



JUNEE SHIRE COUNCIL

NOTICE ORDINARY COUNCIL MEETING – 27 JUNE 2023 COMMENCING AT 4:30PM IN THE COUNCIL CHAMBERS

OUR VISION

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

“Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

“Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.

“It will be an independent Local Government area with a strong sense of identity.”

OUR MISSION

The community and Junee Shire Council are to **Make Tracks** systematically and with determination towards the Shire **Vision.**”

OUR COMMUNITY VALUES

Proud and welcoming – we are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

Innovative and progressive – we welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

Inclusive – we have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

Leadership and wisdom – we listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.

HOW CAN A MEMBER OF THE PUBLIC SPEAK AT A COUNCIL MEETING?

Members of the public are welcome to attend meetings and address the Council. Registration to speak must be made by making application by 10:00am on the day of the meeting by filling out the Public Address Application Form found on the following link: [Public-Address-Application-Form-Council-Meetings](#)

AGENDA – 27 JUNE 2023

COUNCIL MEETING OPENS

ACKNOWLEDGEMENT OF COUNTRY

APOLOGIES

CONFIRMATION OF MINUTES – 16 MAY 2023

DECLARATION OF INTERESTS

MAYORAL MINUTE - Nil

GENERAL MANAGER'S REPORT

1. INTEGRATED PLANNING AND REPORTING ADOPTION
2. COUNCIL INVESTMENTS AND BANK BALANCES
3. DRAFT JUNEE SHIRE COUNCIL INFRASTRUCTURE DEFERRED PAYMENT POLICY
4. LOCAL GOVERNMENT NSW CONFERENCE 2023
5. RIVERINA MURRAY REGIONAL PLAN 2041
6. PUBLIC SPACES (UNATTENDED PROPERTY) ACT 2021
7. PLANNING PROPOSAL – MINIMUM LOT SIZE
8. COUNCILLOR RENUMERATION
9. INDEPENDENT REVIEW OF COMMONWEALTH DISASTER FUNDING
10. MEMORIAL DEDICATION

CORRESPONDENCE – Nil

COUNCIL COMMITTEE REPORTS - Nil

DELEGATES REPORTS - Nil

NOTICES OF MOTIONS – Nil

LATE BUSINESS (MATTERS OF URGENCY) - Nil

QUESTIONS/STATEMENTS WITH NOTICE

- Cr Clinton Responses included in Item 3

INFORMATION BOOKLET

CONFIDENTIAL REPORT – RECOMMENDATIONS OF COMMITTEE OF A WHOLE MEETING

11. REGIONAL TOURISM ACTIVATION FUND
12. RENEWAL OF THE ROAD MAINTENANCE COUNCIL CONTRACT WITH TRANSPORT FOR NSW
13. MAYOR'S REPORT ANNUAL PERFORMANCE REVIEW - GENERAL MANAGER

ACKNOWLEDGEMENT OF COUNTRY *(Mayor)*

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of this land. I would also like to pay respect to Elders both past and present and extend that respect to other community members present.

COUNCIL MEETING AUDIO RECORDINGS *(Mayor)*

In accordance with Council's Code of Meeting Practice, this Council meeting is being recorded and will be placed on Council's webpage for public information.

All present at the meeting are reminded that by speaking you are agreeing to your view and comments being recorded and published.

I would also like to remind Councillors and staff that during all our discussions and deliberations, we should be respectful and mindful of others present. We should at all times listen without interrupting and use words that do not personalise an individual, nor should they be offensive in any way. Whilst discussion, debate and an open mind is encouraged, please let us all keep our discussions productive, civil and inclusive.

Junee Shire Council accepts no liability for any defamatory or offensive remarks or gestures during this Council Meeting.

OATH

I swear that I will undertake the duties of the office of Councillor in the best interests of the people of Junee and the Junee Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

DISCLOSURE OF INTEREST

Pecuniary – An interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

(Local Government Act, 1993 section 442 and 443)

A Councillor or other member of a Council Committee who is present at a meeting and has a pecuniary interest in any matter which is being considered must disclose the nature of that interest to the meeting as soon as practicable.

The Councillor or other member must not take part in the consideration or discussion on the matter and must not vote on any question relating to that matter. *(Section 451)*.

Non-pecuniary – A private or personal interest the council official has that does not amount to a pecuniary interest as defined in the Act. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter

If you have declared a non-pecuniary conflict of interest, you have a broad range of options for managing the conflict. The option you choose will depend on an assessment of the circumstances of the matter, the nature of your interest and the significance of the issue being dealt with. You must deal with a non-pecuniary conflict of interest in at least one of these ways.

- It may be appropriate that no action is taken where the potential for conflict is minimal. However, council officials should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (for example, participate in discussion but not in decision making or visa-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (for example, relinquishing or divesting the personal interest that creates the conflict or reallocating the conflicting duties to another officer).
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in section 451(2) of the Act apply (particularly if you have a significant non-pecuniary conflict of interest).



JUNEE SHIRE COUNCIL

DISCLOSURE OF INTEREST AT MEETINGS

Name of Meeting: _____

Meeting Date: _____

Item/Report Number: _____

Item/Report Title: _____

I, _____ declare the following interest:
(name)

Pecuniary – Must leave Chamber, take no part in discussion and voting.

Non Pecuniary – Significant Conflict – Recommended that Councillor/Member leaves Chamber, takes no part in discussion or voting.

Non Pecuniary – Less than Significant Conflict – Councillor/Member may choose to remain in Chamber and participate in discussion and voting.

For the reason that:

Signed: _____ Date: _____



JUNEE SHIRE COUNCIL

CONFIRMATION OF MINUTES ORDINARY MEETING



MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

PRESENT

Councillors N Smith, , M Austin, R Callow, D Carter, A Clinton, P Halliburton and M Knight.

STAFF

General Manager, Chief Financial Officer, Acting Director Planning and Community Development and Executive Assistant.

The meeting opened at 4.30pm.

