. Rates Collection September 2022 [↓](#) 
2. Rates Collection Chart [↓](#) 




Temora Shire Council Rates Collections

For the period ended 30 September, 2022

General Rates Category	Total Rates Levied (Incl Arrears)	Pension Rebates	Payments	Same Period last year		
				Rates Outstanding \$	Rates Outstanding %	Rates Outstanding %
Farmland	2,044,251.85	(3,422.46)	(695,689.91)	1,345,139.48	66%	65%
Residential Temora - Occupied	1,413,881.76	(76,987.66)	(504,531.70)	832,362.40	62%	61%
Residential Temora - Vacant	65,846.96	0.00	(29,459.96)	36,387.00	55%	57%
Residential - Ariah Park	88,385.46	(5,905.61)	(29,426.55)	53,053.30	64%	60%
Residential - Springdale	12,529.72	(988.31)	(4,533.96)	7,007.45	61%	51%
Rural Residential	165,079.30	(9,575.95)	(73,902.30)	81,601.05	52%	50%
Residential - Temora Aviation	45,421.29	(688.44)	(18,986.41)	25,746.44	58%	62%
Business Temora - Hoskins Street	265,573.50		(112,476.15)	153,097.35	58%	59%
Business Temora - Town	279,791.23		(129,091.91)	150,699.32	54%	48%
Business Temora - Aviation	27,853.02		(13,547.96)	14,305.06	51%	48%
Business - Ariah Park	21,462.96		(12,417.94)	9,045.02	42%	39%
Business - Other	10,066.98		(7,502.61)	2,564.37	25%	27%
Services						
Residential Sewer Charges	1,117,664.04	(37,479.43)	(423,272.82)	656,911.79	61%	60%
Non-Residential Sewer Access & Usage Charges	98,220.88		(72,613.30)	25,607.58	26%	21%
Storm Water Levy	51,307.90		(19,155.07)	32,152.83	63%	61%
Domestic & Rural Waste Services	677,668.74	(37,959.58)	(246,828.97)	392,880.19	61%	59%
Trade Waste Services	142,808.71		(70,100.99)	72,707.72	51%	53%
Overpayments	(102,962.41)		75,307.65	(27,654.76)		
Legal charges	12,790.08		(1,482.62)	11,307.46		
Total	6,437,641.97	(173,007.44)	(2,389,713.48)	3,874,921.05	61%	61%



18.5 TEMORA MEMORIAL TOWN HALL - INCOME & EXPENDITURE SEPTEMBER 2022**File Number:** REP22/1254**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall [↓](#) 



Temora Shire Council

Temora Memorial Town Hall**Income & Expenditure**

For the period ended 30th September, 2022

	Current YTD	Prior YTD
Income		
Facility Hire	12,189	5,095
Other Sundry Income	-	-
Total Income	12,189	5,095
Expenditure		
Utilities		
Electricity & Gas	(2,580)	(3,114)
Rates	(3,611)	(4,129)
Water	(174)	(332)
Cleaning	(2,702)	(4,072)
Maintenance	(3,350)	(4,189)
Administration		
Employee Costs	(1,553)	(1,821)
Depreciation	-	(26,329)
Insurance	-	(21,684)
Organisation Support Costs	-	(10,162)
Other/Miscellaneous	-	(1,611)
Total Expenditure	(13,970)	(77,442)
Total Town Hall Surplus/(Deficit)	(1,781)	(72,347)
Internal Hire/Donation	955	1,643

18.6 TOWN HALL THEATRE - OPERATING RESULTS SEPTEMBER 2022**File Number:** REP22/1252**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall Theatre [↓](#) 




Temora Shire Council

Temora Town Hall Theatre Operating Statement

For the period ended 30th September, 2022

	Current YTD	Previous YTD
Candy Bar		
Income	9,476	5,215
Purchases	(4,424)	(598)
	5,052	4,617
Admissions		
Income	17,449	8,930
Gold Class Ticket Sales	764	-
Audio Visual Purchases	(14,388)	(4,776)
	3,825	4,154
Other Income		
Facility Hire	136	532
Donations	25	-
	161	532
Other Costs		
Advertising	(50)	(434)
Bank Fees	(395)	(264)
Building Maintenance	(46)	-
Cleaning	(1,059)	(743)
Computer Costs	(577)	(675)
Freight	-	(65)
General Maintenance	(259)	-
Insurance	-	(5,706)
Licences & Permits	(618)	-
Materials Purchased	(320)	(635)
Rates & Electricity	(3,281)	(2,499)
Employee Costs	(7,481)	(9,978)
Sundry Expenses	15	30
Telephone & Internet	(243)	(91)
Volunteer Support	-	(170)
Depreciation	-	(733)
	(14,312)	(21,963)
Total Cinema Surplus/(Deficit)	(\$ 5,274)	(\$ 12,660)
Internal Hire/Donation	-	-

18.7 TOWN HALL THEATRE MINUTES HELD 24 AUGUST 2022**File Number:** REP22/1150**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall Theatre [↓](#) 



TEMORA SHIRE COUNCIL

-THEATRE MANAGEMENT COMMITTEE-

~Minutes of the General Meeting~
Held on Wednesday, 24 August 2022 at 6.00PM
Venue: Temora Town Hall Foyer

Present

Kris Dunstan, Trevor Player, Beth Firman, Jan Gilchrist, Guy Piltz, Andrew Lukasiak, Susan Jeri, Sue James, Di Monkerud, Lindy Reinhold, Nita McIntyre

Apologies

Nil

Correspondence

Nil

Sept/Oct Program

Sept- Juniper, The Princess, Bullet Train, Bosch and Rockit, Good Luck to You Leo Grande, Beast, Paws of Fury.

Oct- Dragon Ball Super, Avatar, DC Leagues of Super Pets. True Things, Ticket to Paradise, See How They Run, Wog Boys Forever.

Film Club update

Last Meeting

Samba. There was a medium sized turnout of about 20 people. Some had come back from travel, but others were still away. We enjoyed the film more than the review implied.



8 September *A Man Called Ove*

This is a popular novel with book clubs, so we are looking forward to seeing how it translated to film.

Ove (Rolf Lassgård) is the quintessential angry old man next door. An isolated retiree with strict principles and a short fuse, who spends his days enforcing block association rules that only he cares about, and visiting his wife's grave, Ove has given up on life. After a boisterous young family moves in next door and accidentally flattens Ove's mailbox, an unlikely friendship forms.

Cinemalive-New Event-*Westlife*

The meeting decided that the film would not be popular, moved Beth Firman, seconded Trevor Player. Carried.

Grant Update

Guy reported that the grant application for an updated Dolby processor had been lodged with a lot of support from council and big thanks to Claire Golder for lodging the application on our behalf. We will be advised of the result possibly late Oct.

Swipe Card Issues

Ongoing issues were reported by Guy regarding the projection room door. Kris will contact provider to take advice. Upgrades may be taking place in the future.

Safe Update

Guy reported that two safes for the till floats had been purchased and are operating.

Theatre Accessibility Issues (Foyer Functions)

Re- Special events in hall foyer, toilet accessibility was discussed. Kris offered to work with Guy and Angela to develop a set of guidelines for use when two parties are sharing the space and when foyer bookings are made at council. Details like the start of movies, toilets, exits, etc will be dealt with.

GENERAL BUSINESS**Financial Report**

Tabled.

Nita noted that an update Tutorial for new supervisors would be a useful idea.

Guy reported that a new digital delivery method for films was used by him today. It was challenging to upload because of internet speed issues.

Meeting closed 6.53.

18.8 ARIAH PARK POOL AGM MINUTES HELD 31 AUGUST 2022**File Number:** REP22/1213**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Ariah Park Pool AGM [↓](#) 

ARIAH PARK MEMORIAL SWIMMING POOL
ANNUAL GENERAL MEETING

DATE: 31st August, 2022 at 6.30pm, Arianh Park Bowling Club

MEETING OPEN: 7pm

APOLOGIES: Debbie Worland, Kylie O'Shea, Allan Edis & Craig Leiper

PRESENT: Toni McCormack, Alice French, April Frater, Nathan Chalmers, Nigel Judd, Julian O'Shea, Phil Davey, Rhonda Johnstone, Erin Bell, Chloe Tidd & Rob Edis

MINUTES:

Read by: Nathan Chalmers

Move that the minutes from the previous meeting be accepted by: Toni McCormack

Motion seconded by: Phil Davey

BUSINESS ARISING FROM PREVIOUS MINUTES:

*Free memberships for the disadvantaged has to be organised between the council & the school who are aware of the ability to utilise this.

*The shade sail at the canteen end needs fixing or replacing Phil & Nathan are to assess & if replacing the measurements are needed & Chloe is happy to organise this.

*The lock still needs to be fitted to the disabled toilet door & the hooks for the change rooms purchased & hung up.

*A blower, trimmer & vacuum still need to be purchased Chloe is applying for a grant to help with this & maybe a ride on lawn mower also. This will make things easier for the pool attendants & volunteers.

TREASURERS REPORT: (see attached report)

*We have \$5800 in our working account; \$7000 in our TD & \$13000 in our savings account as at 31/08/2022.

*General Admissions were up.

*Memberships & donations were both down.

*Kiosk was the same.

*We have received our \$5000 Council contribution.

*We paid \$20,000 to council for the refurbishment.

*Our start up expenses at the beginning of the season are only around \$3000. Nathan would like to investigate stopping the \$5000 payment from council.

*For some reason all our council payments are coming late, being paid in arrears ie after the season is finished & falling into the financial for the wrong season. It also seems silly for us to be receiving \$5000 then giving \$15000 back.

**It was moved that the treasurer's report be accepted by: Chloe Tidd
& the motion was seconded by: Julian O'Shea**

PRESIDENTS REPORT: Nathan thanked Alice & April recognising the fantastic job they do in keeping the pool running & always looking wonderful. The ad is out from council about a new pool attendant so please share it if possible. Thanks to those that have helped with the fundraising so far. The can shoot gave us \$1000. Chloe is organising the upcoming pie drive & Phil the battery recycling fundraiser. It is looking like the B & S won't run this year so we will lose that fundraising opportunity. Solar has been put on & hopefully is making a difference in the cost of running the pool. The resurfacing enquiries are continuing it appears the cost will double the expected \$80000. A \$4000 Community grant was secured to run a free community fun day at the pool. Thanks to everyone for their support & may that continue.

COMMITTEE ELECTIONS:

(All positions are declared open & nominations are called for. Jules O'Shea takes the chair & declares all positions vacant.)

PRESIDENT: Chloe Tidd nominated Nathan Chalmers who accepted this was seconded by Phil Davey

VICE PRESIDENT'S: 1. Phil Davey nominates Julian O'Shea. This is accepted & seconded by Alice French.

2. Chloe Tidd nominated Phil Davey who accepts & this is seconded by Jules O'Shea.

4. Rhonda Johnstone nominates Allan Edis who accepts via prior arrangement & this is seconded by Erin Bell.

SECRETARY: Chloe Tidd nominates Toni McCormack the nomination is accepted & the motion is seconded by Julian O'Shea.

TREASURER: Chloe Tidd nominates Robert Edis the nomination is accepted & seconded by Jules O'Shea.

COUNCIL REPRESENTATIVE: Nigel Judd. *(Nathan Chalmers takes the chair)*

POOL ATTENDANTS:

Alice has stepped down however April Frater will continue as our pool attendant for this season. The council has started advertising for a replacement for Alice. Rhonda Johnstone & Alice French will continue as casual lifeguards.

CANTEEN:

This will stay as last year with volunteers operating it. It is to be enforced again that only high school students are to serve with no more than 2 in there at a time.

EXPECTED OPENING DATE: Monday 7th November, 2022.

OPERATING HOURS:

Weekdays during school term: 3.30-6pm

Weekends during school term: 2-7pm

Holidays: 10am-12pm (Sat Only) & 3-8pm (Mon-Sun)

During January when swimming lessons are going the pool is often open from 10am until close. These hours are subject to the discretion of the caretaker's & may vary depending on the weather & attendance.

FEES: (23/24 SEASON)**SEASONAL:**

FAMILY: \$175

SINGLE: \$105

PENS/CHILD: \$75

DAILY:

ADULT 18YRS+: \$4.00

CHILD 5YRS+: \$2.50

CHILD 18MTH-5YRS: \$1.00

NON SWIMMING: \$1.00

FAMILY DAY PASS: \$13.00

SCHOOL FEES: A motion was moved by Alice French to increase the school fees from \$400 to \$450. Rhonda Johnstone seconded the motion & it passed unanimously.

CLUB & HOLIDAY MEMBERSHIPS ARE AVAILABLE UPON REQUEST.

CORRESPONDENCE: (read by the secretary)

*General council notifications & rates notice.

*Letter from the council advising that Nigel will continue as our representative.

WORKING BEE:

Saturday the 22nd October 2022. Jobs to be done are general cleaning; trees outside the pool area need trimming. Also a minuted meeting to be held that day.

FUNDRAISING:

*Our Xmas raffle raised only \$360 last year. This will again be run in conjunction with the town Xmas tree.

*The battery drive up is still & running that is being coordinated by Phil Davey in conjunction with the hardware. However we have not received any funds from this since Oct 2020 despite the batteries being taken. Phil is to chase this up.

*The butts 4 bucks program will also continue to run for us.

* Annual contribution of \$600 from the Swim club is to be decided upon at the Swim Club AGM.

*The can shoot raised \$1000.