LEAVE OF ABSENCE

01.05.23 **RESOLVED** on the motion of Cr R Callow seconded Cr M Knight that Councillor R Asmus and Cr M Cook be granted a leave of absence from the 16 May 2023 Ordinary Council meeting.

CONFIRMATION OF MINUTES – ORDINARY MEETING HELD 18 APRIL 2023

02.05.23 **RESOLVED** on the motion of Cr P Halliburton seconded Cr D Carter that the minutes of the Ordinary Meeting held on 18 April 2023, copies of which had been supplied to each Councillor, be confirmed.

BUSINESS ARISING

Nil

DECLARATIONS OF INTEREST

Councillors were invited to disclose any Declarations of Interest related to the items of business in the report.

None were received.

PUBLIC FORUM

Nil

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

MAYORAL MINUTE

1[MAYOR] DAMAGING INCREASE IN EMERGENCY SERVICES LEVY COSTS

03.05.23 **RESOLVED** on the motion of Cr N Smith seconded Cr R Callow that:

1. Council write to the Treasurer, the Minister for Emergency Services, the Minister for Local Government and local State Member(s):
 - a) Expressing Council's strong opposition to the NSW Government's last minute decision to impose an enormous Emergency Services Levy (ESL) cost increase on councils for 2023/24 by scrapping the ESL subsidy for Councils and at a time after Council has publicly advertised its Operational Plan and annual budget to the community.
 - b) Noting that as a consequence of the unannounced 73% increase in the State Emergency Service budget and an 18% increase in the Fire and Rescue NSW budget, means the annual rate peg increase for 2023/24 that is intended to maintain and provide for existing essential community services and infrastructure has been significantly eroded.
 - c) Advising that the Government's decision will lead to a reduction in important local services and the cancellation of necessary infrastructure projects.
 - d) Calling on the NSW Government to take immediate action to:
 - i. restore the ESL subsidy in 2023/24
 - ii. urgently introduce legislation to decouple the ESL from the rate peg to enable councils to recover the full cost
 - iii. develop a fairer, more transparent and financially sustainable method of funding critically important emergency services in consultation with local government.
2. Council writes to the Chair of the Independent Pricing and Regulatory Tribunal (IPART) advising that Council's forced emergency services contribution is manifestly disproportionate to the 2023/24 rate cap, which has resulted in additional financial stress.
3. Council writes to the President of LGNSW seeking the Association's ongoing advocacy to bring about a relief in the burden of Councils' emergency services contribution.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

2[MAYOR] ANNUAL PERFORMANCE REVIEW

04.05.23 **RESOLVED** on the motion of Cr P Halliburton seconded Cr A Clinton that Cr D Carter be nominated to be on the General Managers performance review panel.

GENERAL MANAGER'S REPORT

The General Manager presented a report which dealt with Items 3 to 8.

3[CFO] DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN (DPOP)

05.05.23 **RESOLVED** on the motion of Cr D Carter seconded Cr P Halliburton that:

1. The Draft Delivery Program 2023-27 and Operational Plan 2023-24 be advertised for public comment for 28 days from the 18 May 2023.

Councillor M Austin entered the meeting at 4.38pm.

06.05.23 **RESOLVED** on the motion of Cr R Callow seconded Cr M Knight that:

2. The Workforce Plan 2023-2027 be advertised for public comment for 28 days from the 18 May 2023.

4[MFBS] COUNCIL INVESTMENTS AND BANK BALANCES

07.05.23 **RESOLVED** on the motion of Cr P Halliburton seconded Cr M Austin that Council notes the Investment Report as of 30 April 2023, including the certification by the Responsible Accounting Officer.

5[CFO] THIRD QUARTERLY BUDGET REVIEW

08.05.23 **RESOLVED** on the motion of Cr R Callow seconded Cr M Austin that:

1. The Quarterly Budget Review Report, as at 31 March 2023, be received and noted.
2. Council approve the variations in the capital and operating budgets as detailed in the attached Third Quarterly Budget Review Report for the 2023 financial year.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

6[TP] ADOPTION OF CONFLICT OF INTEREST POLICY FOR COUNCIL-RELATED DEVELOPMENT

09.05.23 **RESOLVED** on the motion of Cr P Halliburton seconded Cr M Austin that Council adopt the Conflict of Interest for Council-Related Development policy attached to this report.

As required under Section 375A of the Local Government Act, the following is the record of voting for this planning matter.

FOR: Councillors M Austin, R Callow, D Carter, A Clinton, P Halliburton, M Knight and N Smith.

AGAINST: Nil

7[DES] JUNEE TRAFFIC STUDY REPORT

10.05.23 **RESOLVED** on the motion of Cr D Carter seconded Cr R Callow that:

1. Council receive this report on the Draft Traffic Study.
2. Note the submissions received on the Draft Traffic Study.
3. Adopt the Traffic Study Report, noting the amendments made to the document following the public exhibition period.
4. Note that the study will be regularly reviewed and updated in response to changes to the constraints and movement of light and heavy vehicles with in the Junee area along with the impacts of the Inland Rail Project.
5. Note that the implementation of potential mitigation strategies referred to in the study will be subject to further refinement and availability of funding.
6. Acknowledge submissions in writing, thanking them for their input and advising on the outcomes of their submission.

A MOTION was MOVED by Councillor D Carter that:

Approaches be made to the relevant government departments with reference to:

- North Junee Public School re the proposed car and bus park for the set down and pick up of students.
- Relocating of the bus stop at Junee Primary School to Stewart Street.
- Safety concerns raised, within the report, with regard to the Queen Street and Olympic Highway intersection.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

- Prioritise submissions/grants for the replacement of the HL Robertson Bridge.

The MOTION was WITHDRAWN.

8[GM] DRAFT JUNEE SHIRE COUNCIL INFRASTRUCTURE DEFERRED PAYMENT POLICY

11.05.23 **RESOLVED** on the motion of Cr A Clinton seconded Cr P Halliburton that the item be discussed.

12.05.23 **RESOLVED** on the motion of Cr R Callow seconded Cr M Austin that:

1. Council exhibit the Draft Junee Shire Infrastructure Deferred Payment Policy for public submissions for a period of 28 days commencing 18 May 2023.
2. Council receive a further report following the public exhibition period.

Councillor A Clinton and Councillor P Halliburton voted against the Motion and asked that this be recorded.

COMMITTEE REPORTS

Nil

DELEGATES REPORTS

13.05.23 **RESOLVED** on the motion of Cr N Smith seconded Cr P Halliburton that the report of the Riverina Eastern Regional Organisation of Councils Meeting held on 28 April 2023 be received.

14.05.23 **RESOLVED** on the motion of Cr P Halliburton seconded Cr M Knight that the report of the Riverina Joint Organisation meeting held on 28 April 2023 be received.

NOTICE OF MOTION

Nil

LATE BUSINESS

Nil

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

QUESTIONS ON NOTICE

Councillor P Halliburton asked the following questions:

1. Has the condition of the Unnamed Lane between Pretoria Avenue to Vaughan Street, especially the state of the tarmac and the overgrown vegetation, been assessed, and, if so, what is the outcome, other than making it a one way lane?

Response:

The condition of surface in the laneway has been assessed as being in poor condition. However, rehabilitation is a low priority and not programmed at this stage.

A maintenance task has been raised to trim some of the trees along the northern end of laneway, noting that this is also a low priority task and will be undertaken as resources allow.

2. Has any further advice been received from TfNSW since 8 February 2023 regarding installation of 50 kph signs on Waterworks Road north of Benbow Court, and, if so, what is it?

Response:

TfNSW have confirmed that they are assessing the application made by Council Officers to install 50km/hr speed limit signage on Waterworks Road north of Cuttle Court.

Council Officers will continue to follow up with TfNSW on the status of the application.

3. Has Council received follow-up advice from TfNSW regarding the onsite inspection of the Main Street (Olympic Highway) underpass from the representative of TfNSW, and, if so, what is it?

Response:

TfNSW have advised that they will provide outcomes of the inspection and proposed mitigation strategies in due course.

4. Have resources and competing priorities allowed the review of disabled parking in Junee, including The Athenium, to be commenced, and, if so, what is the outcome?

Response:

At this stage the review is scheduled to be undertaken in August 2023.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 MAY 2023.

INFORMATION BOOKLET

The information booklet was received and noted.

There being no further business, the meeting closed at 5.38pm.

CHAIRPERSON: _____

GENERAL MANAGER: _____



JUNEE SHIRE COUNCIL

GENERAL MANAGER'S

REPORT



GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023

Item I **INTEGRATED PLANNING AND REPORTING ADOPTION**

Author Chief Financial Officer

Attachments Attachment 1 - Delivery Plan and Operational Plan 2023/27
Attachment 2 - Workforce Plan

RECOMMENDATIONS:

That the Combined Delivery Program Operational Plan 2023-27, as presented, be adopted.

- 1. That the Revenue Policy 2023-2024, as advertised, and after taking into consideration all submissions made to the Plan and any amendments listed in the report to Council, be adopted.***
- 2. That pursuant to the provisions of the Local Government (Financial Management) Regulation 1993 expenditure required to finance works, service and activities of the Council for the financial year 2023-2024 and as detailed in the Financial Estimates (Part 2) section of the Combined Delivery Program and Operational Plan be approved and voted accordingly:***
- 3. That whereas public notice has been given by advertisement published on Council's website of the preparation of the Draft Combined Delivery Program Operational Plan 2023-2027 in relation to the Council's activities for the 2023-2027 period and the Council's Revenue Policy for the 2023-2024 financial year and whereas such Draft Combined Delivery Program Operational Plan 2023-2027 and Revenue Policy have been publicly exhibited for not less than 28 days and whereas Council has considered any matters concerning the Draft Combined Delivery Program Operational Plan 2023-2027 and Revenue Policy and whereas such Draft Combined Delivery Program Operational Plan 2023-2027 and Revenue Policy were amended as necessary, and adopted at a meeting held on 27 June 2023 and whereas the ordinary rates do not exceed in the aggregate the permitted increase the ordinary rates and the special rates and the charges detailed hereafter be and hereby are made for the financial year commencing 1 July 2023:***
 - i) Make a FARMLAND rate of zero point zero nine seven zero zero three (0.097003) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as Farmland pursuant to Section 515 of the Local Government Act subject to a base amount of three hundred and ninety nine dollars (\$399.00) in respect of each separate parcel, and***
 - ii) Make a RESIDENTIAL - TOWN rate of zero point six five three five three six (0.653536) cents in the dollar on the land value of all rateable land in the area which has been sub-categorised by the Council as Residential - Town pursuant to Section 516 and 529 of the Local Government Act 1993 subject to a base amount of three hundred and ninety nine dollars (\$399.00) in respect of each separate parcel, and***
 - iii) Make a RESIDENTIAL – RURAL & VILLAGE rate of zero point two nine zero five eight five (0.290585) cents in the dollar on the land value of all rateable land***

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 27 JUNE 2023

which has been sub-categorised by the Council as Residential – Rural & Village pursuant to Sections 516 and 529 of the Local Government Act, 1993 subject to a base amount three hundred and ninety nine dollars (\$399.00) in respect of each separate parcel, and

- iv) Make a BUSINESS – TOWN rate of two point five six eight seven eight four (2.568784) cents in dollar on the land value of all rateable land in the area which has been sub-categorised by the Council as Business – Town pursuant to Sections 518 and 529 of the Local Government Act 1993 subject to a base amount of three hundred and ninety nine dollars (\$399.00) in respect of each separate parcel, and*
- v) Make a BUSINESS rate of one point zero eight one nine four nine (1.081949) cents in dollar on the land value of all rateable land in the area which has been categorised by the Council as Business pursuant to Sections 518 and 529 of the Local Government Act 1993 subject to a base amount of three hundred and ninety nine dollars (\$399.00) in respect of each separate parcel, and*
- vi) Make ANNUAL SEWER CHARGES, pursuant to Section 501 of the Local Government Act 1993, as per the table below:*