*As the B & S is unlikely to go ahead it was decided to cater at the Mary Gilmore Festival. We will be manning a BBQ & drinks stall on the Saturday & Sunday. Saturday will entail 3 shifts of breakfast 8am – 9.30am; lunch 11.30am – 1pm & dinner 5pm – 7pm at the showground. Sunday will be in the Main Street for the markets starting about 8am. Nathan to form a sub committee for this & obtain some further information from the Mens Shed etc on costs, ordering & possible profits.

*Chloe is coordinating a pie drive which finishes on 9th Sept. Currently there are only around \$1600 in orders which is around \$200 profit.

GENERAL BUSINESS:

*Nathan obtained a \$4000 community grant to host an Australia Day Fun Day at the pool. There will be slides & jumping castles paid for by the council. The council will reimburse after the event. The question was asked as to whether the pool can also use this to raise funds by ie raffles or lucky gate tickets. A BBQ was also suggested with BYO. It is to run all day with free entry into the pool. Nathan, Jules & Phil are forming a sub committee to organise & run this.

*In order to meet our responsibilities under the 355 umbrella we need to be having 4 meetings a year. 1) AGM; 2) Working Bee Meeting; 3) Fun Day & Mary Gilmore General Meetings & 4) End of Season Meeting.

*Nigel would like us to invite Kris Dunstan out to the pool on the day of the working bee once the water is out to assess it for resurfacing. It was noted that Kris has been invited on many occasions & not been or charged us for the visit. The resurfacing budget is \$80,000 but realistically will be closer to double that for all 3 pools. It is preferred they be all done at once & as a whole as opposed to being patched like last time which was unsuccessful. It was noted that the plaster coming off is effecting the filters & the pool cleaner causing damage to them & further costs.

*Nathan has been chlorinating & cleaning in the off season monthly to hopefully make things easier in preparing the pools for the season.

*Nathan raised the issue of the 355 committee training that we never attended due to Covid.

*A membership drive was suggested due to the drop off in numbers over the last season. The prices are too go in the newsletter & town diary with a letter box drop also suggested or the Temora Independent. This could go on monthly throughout the season. It is also noted that membership is to be paid in the first 2 weeks of the season as some aren't paying until the end.

*A tap & go Apple Pay style system was also suggested.

*Nathan is going to contact Mal Douglas regarding putting power into the garden shed.

MANY THANKS FOR COMING TONIGHT

MEETING CLOSED: 8.25pm.

18.9 ARIAH PARK MARY GILMORE FESTIVAL MINUTES HELD 6 SEPTEMBER 2022**File Number:** REP22/1156**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Ariah Park Mary Gilmore Festival [↓](#) 

Ariah Park Mary Gilmore festival committee

A Section 355 Committee Of The Temora Shire Council

Minutes From meeting held 6/09/2022

Meeting Opened by President Janet Popple

Present - Chris Mutton, Allen Penfold, Patty Vearing, Nigel Judd, Margaret Speirs, Janet Popple, Robyn Wall, Bruce Ryan, Sandy Waters, Julie Colwill

Apologies Kevin Popple, Sandy Kosh

Minutes Of Meeting

Read by Robyn Wall

Moved Allen Seconded – patty
Minutes be Accepted Passed

Treasures Report

Opening Balance	\$25,320.45
-----------------	-------------

Inward

Raffle	\$378.10
Raffle	\$ 238.10
Raffle	\$247.00

<u>TOTAL INCOME</u>	<u>26,183.65</u>
----------------------------	-------------------------

Expenditures

Prizes-Barefoot bowls	\$200.00
Bunning BBQ expenses	\$26.86
Bunning BBQ expenses plus campify	\$751.69
Radio advertising Capital country	\$450.00

Total expenditure	\$ 1,428.55
--------------------------	--------------------

Closing balance	\$24,755.10
------------------------	--------------------

Moved Margaret seconded Bruce
Report accepted
passed

Correspondence**Inward**

e/mail from council to let us know grant will be decided in next week
e/mail from Skip bins 2 bins ordered
phone from show society re add in their program
phone call from council re quote for bins
several phone re festival
phone re showers and toilets

Out ward

Phone call to Margaret re raffle
Phone call to Chris re stage
Several e/mail re BBQ to committee
Phone call to school re changing dates on bonnets

Business Arisings

- 1 new committee to take over in December
- 2 Nigel states that we will need more rides and things for children on Sunday
- 3 cashless to festival Margaret and Bill to organize to teach us how to use someone he has ironed some problems
- 4 Margaret has organized billeting for entertainers same confirmed
- 5 John Waters has offered to take photo's at festival
- 6 Bruce has organized clearers for toilets at festival
- 7 2 buskers needed for festival
- 8 Robyn & Margaret to write letter to new hotel owners for accommodation for artists next year
- 9 golf buggy or similar needed for festival to help person parking vans

Outcome

Goffer organized for person parking vans
More free rides moved Allen seconded Patty that we organize 2 more free activities on Sunday Robyn & Sandra Kosk to sort same
2 buskers found for Sunday markets
Paperwork for show ground to be completed Robyn to find out re gas

Discussions

Pony rides not organized unable to find ponies
Face painter to be hired for Sunday Robyn needs to finish paperwork for grant with Robyn Buerckner
Stage changed to old stage due to problems with operation of same
Bank signatures to be changed from Chris Mutton to Janet Popple other 2 to remain unchanged
ABN needs to be sorted Janet to attend
Swim club are doing BBQ on Saturday and in street Sunday
Peter Hartwig will be playing music for Phil Moroney extra \$100 fee moved Bruce Seconded
Sandy carried Julie Colwill and Sandy Waters are remaining on committee as they were away for AGM and therefore were not included until they returned
Meeting closed 9.28
next meeting 4th October (last meeting prior to festival) meeting commencing at 7.30

18.10 TEMORA HISTORICAL SOCIETY AGM MINUTES HELD 8 SEPTEMBER 2022**File Number:** REP22/1236**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Historical Society AGM [↓](#) 

**MINUTES OF THE ANNUAL GENERAL MEETING
OF THE TEMORA HISTORICAL SOCIETY INC.**

held at the museum on 8th September 2022

Meeting commenced at 7.28 pm

Present: Robert Maslin (Chair), Neil Martin, Ken Morton, Bill Speirs, Graham Lynch, John O'Connor, Caroline & John Clarke, Ken Davis, Bob Ingram, Brian Durham, Len Stimson, Col Perry, Graham Crawford

Apologies: Brian Jennings, Gordon Muir, Cr. Max Oliver, Steve Holden, John Harris

MOVED that the apologies be accepted. John O'Connor / Neil Martin - carried

Minutes:

MOVED that the minutes of the annual general meeting held on 11th Nov. 2022 be accepted as a true and accurate record. Brian Durham / Bob Ingram – carried.

Correspondence: none relevant to the AGM

Treasurer's Report: The treasurer tabled the audited annual financial return for the year ending 30th June 2022 and reported an Income of \$40,851-92, Expenditure of \$39,643-29 and Closing Balance of \$59,703-78.