SEWERAGE - ANNUAL CHARGE	
Residential Properties	
Annual Charge - House -Connected	\$524.00
Annual Charge - House - Unconnected	\$257.00
Annual Charge - Flat/Unit - Connected	\$267.00
Non-residential Properties	
Access charge - 20mm water connection	\$454.00
Access charge - 25mm water connection	\$589.00
Access charge - 32mm water connection	\$1,058.00
Access charge - 40mm water connection	\$1,607.00
Access charge - 50mm water connection	\$2,545.00
Access charge - 80mm water connection	\$6,629.00
Access charge - 100mm water connection	\$10,353.00
Access charge - 150mm water connection	\$14,494.00
Non-residential sewer usage charge rate per kL	\$1.47
SEPTIC TANKS - ANNUAL CHARGE	
Annual Charge - Operate on-site sewage management system	\$16.00

- vii) Make ANNUAL WASTE MANAGEMENT CHARGES, pursuant to Section 501 of the Local Government Act 1993, as per the table below:*

WASTE MANAGEMENT - Annual Charges	
Domestic Waste Management Services - Section 496 LGA	
Annual charge - Residential Junee	\$380.00
Annual charge - Residential Junee Organics Collection	\$72.00
Annual charge - Residential Vacant Land - Junee	\$120.00
Annual charge - Residential Old Junee, Illabo & Bethungra	\$380.00

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 27 JUNE 2023

Annual charge - Residential Vacant Land - Old Junee, Illabo & Bethungra	\$59.00
Business Waste Management Services - Section 501 LGA	
Annual charge for 120 litre bin + 240litre recycling bin - Business per 1st service collection	\$380.00
Annual charge 120 litre Bin - Business or Residential for each additional bin per collection	\$222.00
Annual charge 240 litre Recycling Bin - Business or Residential each service and additional bin per collection	\$258.00
Waste Management Services - Section 501 LGA	
Annual charge - Waste Management collection "By Agreement"	\$428.00
Rural Waste Management Services - Section 501 LGA	
Annual charge - Rural Waste Management	\$154.00
Organics Waste	
Annual charge	\$72.00

viii) Make an ANNUAL STORMWATER MANAGEMENT CHARGE of \$25.00 per residential assessment and \$25.00 plus \$12.00 for each 350mtrs squared of land or part thereof for each commercial assessment, pursuant to Section 501 of the Local Government Act 1993.

4. *That pursuant to Section 558 of the Local Government Act, 1993 such lands belonging to a public hospital, public benevolent institution or public charity and public reserves are non-rateable to an ordinary rate pursuant to Section 556/557 of the said Act.*
5. *That the schedule of fees and charges for 2023-2024 as outlined in the Combined Delivery Program Operational Plan 2023-2027 with the alterations as described in the report be adopted.*
6. *That the General Manager cause preparation and service of rate notices for the financial year 2023-2024.*
7. *That Council adopt the Workforce Management Plan with alterations as described in the report.*
8. *That Council adopt the approved Special Rate Variation of 17.5% in 2023/24 (including the rate cap) and 12.5% in 2024/25 (including the rate cap).*

SUMMARY

The Draft Delivery Program and Operational Plan (DPOP) are being presented to Council for adoption along with the Workforce Plan which is part of the resourcing strategy.

These documents are part of the Integrated Planning & Reporting Framework.

The DPOP sets the strategies and outcomes that Council will strive to achieve over the next four years. The workforce plan is part of the Resourcing Strategy and assures that Council has the human resources to achieve these desired outcomes.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 27 JUNE 2023

BACKGROUND

The Integrated Planning and Reporting Framework was introduced by the NSW Office of Local Government in 2009. The Framework consists of a Community Strategic Plan (CSP), Delivery Program (DP), an Operational Plan (OP) and associated financials (Budget) and a Resourcing Strategy which is comprised of a Long-Term Financial Plan (LTFP), a Workforce Management Plan (WMP), and a suite of Asset Management Plans. These are the guiding documents for the remainder of the term for the current Council.

Council is considering the 2023-2027 Delivery Program and the 2023/24 Operational Plan, which includes part 1 - the activities, and part 2 - the financials (Budget), and the associated resourcing strategy.

At its ordinary meeting held 16 May 2023, the Council resolved to advertise its *Combined Delivery Program Operational Plan for 2023-2027, and workforce strategy*. The advertising period closed at 4:00pm on Wednesday, 14 June 2023.

CONSIDERATIONS

Public Exhibition

Council advertised all documents on the council website and each week in the local paper.

Following the mandatory advertising period, there were no submissions from the public.

Where Councillors provided further suggestions for inclusion in the DPOP they have been considered with minor changes included in the final draft where appropriate.

An additional fee of \$250 be added to the Fees and Charges list for the Inspection of Underground Petroleum Storage Systems (UPSS). Property owners or purchasers of property can now request an inspection and/or assessment for the presence of UPSS. The proposed fee is included as a cost recovery mechanism.

No adjustments have been made to the actual dollar allocations for Operational Plan (the Budget) and four-year Delivery Program.

If Council so resolves the above changes will be made to the DPOP upon adoption.

Special Rate Variation (SRV)

Council was notified by IPART on 14 June that its SRV application has been approved. This is for 17.5% in the first year and 12.5% in the second year (including the rate cap for both years).

In dollar terms the SRV is worth \$609,400 in the first year and an additional \$523,000 in the second year and beyond.

Salary Increase

After the DPOP was placed on exhibition prior to the details of the new Award being released. It determined that a 4.5% increase be allowed in 2023/24, a 3.5% increase + \$1000 be allowed in 2024/25 and a 3% increase + \$1000 be allowed in 2025/26.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023

The DPOP already allows for salary increases of 2.5% per annum. The DPOP has not been altered, rather the additional costs will offset through efficiency gains or dealt with through the QBR process.