MOVED that the Treasurer's report be accepted. Graham Lynch / Ken Davis – carried.

President's Annual Report: Verbal report

Museum Manager's Annual Report: Attached

MOVED that the Annual Reports be accepted. Len Stimson / Bob Ingram – carried.

Election of Officers:

Neil Martin occupied the chair for the Election of Officers.

President: Robert Maslin, nominated by Bill Speirs

Vice President: John Harris, nominated by John O'Connor

Vice President: Mick O'Connor, nominated by Col Perry

Secretary: Bill Speirs, nominated by Ken Morton

Treasurer: Graham Lynch, nominated by Neil Martin

Auditors: Auswild & Broad, nominated by Graham Lynch

Public Officer: Bill Speirs, nominated by Brian Durham

Curators: Textiles – Jean Luck & Kate Hewett
Steam – John Flakelar & John Hingerty
Stationary Engines – Gordon Muir
Tractors – John Harris, Brian Jennings & Mick O'Connor
Machinery – Bob Ingram
Print Shop – Ken Hewett
Telecom – Gordon McGeorge
Rock & Mineral – Gordon McGeorge & Ken Davis
Ambulance – Bill Speirs
Flour Mill – Neil Storm
Bradman Cottage – Brian Durham
Grounds – Col Perry & Brian Sandow
Archives – Bill Speirs
Fire Brigade – Greg Matthews & Greg Pickersgill
RFS- Steve Holden
Shearing Shed - Graham Crawford

Supervisors: Saturday Working Bee Task Manager – Robert Maslin
Annual Exhibition Co-ordinator – Robert Maslin
WH&S – Ken Hewett
Electrical Maintenance – Neil Storm
Workshop – Bob Ingram
Roster – Bill Speirs
Housekeeping – Jan Oliver
Catering – Keri Perry

MOVED that the nominations as listed above be accepted for all positions.
Caroline Clarke / John O'Connor – carried.

General Business: There was no General Business relevant to the AGM

Annual Subscriptions:

MOVED that Annual Subscriptions (viz. Adult \$10.00,
Couple \$15.00,
Senior Couple \$12.00,
Concession Card Holder \$8.00
and School student \$8.00)
be applied for 2023. Graham Crawford / Caroline Clarke – carried

Admission Prices:

MOVED that all Daily Admission Prices (viz. Adult \$10.00, Adult Concession and Group booked Adult \$8.00, Child [school age] \$4.00 and Joint Museum Ticket Adult \$9.00, Senior Adult \$7.00, Child \$3.00) be applied until the next AGM. Ken Davis / Graham Lynch - carried

MOVED that Annual Live Exhibition Admission Prices be set at Adults \$15-00 and Child \$5-00 for 2023. Neil Martin / Col Perry – carried.

The date for the next annual meeting was determined as Thursday 14th September 2023.

There being no further business, the meeting closed at 8.07 pm

18.11 TEMORA HISTORICAL SOCIETY MINUTES HELD 8 SEPTEMBER 2022**File Number:** REP22/1238**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Historical Society [↓](#) 

**MINUTES OF THE GENERAL MEETING
OF THE TEMORA HISTORICAL SOCIETY Inc.**
held at the museum on 8th September 2022

Meeting commenced at 8.08 pm

Present: Robert Maslin (Chair), Neil Martin, Ken Morton, Bill Speirs, Graham Lynch, John O'Connor, Caroline & John Clarke, Ken Davis, Bob Ingram, Brian Durham, Len Stimson, Col Perry, Graham Crawford

Apologies: Brian Jennings, Gordon Muir, Cr. Max Oliver, Steve Holden, John Harris

MOVED that the apologies be received. Ken Morton / Graham Crawford - carried.

Minutes:

MOVED that the minutes of the general meeting of the Temora Historical Society held on 14th July 2022 be accepted as a true and accurate record. Col Perry / Len Stimson – carried.

Business Arising from the minutes:

Bill reported that the old grand piano had been de-accessioned and its music stand will be integrated into the permanent Marie Narelle exhibit.

New rails have been secured for the sheep yards beside the shearing shed and re-construction is under way.

Acquisition of the shipping container has been postponed until the block becomes accessible to heavy vehicles again.

Work in the new DI Flyer and museum history is yet to commence.

Preliminary notices advertising our up-coming 50th Annual Live Exhibition have been posted in the shire caravan parks and on community notice boards.

Correspondence:

MOVED that the correspondence be received and dealt with as read. Brian Durham / Col Perry – carried

Summary as attached.

Treasurer's Report: The treasurer reported an Income since 1st July 2022, of \$29,471-05, an Expenditure of \$8,616-89 and a Closing Balance, on 7th September 2022, of \$71,081-42 in the Society's working A/c.

Noting the receipt of the Marie Narelle Grant funding as an “extraordinary item”, it was **MOVED** that the Treasurer’s reports be accepted. Graham Lynch / Graham Crawford – carried.

Manager’s Report: as attached.

Curator’s Reports:

Brian Jennings noted the receipt of the Ford 5000 Super Major tractor from Warren Long.

MOVED that the Secretary write to Mr. Long thanking him for his donation. John O’Connor / Caroline Clarke – carried.

Ambulance: In response to the invitation from the Coolamon Fire Museum, Ken & Kate Hewett and John & Caroline Clarke will take two of our ambulances over to participate in the event on Sunday 2nd October.

All other curators present reported satisfactory progress.

General Business:

MOVED that the society purchase a showcase in which to mount a permanent display featuring Marie Narelle and apply to the Temora Shire Heritage fund for assistance with the cost of purchase. Bill Speirs / Ken Davis – carried.

Bill updated the meeting with regard to progress developing the Development Application for Stage 3 of the Ambulance Museum.

Plans for the 50th Anniversary Annual Live Exhibition were briefly discussed and it was agreed to hold a meeting on the evening of Thursday 13th October to review the arrangements.

There being no further business the meeting closed at 9.00pm.

18.12 TEMORA RURAL MUSEUM MANAGERS REPORT - SEPTEMBER 2022**File Number:** REP22/1240**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Rural Museum Managers report [↓](#) 

Temora Rural Museum – MANAGER’S REPORT

Meeting Date: 8th September 2022

Visitation From: 15/7/2022 to 8/9/2022 **Adults:** 529 **Children:** 70

Group Visits: Barmedman Public School. Tue. 26th July
New Madinah School, Young. Wed. 27th July
Vintage Rail Journeys. Wed. 31st August
Kapooka Public School. Fri. 2nd September

Group Bookings: MG Car Club. Fri. 9th Sept.
With CATERED LUNCH
Griffith Pioneer Park Committee Famil Tour. Sat 10th Sept. 10 am.
Potter Travel Group. 12noon
With CATERED LUNCH
Griffith Aged Support Services Group. Tue. 18th Oct. 10.00am
Coastal Liners Coaches tour group. Wed. 26th Oct. 9.30am

Recent Events: Brianna Reilly Baby Shower. Sat. 16th Jul. 12.00noon
NAIDOC seminar at THS. Thu. 28th July pm
Marie Narelle Workshops Sat. 27 & Sun. 28th August

Planned Events: Vintage Rail Journeys. Wed. 28th Sept. 9.15am
Temora Shire Art Prize Exhibition. 7th October – 11th Nov.
Temora Probus BBQ. Tue. 18th Oct. 11.30am
Retired Ambulance Officer’s Reunion. Sat. 22nd Oct. 10.00am

Recent Acquisitions:
Ford 5000 tractor

Correspondence:

General ephemera. 2

Magazines & newsletters. RAHS History Magazine. June 2022

Circulars.

Letters. I/W:

O/W:

Email:

18.13 FRIENDS OF TEMORA SHIRE CEMETERIES MINUTES 12 SEPTEMBER 2022

File Number: REP22/1153

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Friends of the Temora Shire Cemetery [!\[\]\(0aff635c4179ba9e710b00f4b01d3b20_img.jpg\)](#) 

FRIENDS OF THE TEMORA SHIRE CEMETERIES

(Incorporated with the Temora Shire Council)

Ian Preston (Group Pres) 32 Gallipoli St Temora NSW 2666 Ph. 0428 729 410 Email us at: temshire@temora.nsw.gov.au	Pat Taylor (Hon Sec) 22 Lawson Rd Temora 2666 Merryl Graham (Hon Treas.) PO Box 251 Temora 2666	Temora Shire Council PO Box 262 Temora NSW 2666 Ph. 02 6980 1100
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- be sure to direct it for our attention.

Minutes of the Friends of the Temora Shire Cemeteries Meeting

Monday 12 September 2022 Temora Shire Council Chambers

Meeting Opened: 10.00am and was commenced with a minute's silence for long serving member Ray Perry and HRH Queen Elizabeth II.

Attendance: Ian Preston, Rick and Pat Taylor, Harold Fritsch, Bruce Firman, Betty Brabin, Barb Harmer, Mavis Cassidy, Wilma McCubbin, Merryl Graham, Pam Beurckner and Max Oliver.

Apologies: Lyn and Michael Wells, Leonie Weir, Darryl Sutherland, Sal Hurst, Keith Cassidy, Belinda Bushell and Kris Dunstan Accepted.

Minutes: Minutes of the previous meeting were read by Pat. The minutes were moved by Mavis Cassidy, 2nd Wilma McCubbin. Carried

Business Arising: The security of the box trailer has been attended to by Bruce Firman.

Treasurer's Report: Financial report read by Ian Preston indicated a credit balance of \$22255.89. Merryl moved her report to be accepted, 2nd Betty Brabin, carried.

Merryl moved that the IBD be reinvested at the best interest rate. 2nd Ian Preston.

Correspondence:

Outward:

- Sympathy card to Heather Perry and Family
- Email to Sally Hurst re the replacement of Crepe Myrtle trees in the Arian Park Cemetery.

Inward:

- Invitation to the Mayor's morning tea for volunteers.
- Email to and from Kony Kang regarding tree options for the Chinese Portion of the Old Temora Cemetery.

Correspondence moved by Betty Brabin, 2nd Bruce Firman. Carried.

General Business:

1. CHINESE PORTION OF THE OLD TEMORA CEMETERY: Following a discussion on which tree or a cluster of trees to be planted, Bruce Firman moved that we plant one crepe myrtle behind the quartz rock. 2nd by Pam Buerckner. Carried.
2. STREET STALL: A lengthy discussion was held as to the viability of holding a street stall next year. Betty Brabin moved that we have a street stall in 2023. 2nd Mavis Cassidy. Carried.
Date for street stall to be decided at our December meeting (applications for street stalls open in December). Ticket selling to remain as is, with no online sales.
3. INFORMATION EXCHANGE:

ARIAH PARK CEMETERY: Pam Buerckner had requested new crepe myrtles to replace the ones lost. Sally Hurst is aware of this request. Merryl Graham will follow up. Pam also mentioned after rain the Entrance Road to the cemetery and other areas in the cemetery were inundated.

VOLUNTEERS FOR FOTSC: Following up from advertisement regarding s355 Volunteers, Anne Rands informed Merryl Graham a person is interested in becoming a member of our committee. Merryl to follow up following formal notification.

Next Meeting: Christmas Meeting, Monday 5 December 2022 commencing at 11.30am at Hill View Park (Temora Town Hall Supper Room in the event of inclement weather).

In closing, President Ian thanked everyone for their attendance.

Meeting Closed 10.43am

18.14 IMAGINE TEMORA AGM MINUTES HELD 13 SEPTEMBER 2022**File Number:** REP22/1207**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Imagine Temora AGM Minutes [↓](#) 

Temora Shire Council – AGM Imagine Temora Committee

Held Temora Art Centre 13 September 2022 at 5.35pm

Present:

Yianna Johns, Lindy Reinhold, Denise Clements, Louise Adams, Susan Jeri, Scott Hayman, Maxine Linnane, Fran Cahill.

Apologies:

Ken Forster.

Returning Officer – Lindy Reinhold

Minutes from 2021 AGM not read due to Covid – no AGM held 2021

Yianni Johns declared all positions vacant

Election of Office Bearers – President/Chair nominee – Yianni Johns

Nominated by Louise Adams

Seconded – Susan Jeri

Accepted

Secretary nominee - Louise Adams

Nominated by Fran Cahill

Seconded – Yianni Johns

Accepted.

General business

Chair gave a brief address re use of the Council Town Hall hire allowance.

Denise Clements requested a list of Imagine committee group and individual members – to be supplied by the secretary.

Next AGM to be held 12 September 2023

Meeting closed 5.50pm

18.15 IMAGINE TEMORA MINUTES HELD 13 SEPTEMBER 2022**File Number:** REP22/1209**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Imagine Temora minutes [↓](#) 

Temora Shire Council - Imagine Temora Committee

Minutes of Meeting held Temora Art Centre 13 September 2022 at 5.10pm

Present:

Yianna Johns, Lindy Reinhold, Denise Clements, Louise Adams, Susan Jeri, Scott Hayman, Maxine Linnane, Fran Cahill.

Apologies:

Ken Forster.

Minutes from previous Meeting:

Read by Louise Adams

Amended – AGM advertised on Facebook not in The Independent

Moved – Lindy Reinhold

Seconded – Yianni Johns

Correspondence – inward and outward:

None

Business arising from previous meeting:

Temora Shire Council has allocated \$10,000 towards Town Hall hire fees for member groups not \$5,000 as previously thought. Denise has confirmed this.

General business/Around the Room Update:

Performing Arts – Nothing planned for the immediate future. Excited about Council allowance. Looking to do a fund raiser with Motion Arts. May have a couple of piano concerts coming up. Discussing social media options to attract younger people. AGM planned for October 24 2022.