Details of the Operational Plan

Overall, the 2023/2024 Operational Plan:

- Shows a consolidated Operating loss of \$103,000, this is made up of a surplus of \$146,000 in General Fund offset by a loss of \$249,000 in the sewer fund.
- Maintains Services at existing levels.
- Allows for a significant capital works and major projects program valued at \$3.052 million. Additional capital works will be added to the program if Council receives additional capital grants.
- Allows for an increase in rate levies 17.5%, which comprises an SRV of 13.7% and rate cap of 3.8%.
- Allows for increases in Sewer charges and Domestic Waste charges of 4%.
- Includes no new borrowings.
- Reduces cash by \$1.53 million during 2023/24, to a balance of \$7.07 million.
- Reduces outstanding loan balances to \$7.415 million after repaying \$1.343 million of principal and \$492,000 in interest during the year.
- Is in line with the LTFP, which has been adopted as part of the resourcing strategy that funds the Operating Program. Although opening cash balances have changed due to more up to date information being available.

Details of the Delivery Program

Overall, the 2023/2027 Delivery Program:

- Maintains services at existing levels.
 - Includes a proposed SRV of 13.7% in 2023/24 and 7.5% in 2024/25.

Allows for allowable rate peg increases of 3.8% in 2023/24 and 2.5% per annum thereafter, in addition to the SRV.
 - Allows for a significant capital works and major projects program valued at \$14.444 million across the four years.
 - Sewer charges will increase by 4% per annum.
 - Waste charges will increase by 4% per annum.
-

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023

- Reduces cash by \$1.718 million during the four years from \$8.601 million at 1 July 2023, to a balance of \$6.883 million as at 30 June 2027.
- Reduces outstanding loan balances to \$6.316 million by 30 June 2027, after repaying \$1.447 million of principal and \$1.459 million in interest over the four years. Council averages about \$725,000 per annum servicing debt.
- Is strategically in line with the LTFFP, which has been adopted as part of the resourcing strategy that funds the Delivery Program. Although opening cash balances have changed due to more up to date information being available.

Sewer Fund

The Sewer Operation has a turnover of about \$1.3 million per annum. Although it is making losses over the four years of the DPOP it's longer-term situation is financially sound.

Cash inflows will increase as income rises due to projected 4% per annum fee increases and growth in connections. Current cash outflows include \$172,000 servicing the loan for the construction of the Sewer Treatment Plant. This currently has an outstanding balance of \$2.8 million and is due to be re-paid in 2048. Once this is repaid the Sewer Fund will be in a strong financial position.

Resourcing Strategy

The Resourcing strategy is made up of the LTFFP, The Strategic Asset Management Plan (SAMP) and the Workforce Plan.

The Workforce Plan

The Workforce Plan endeavours to ensure that Council will have enough labour resources to meet the objectives in the Delivery Program.

The plan examines critical positions, retention, working conditions and work health and safety and associated strategies to improve in these areas.

There were no public submissions relating to the Workforce Plan. Minor changes requested by Councilors have been accommodated in the final draft document.

The Workforce Plan is attached to this report for adoption. It has been updated with more recent numbers but is otherwise the same as has previously been adopted.

LTFFP

The LTFFP was last adopted in November 2023 and is still strategically current and is therefore not being adopted at this meeting.

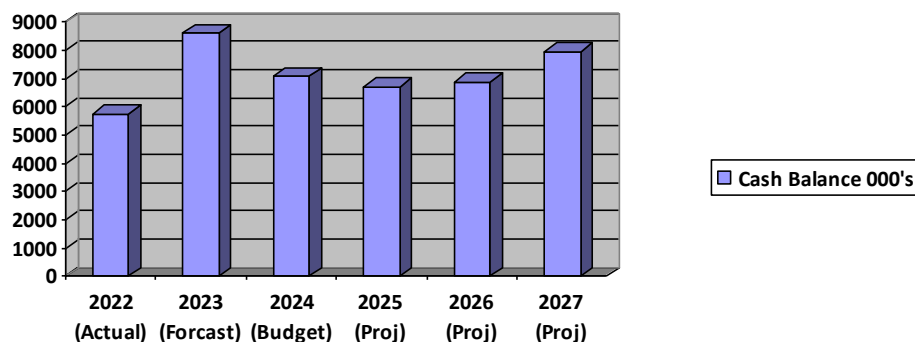
Strategic Asset Management Plan (SAMP)

The SAMP was adopted in June 2022 and is also still strategically relevant and therefore is not being adopted at this meeting.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEESHIRE COUNCIL HELD ON 27 JUNE 2023

Cash

The most important issue in the DPOP is to ensure Council has enough cash to fund its operations. Projected cash balances for the DPOP are shown below:



The spike in F2023 is due to grants for Road Flood Restoration which have been received but not yet spent. This spike is offset by higher contract Liabilities of \$1 million which represent grants received but not yet spent.

As can be seen Council is projecting to have adequate cash reserves.

CONCLUSION

The adoption of the DPOP is essential to the funding and running of Council's activities. It maintains existing service levels and funds a substantial Capital Works Program over the four years, both of which benefit the residents of Juneeshire.

Cash balances will decrease during the life of the DPOP but will improve in subsequent years when the full effect of the proposed SRV take effect in future years. It projects a healthy cash position and shows Council to be sustainable into the future.

Outstanding loan balances will continue to decrease over the life of the plan which will put Council on a stronger financial footing and allow for council to have more options in the future.

The Workforce Plan is an important part of the Resourcing strategy that requires adoption.



JUNEE SHIRE COUNCIL

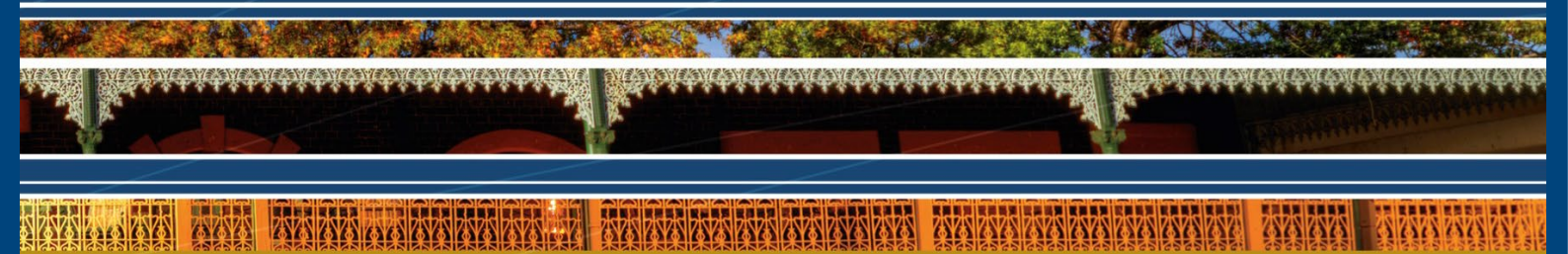
ATTACHMENT TO ITEM I

27 JUNE 2023





COMBINED DELIVERY PROGRAM AND OPERATIONAL PLAN 2023 - 2027





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Acknowledgement of

Junee Shire Council acknowledge the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and future. We are honoured to recognise our connection to Wiradjuri Country, history, culture, and spirituality through these locations, and strive to ensure we operate in a manner that respects and honours the Elders and Ancestors of these lands.



MAYOR AND GENERAL MANAGER MESSAGE

Council is delighted to share with you our aspirations, planned activities and projects for the year ahead. Council plays a significant role as one of several stakeholders ensuring the community enjoys life and feels supported.

Council recognises the financial support from the State and Federal Government via grants in helping to deliver projects and services across the Shire. Rural councils heavily rely on Government grants each year to supplement funding community infrastructure and programs that would otherwise be out of reach.

The works program priorities for this financial year return to Shire-wide rural road repairs from two years above average rainfall and adverse storm events in August and September 2022. The feature of major road renewals will also occur at River Road and Old Cootamundra Road which will both receive significant upgrades. The Lord Street bridge near the Junee Silos is also to be widened.

The Athenium Theatre will receive an upgraded back-of-stage area and a new audio system to attract more regional performances. The change rooms to the Recreation Centre will also be renovated to modern standards. Community notice boards are to be erected in Old Junee, Illabo, Bethungra and Wantabadgery in support of each village improvement plan.

A Special Rate Variation has been approved by IPART and will commence from the 1 July 2024. The community consultation for the Special Rate Variation was held in September and October 2022 with the Council endorsing an application in November 2022. Background information and the community survey results are available on Council's website or the IPART website.

We also thank and acknowledge groups like CanAssist, The Community Kitchen, Junee RSL Sub-Branch and the many other community groups working tirelessly to provide care and rewarding experiences right across the Shire.



Councillor Neil Smith
Mayor



James Davis
General Manager



INTRODUCTION

VISION

Junee Shires community vision:

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

VALUES

When planning for our future, the community developed the following values which carry forward to achieve the community vision.

PROUD AND WELCOMING

We are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

INNOVATION AND PROGRESSIVE

We welcome new ideas and we seek to make changes that will improve the lifestyle to our community.

INCLUSIVE

We have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

LEADERSHIP AND WISDOM

We listen and act; we are prepared to take tough decisions in the best interest of the future of our people, our place and our economy.



STRATEGIC DIRECTION

This document contains four themes as set out in the Community Strategic Plan 'Making Tracks' 2035. Two objectives were identified under each theme and strategies developed under each objective which provides the structure for the Delivery Program and Operational Plan.

LIVEABLE

Strategies focus on our community being healthy and active, being a great place to live, catering for our ageing population, creating opportunities and valuing people with disability and supporting our youth.

PROSPEROUS

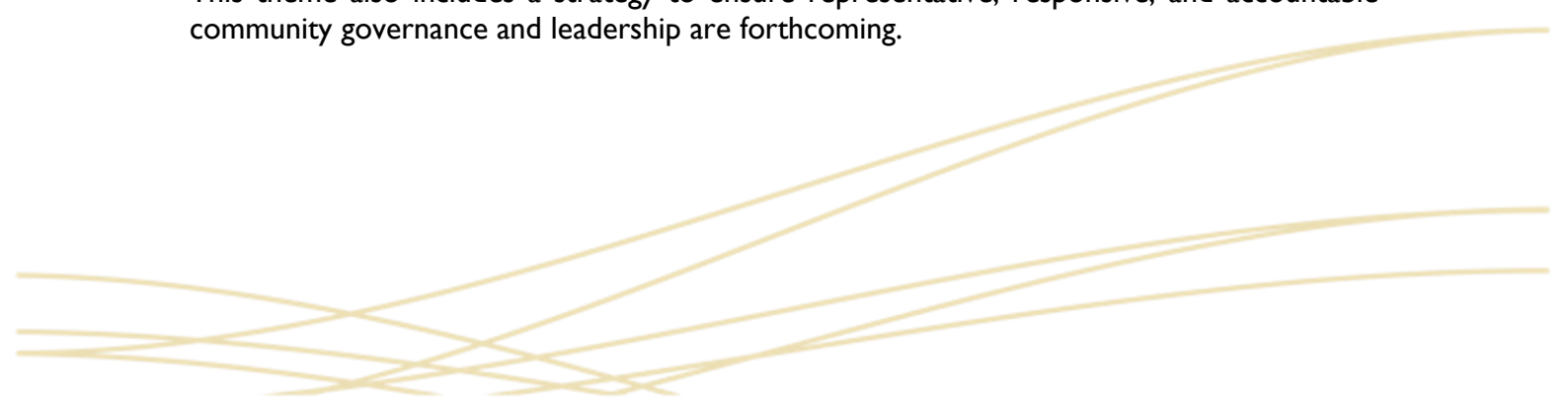
Strategies are focused to grow our economy and be a resilient community able to adapt for the future. This theme and objectives recognise the strengths and opportunities for our economy to grow around tourism and business sector opportunities in the region. Strategies address planning our land resources and infrastructure for a growing population. The strategies within this theme also acknowledge the need to adapt to a rapidly changing future.