Women's Network – Shirley Valentine theatre night was fabulous, very well attended and thoroughly enjoyed by all.


TSC – Arts Centre – Denise is running several Workshops for Seniors (refer attached flyer). She is planning photography workshops.

The Temora Art Prize entry forms will be out soon and is planned to run 7 October - 11 November 2022.

Motion Arts – Have held their AGM and have a new vice president – Maxine Linnane. Planning events for next year (2023). They are holding auditions for a Christmas play, which will be performed next year.

Next meeting to be held 5.30 on 11 October 2022

Meeting closed 5.30pm

18.16 TEMORA & DISTRICT SPORTS COUNCIL MINUTES HELD 21 SEPTEMBER 2022**File Number:** REP22/1231**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. TDSC Minutes [↓](#) 

GENERAL MEETING OF THE TEMORA AND DISTRICT SPORTS COUNCIL

REPORT OF THE GENERAL MEETING OF THE TEMORA AND DISTRICT SPORTS COUNCIL HELD ON WEDNESDAY 21st September 2022, AT 6.30 PM AT THE TEMORA EX-SERVICES CLUB

Attendance: Judy Gilchrist (Secretary) Denise Breust (Treasurer) Jack Morton (Vice Presidents) Michelle Mawbey (Swimming) Max Oliver (TSC) Michele Stewart (Tennis) Bill Schwencke (Greyhounds) Claire Reid (Public School) Rob Peter Hartwig (Aussie Rules) Maree Liston (Soccer/Pistol Club) Kate Bruce (THS) Robyn Buerckner (Northern Jets/TSC)

Apologies: Rick Firman, Sheree Elwin, Tony Stringer, Rob Pfeiffer, Marnie Smith & Hack Hetherington

Moved Max Oliver Seconded Kate Bruce Carried

Executive Meeting Report:
Nil

Rec Centre Business:

Denise mentioned that at least 2 lights on either court are blown and a cover is still hanging down. So, it is rather dull whilst playing. Denise will contact Kris Dunstan regarding this issue.

Business Arising from the Minutes:
Nil

Minutes: The minutes of the previous meeting were read and confirmed on the motion of Judy Gilchrist.

Moved Michele Stewart Seconded Claire Reid Carried

CORRESPONDENCE:

Incoming:

Letter from Temora Shire Council re Local government week
Letter from The Mayor re the Memorial Service to Honour the Queen
Thank you letter, and certificate of appreciation from the Temora Tennis Club.
Re the B & E Grant that they were awarded earlier

Outgoing:

Business Papers

Treasurers Report:

Balance as per bank statement \$17,473.01 moved on the motion of Denise
Breust Seconded Claire Reid Carried
Denise moved a motion that were invest for another 3-month term at 1%
Seconded Bill Schwencke carried

General Business:**Temora High School**

No zone athletics due to staffing issues.

NSWCHS athletic reps

Toby Bowley – 16yrs 100m heat 11.52 (Q10th)

Jorja Winfield – 16yrs Discuss 26.37m (Q14th)

Lana Pike – 15yrs 800m heat 2.23.62 (Q3rd) 15yrs 800m Final 2.25.39 (5th) 15yrs 400m Heat 1.01.22 (Q3rd) 15yrs 400 final 1.01.22(5th)

Grace Krause – 15yrs 200m heat 24.46 (Q1st) Ne Record, 15yrs 200m Final 24.20 (1st) NR, 15yrs 100m Heat 11.96 (Q1st) New Record, 15yrs 100 Final 12.04(1st) 15yrs triple jump 12.03 (2nd) 15yrs Long Jump 5.70 (1st)

Lara Curry – 14yrs 800m final 2.25.19 (3rd)

Sasha Curry – 12yrs 800m Final 2.33.97 (5th) 12 – 14yrs 1500m 5,11,14 (6th)

15yrs Relay team Grace K, Lana P, Lara C, Rommy w 55.29 (10th)

Year 10 challenge – against St Annes Lost AFL but won League tag and League.

Sarah Oliver – Riverina Cricket

Katrina Fanning Cup – qualified for state finals

Girls Rugby 7's competed in the finals in Canberra

Temora Swimming Club

The club held its AGM last month, with Claire Reid taking over as President. We are looking forward to starting the new season in the New Temora Pol.

We have been working on acquiring the rest of the new equipment so we can utilise all 8 lanes. Temora will host South west Zone meet No 3 on Sunday 29th January 2023. This will be a great tryout of the new pool layout and will assist the club in preparing to host the school & district meets in February. Arian Park have secured Saturday 18th February for their development meet. Albury and Wagga will host the first two swim meet for the area. Wagga's meet in November will be the clubs 125th Anniversary.

Temora Tennis Association

27th & 28th August – Regional Training Camp & Round Robin Matches

Squad training Camp on Saturday 27th led by Janine Tremelling (Temora Tennis Coach)

1pm – 5pm

27 players involved (plus parents and grandparents)

Players from Wagga, Griffith, Canberra, Albury, Cootamundra, Coolamon

5 coaches (including Janine)

Michele Stewart (Club Secretary) provided afternoon tea for the visitors and the players received cut oranges, ice blocks and lolly bags during the break in on-court activities

** From this day Temora has picked up a few tennis lessons for Janine with people driving from Griffith and Wagga and also wanting her to run more of these training camps**

RMS Round robin Match Play Day Sunday 28th Run by Paul New Tennis Development Officer – South west & Janine Tremelling Head Coach Temora

- 8.30-am -Completion (pm last match finished)
- 5 courts used + 2 others with caution (these are in desperate need of cleaning) this will be happening by the end of the year delays due to wet weather
- 47 players competing in all ages ranging from 9yrs – 16yrs
- BBQ run by the club (Michele Stewart & Tony Reid need special mention)
- Canteen had drinks available and Tea & Coffee
- Tony Reid supplied free soft serve ice cream to all players and parents.

Next year Saturday 20th & Sunday 21st May 2023 this event will be happening again at Temora Tennis Complex.

Temora Pistol Club

Very quiet time over winter. Competitions have started in earnest now and the State Titles will be held at the Sydney International Shooting Complex (where the 2000 Olympics were held) on the long weekend in October.

Council upgraded the access road to the range around the end of May and it's very good, and has held up beautifully through the wet weather since then.

Unfortunately, now that the car park is clear and level, there have been several visits by people who feel that doing donuts in their car is a necessary activity.

The club is running an on-going "come-and-try" program for anyone wanting to try pistol shooting, even if they are not wanting to join the sport.

Temora United Soccer Club

The Junior competition has ended, the finals round was cancelled as Gundagai fields had been consumed by the river. The round in Gundagai two weeks prior was transferred to Harden a few days before for the same reason.

The senior competition ends this weekend. Temora's men's team finished in 7th position.