SUSTAINABLE

Strategies within this theme focus on an objective of ensuring harmony with our built and natural environment. Strategies that manage our human, built and financial resources wisely. The strategies talk specifically to being accountable and financially sustainable and embracing energy efficiency.

COLLABORATIVE

Strategies concerned with keeping the community engaged and connected and working together to achieve the goals and aspirations we have planned together. The strategies include communication and information, the importance of volunteers and working in partnership. This theme also includes a strategy to ensure representative, responsive, and accountable community governance and leadership are forthcoming.





OUR COUNCILLORS



Councillor Neil Smith
(Mayor)



Councillor Matt Austin
(Deputy Mayor)



Councillor Robin Asmus



Councillor Bob Callow



Councillor David Carter



Councillor Andrew Clinton



Councillor Mark Cook



Councillor Pam Halliburton



Councillor Marie Knight



OUR COUNCILLORS Cont.

ROLE OF MAYOR

- To be the leader of the Council and a leader in the local community.
- To advance community cohesion and promote civic awareness.
- To be the principal member and spokesperson of the governing body, including representing the views of the Council as to its local priorities.
- To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council.
- To preside at meetings of the Council.
- To ensure that meetings of the Council are conducted efficiently, effectively and in accordance with this Act.
- To ensure the timely development and adoption of the strategic plans, programs and policies of the Council.
- To promote the effective and consistent implementation of the strategic plans, programs and policies of the Council.
- To promote partnerships between the Council and key stakeholders.
- To advise, consult with and provide strategic direction to the General Manager in relation to the implementation of the strategic plans and policies of the Council.
- In conjunction with the General Manager, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community.
- To carry out the civic and ceremonial functions of the Mayoral Office.
- To represent the Council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level.
- In consultation with the Councillors, to lead performance appraisals of the General Manager, to exercise any other functions of the Council that the Council determines.

ROLE OF COUNCILLORS

As a member of the governing body of the Council:

- To be an active and contributing member of the governing body.
- To make considered and well-informed decisions as a member of the governing body.
- To participate in the development of the integrated planning and reporting framework.
- To represent the collective interests of residents, ratepayers, and the local community.
- To facilitate communication between the local community and the governing body.
- To uphold and represent accurately the policies and decisions of the governing body.



OUR EXECUTIVE MANAGEMENT

The Management Team consists of the General Manager and Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations. Their key activities are:

- Management of strategic relationships with stakeholders.
- Ensuring Council's interests are well protected at all levels of government.
- Ensuring decisions of Council are carried out expeditiously.
- Ensuring the provision and delivery of direct services to the community are aligned to real community needs; and
- Development of financial strategies that provide options and set priorities for service delivery.

ROLE OF GENERAL MANAGER

- To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council.
- To implement, without undue delay, lawful decisions of the Council.
- To advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies, and policies of the Council.
- To advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies, and policies of the Council and other matters related to the Council.
- To prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report.
- To ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.
- To exercise any of the functions of the Council that are delegated by the Council to the General Manager.
- To appoint staff in accordance with the organisation structure and the resources approved by the Council.
- To direct and dismiss staff.
- To implement the Council's Workforce Management Strategy.
- Any other functions that are conferred or imposed on the General Manager by or under this or any other Act.



ORGANISATIONAL STRUCTURE



James Davis
General Manager

Enterprise Risk Management
Fraud Control
Economic Development
Council Relationships
Lobbying and Advocacy



Heinz Kausche
Director Engineering
Services

Parks and Gardens
Sporting Fields
Cemeteries
Road Maintenance and
Construction
Stormwater Management
Infrastructure
Management
Street Cleaning
Biosecurity
Gravel Pits
Contracted Works
Waste Operations
Sewer Operation
Emergency Services



Lloyd Hart
Acting Director Planning
&
Community Development

Community Transport
Youth Service
Caravan Park
Facilities Management
Junee Junction Recreation
& Aquatic Centre
Athenium Theatre
Library
Town Planning
Contaminated Land
Public Health
Companion Animals
Impounding
Tourism



Luke Taberner
Chief Financial Officer

Information Technology
Customer Service
Records Management
Financial Accounting
Human Resources
Governance
Work Health & Safety
Rates
Insurance
Internal Audit
External Audit
Long Term Financial
Planning
Policy Administration
Contract Administration



ABOUT THIS DOCUMENT

INTEGRATED PLANNING AND REPORTING FRAMEWORK

This document is the Combined Delivery Program and Operational Plan and is required to be produced by Council as part of the Integrated Planning and Reporting requirements under the Local Government Act 1993.

The Integrated Planning and Reporting framework allows NSW Councils to draw their plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.