The Women's team finished fourth in the second-grade competition and qualified for the first round of finals series. It was a super tough but evenly matched game against the strong Lake Albert Sharks. The final score was 2-2, the game went into 30 minutes of extra time, neither team scored, so they finished with a penalty shoot-out. With that score sitting even, Paige Fuller sank her shot to win the game.

Last Sunday the team was up at 5 am to travel to Hanwood to play the qualifying round for the grand finale. They fought hard but fell short against the extremely strong Hanwood women's team. It has taken 11 years for the Redbacks women to make it to a finals game. Well done, team!

The club is holding a major raffle at present, the prize is a holiday at a Big 4 Holiday Park of your choice, valued at \$2000. Tickets are available online and keep your eye out down the street.

Also, very successful trivia night was held on 5 August, it was a good social evening.

Temora Public School

Prior to my report, I would like to acknowledge and congratulate a range of sporting achievements. My apologies if I miss any recent achievements.

Congratulations to:

- Temora Junior Roo's U11's and one of the U15's Netball teams on their Premiership
- Temora Dragons Women's League Tag- taking out the Premiership against Brothers
- AP Jets U17's Football and A Res Netball on their Premierships
- Temora West Public-School Girls Union 7's, taking out the State Championship

Also, thank you to Ian Growth who has stepped down as President of the Temora Swimming Club. In his 5-year term, he was a great asset to the club.

September 2022

As the term ends, we celebrate students' successes and participation in a range of sports.

Fathers and Footy Day- A whole school event was a fantastic, fun day.

Students and their families could play a range of games including soccer, AFL, Rugby League, League Tag, Rugby Union, or Basketball.

Touch Football- Both the 5/6 boys' and girls' teams played in the PSSA knock-out gala day held at Bob Aldridge Park last Friday. Overall, the Girls came 3rd

and the boys, despite having half a side, were resilient and placed 4th. A great effort by all involved.

Again, a huge thank you to THS students Will M and Connor H for being the referees.

Cross Country- Both Max R and Eddie C ran well at the state cross country, they enjoyed their first state experience together.

Girls Rugby League- This has been postponed due to the weather.

Athletics - Riverina- 16 students represented TPS. The following students have made it to State in a range of events: Eddie C, Erin K, Sienna B, Ben G, Ruben W and Lachlan M

Rugby Union – Jarvey C, Sam R and Ash R played in the Riverina team with Ash receiving the Riverina Medal and Sam being awarded the Players player. Ruby J Mylah M and Zali S represented the Riverina girls' team, placing 3rd overall.

Trent Barrett Shield- Today over 40 students travelled to Junee to play in the Trent Barrett Shield. Each team got to play 3 games before the weather seized the day. Although it was wet, the students had a great time.

Temora Aust Football Netball Club

Season has wrapped up Presentation Night was held at the Golf Club last week. The netball ladies made 4 out of 5 to the semi-finals, but didn't make the GF. The un17's and reserve grade also made it to the semi-finals.

The Ladies and Gents also polled well in the League Vote Count. Which is a huge achievement.

Chris Stacey played 300 club games and was awarded life membership at the Presentation Night. Congratulations to Chris, great effort.

The AGM will be held on the 8th October, with all positions being declared vacant. The club is going into the next season being financially sound. The club is in the process of securing a playing coach, but they also have a plan B in place.

Also, the Un11' and Un15 netball Juniors went on to win their grand finals. Congratulations to you all on a fantastic year, and a huge achievement winning the grand finale.

Northern Jets Football and Netball Club:

A big congratulations to the under 17 boys on winning their grand final.

The A reserve Netball ladies also won their grand final.

4 out of 5 teams made it to the finals

The Junior un11's netball girls also made finals

We didn't have a un15's boys team this year, but hoping to field one next season. Negotiating for a new coach for the next season.

Presentation night will be held at Ardlethan on Friday night
AGM soon

Basketball:

The junior comps is underway at the moment, 2 weeks into comp.
A junior carnival will be held on the 6th & 7th September,
7 players are going to the world cup being played in Sydney. They are very excited children. Hope you all having an amazing time and enjoy the games.

Rugby League and Old Boys:

Jack firstly congratulated all teams that have won their grand finals in other sports. It has been a great year for all juniors, well done to player coaches and parents.

The League Tag girls won their Grand Final on Sunday, it was a great game, and congratulations to all involved with the team. Very proud Club.
It has been a long time between celebrations.

It has been 14yrs since the men's teams had made it to semi-finals, this year played in 2 finals, 1 at home and 1 at young. It has been a rather good season with hopefully more to come next year.

Presentation night will be held on this Saturday 24th September.

AGM mid-October.

The club are hoping to secure some grants, so they can do up the change rooms, as they haven't had much work done since they were built in 1985, so you could say they deserve a bit of TLC. Good luck with that venture.

Temora Greyhounds

As usual the Greyhound Club is going ahead in leaps and bounds. They have a great reputation for having great race meets. They race meets also have with good prizemoney on offer, A great team of dedicated helpers help make the race meets what they are. Lots of out-of-town owners, trainers and crowds travel to these Meets. Which is very good for our town. Wagga club had their AGM, with only 1 original committee person staying on with the rest of the committee being made up with new faces. A big congratulations must go to Bill and Dona and the rest of the committee for having a great team and committee

Robyn Buerckner representing the TSC spoke on the Family Expo that will be happening on the 26th October.

It is being held at Gloucester Park commencing at 11am to 4pm

They are hoping that some of the sporting clubs/groups may be able to hold a stall showcasing what your clubs have to offer to the community

If you are interested in helping out on the day, could you please contact

Robyn Buerckner on 0476 820 866 or rbueckner@temora.nsw.gov.au

This year the McDonalds Grass roots grant will be on offer for High School Students (in years 7 – 12)

Written Applications will open on Friday 21st October and Close at 4.30pm o Friday 11th November,

Applications to include sporting history, your goals, ambitions, why they have a passion for their chosen sport and what they plan to do with the grant

Applications may be emailed to Secretary Mrs Judy Gilchrist gilly04@bigppond.com or mail PO Box 262 Temora or left at the council offices

Presentation date yet to be determined.

The next meeting will be on the 19th October 2022
6.30 pm Temora Ex-Services Club Narraburra Room

Meeting closed at 7.25pm

Signed Chairman:

Secretary:

18.17 TEMORA ARTS CENTRE ADVISORY COMMITTEE MINUTES HELD 3 OCTOBER 2022**File Number:** REP22/1220**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Arts Centre Advisory Committee [↓](#) 

MEETING CONVENED FOR THE TEMORA SHIRE ARTS CENTRE ADVISORY COMMITTEE AT THE TEMORA ARTS CENTRE, 119 AURORA ST TEMORA ON 3 OCTOBER 2022.

Meeting opened: at 6:37 p.m.

Attendance: Gary Lavelle, Bob Brabin, Judy Gorton, Faye Robbins, Colette Balzer, Cr Lindy Reinhold, Cr Claire McLaren, Rebecca Drenovski (phone), Wendy Reardon, Tracy Heinrich, Denise Clements.

Gary welcomed everyone and spoke briefly about the purpose of the advisory committee. Liz will normally represent the Council at these meetings. He spoke about the purpose of the advisory committee and what its structure should look like requiring a chair, vice-chair and secretary, no treasurer required.

Nominations were called from the floor for the following positions.

Chair - Tracy Heinrich nominated Bob Brabin. No further nominations were received. Bob accepted. Gary declared that Bob Brabin is elected Chair.

Vice Chair - Judy Gorton nominated Tracy Heinrich. No further nominations were received. Tracy accepted. Gary declared that Tracy Heinrich is elected Vice-Chair.

Secretary - Tracy Heinrich nominated Rebecca Drenovski. No further nominations were received. Rebecca accepted. Gary declared that Rebecca Drenovski is elected Secretary.

Gary handed the meeting to Bob. The question was raised regarding what constitutes a conflict of interest. Gary gave a few examples and spoke about the procedures the Council must follow. It was suggested that if a conflict was to arise, that the conflicted parties should excuse themselves from the debate.

Bob welcomed everyone and spoke briefly about the establishment of the advisory committee; about the interest shown by the arts community members and others and how we can begin to move forward. Gary spoke about the Council's need to hear from one cohesive voice.

It was decided that the committee should meet generally every two months. The next meeting will be held on 7th November.

It was concluded that the first AGM date should be held July/Aug 2023 so that it can be submitted to the September Council meeting.

A brief discussion was held regarding the Plan of Management. Given the scope of the document, it was decided that further discussion should be held over until the next meeting. Nothing in the strategic plan that requires urgent attention.

Tracy and Wendy raised some maintenance requests those being.

1. Floor at the main door in the scout hall
2. Zip Heater over the kitchen
3. Light in the wash bay
4. Sensor lighting to the side and front of the scout hall

ACTION: Denise to follow up on electrical quotes and with James regarding the flooring issue.

Tracy also spoke about the planned sculpture for the outdoor alcove at the entrance. Gary advised that maintenance requests should be referred to Council via the normal correspondence channels.

Bob spoke about the grant TADVAC has submitted through Stronger Country Communities R5 to build and fit out the pottery shed. Fay spoke about the plans for establishing a pottery facility at the Arts Centre. She spoke about the passion, knowledge and drive she is prepared to contribute, as part of the committee, to see this project through to its fruition. Judy and Bob were recognised and congratulated for the time and effort spent preparing the grant documentation. Gary spoke about the speed with which the proposal was put together, and Council's support for the grant.

Colette asked if we had a Facebook page and if we had considered having an Artist in Residence.

Lindy asked if we might have an Open Day. Gary suggested that we might consider holding one during DRENCH, the month-long festival being held in March 2023.

ACTION: Ask Robyn Buerckner or Shontayne Ward to the next meeting to discuss.

Claire asked if we could capture feedback and user experience data via Survey Monkey or some other means.

ACTION: Denise to implement a system to automate gathering user experience data.

Claire also asked if the committee could continue to look at the grant and further engage the community in planning for this and future projects.

ACTION: Rebecca to circulate the grant among committee members

Tracy asked if the Council might consider posting street signs similar to the Railway Museum. The Signage committee is looking at this.

Rebecca asked about our Facebook presence and about displaying the costs of hiring the facility. These details can be found on the Council's website and on the booking form. There was some discussion about the Arts Centre website and the possibility of the centre having its own branding. There was some discussion about the pre-existing mailing list and the online booking system.

ACTION: Denise to investigate Arts Centre branding

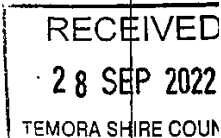
Judy spoke about the need for clear direction and communication within the committee. She suggested that the Plan of Management and strategic plan should be reviewed no later than Jan/Feb.

The ongoing issue of the professional artists section of the Temora Shire Art Prize was raised. It was suggested that a substantially higher prize could be put forward for the professional section. Lindy suggested that this might be something that Imagine Temora could sponsor.

Meeting closed at 7:50 pm

18.18 TEMORA MOTORCYCLE RACING CLUB**File Number:** REP22/1184**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Motorcycle Racing Club [↓](#) **FIRST HEADING**

Thanking Council for the support in the hiring of the shower block, but unfortunately the Australian Classic & Post Classic Dirt Track Tiles have been cancelled due to unforeseen circumstances.



To Mr Gary Lavelle & Temora Shire Councillors

We are writing to you to thank you for your support for our Club and our proposed meeting re: Australian Classic & Post Classic Dirt Track Titles that was to be held on the 1st and 2nd October 2022 at Woodlands Speedway.

Due to unforeseen circumstances it is with regret that we have had to cancel this meeting.

Our Club have worked tirelessly to try and put on a great weekend but unfortunately, we have not received the support with only very minimal entries, which has then made for a very hard and disappointing decision of cancellation.

Once again, as a club, we would like to take this opportunity to Thank you all for your time and support as to your offer and consideration in supporting us with the hire of your Shower block.

Many Thanks

Yours Sincerely

Luke Wilesmith (President)

Temora motorcycle Club

18.19 TEMORA & DISTRICT EDUCATION FUND - THANK YOU**File Number:** REP22/1259**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. TDEF [↓](#) 

Temora & District Education Fund would like to thank Council for the donation to the TDEF.

89837

Mrs Sue Wylie
Temora & District Education Fund

Mr Rick Firnan
Temora Shire Council
Loftus Street
Temora NSW2666

Dear Rick

On behalf of the TDEF, I would like to sincerely thank you and your team for their very generous donation to TDEF.

We have some outstanding young people in our town, and TDEF is very grateful to organisations like yours who help us support some of these young people whether it is going to University, TAFE or a trade.

It is donations like yours that help TDEF continue to support these young people.

So thank you again for your support as it would be very difficult for TDEF to continue what they do without it.

Yours Sincerely

Sue Wylie

Secretary

TDEF.



19 CONFIDENTIAL REPORTS

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:

19.1 Confidential Minutes of the Traffic Committee Meeting held on 11 October 2022

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

19.2 Confidential Minutes of the Assets & Operations Committee Meeting held on 11 October 2022

This matter is considered to be confidential under Section 10A(2) - c, di and dii 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, commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

19.3 Confidential Minutes of the Economic Development and Visitations Committee Meeting held on 11 October 2022

This matter is considered to be confidential under Section 10A(2) - di 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.

19.4 General Manager Recruitment

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

19.5 Expression of Interest - Apollo Place

This matter is considered to be confidential under Section 10A(2) - di 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.

19.6 Sundry Debtors - Write Offs 2022

This matter is considered to be confidential under Section 10A(2) - 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 discussion in relation to the personal hardship of a resident or ratepayer.

19.7 ICT Strategy

This matter is considered to be confidential under Section 10A(2) - f 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 details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property.

19.8 Housing Options

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.

20 MEETING CLOSE