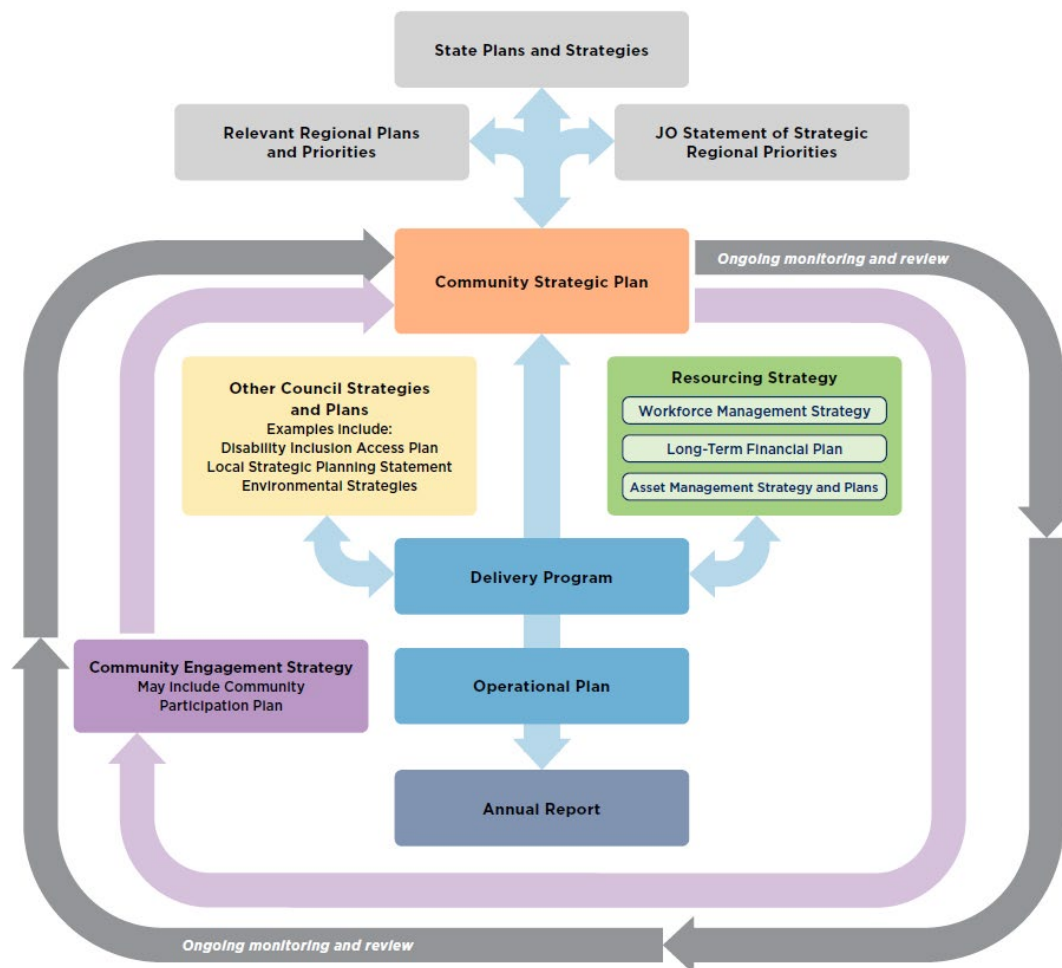


Figure: Integrated Planning & Reporting (IP&R) Framework



ABOUT THIS DOCUMENT Cont.

RELATIONSHIPS BETWEEN PLANS AND RESOURCING

Junee's Community Strategic Plan, "Making Tracks", identifies the community's main priorities and aspirations for the future and outlines strategies to achieve these goals over the next **ten plus years**. While the Council prepares and monitors the Plan's progress on behalf on the community its success is dependent on range of stakeholders and group.

The Delivery Program is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions for the **usual four year term** of Council.

The Operational Plan is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan outlines the projects, programs and activities council will conduct to achieve the commitments in the Delivery Program **each year** within available resources.

Council's resourcing strategy consists of three key components:

1. Long-Term Financial Planning
2. Workforce Management Planning
3. Asset Management Planning.

The Resourcing Strategy articulates how the council will allocate resources to deliver the objectives under its responsibility. The community's aspirations which are outlined in the Community Strategic Plan cannot be achieved without sufficient resources (time, money, assets and people) to carry them out.

MONITORING ORGANISATIONAL PERFORMANCE

As part of Council's performance reporting framework, the Delivery Program and Operational plan are monitored throughout the year and reviewed annually. Council monitors the effectiveness of the delivery program and operational plan by reviewing the 'outputs' (the things we did) and 'outcomes' (the results of what we did). Council provides updates every six months in the form of performance reports and annual reports which are reported to Council and available on Council's website.



ABOUT THIS DOCUMENT Cont.

HINTS ON HOW TO READ THIS DOCUMENT

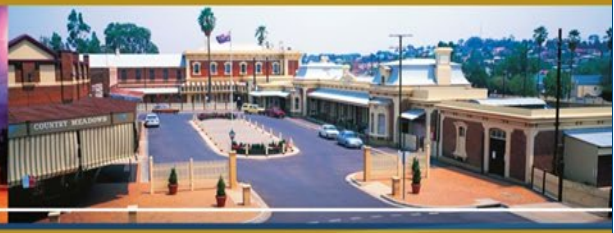
The following tables in this Delivery Program 2023/24 to 2026/27 have been designed to link the major themes and strategies listed in the Community Strategic Plan with activities the Council aims to deliver over the next four years and actions to be undertaken in each year.

The Delivery Program outlines the four-year **activities** Council will undertake that contribute to achieving the objectives of the Community Strategic Plan. The Operational Plan outlines the **actions** Council will undertake in the financial year that contribute to achieving the commitments of the Delivery Program and Community Strategic Plan.

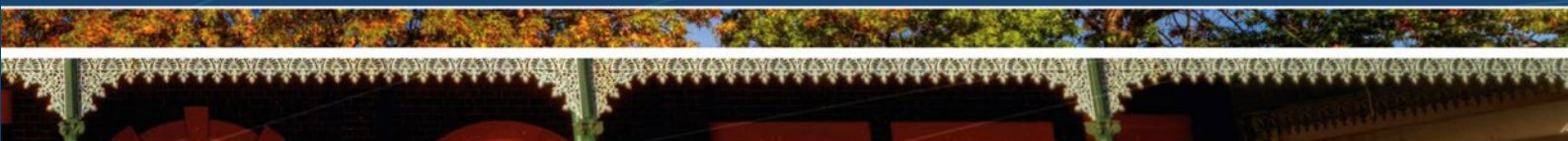
Importantly, primary responsibilities for each activity and action are spread throughout the executive team of council and their service areas which work together, with relevant stakeholders in many instances, to ensure the best outcome possible given the available resourcing strategy.

The performance measures are sourced from a range of data including community surveys, the Australian Bureau of Statistics and other reliable sources. Council uses these measures to report on progress in implementing the plan.





DELIVERY PROGRAM AND OPERATIONAL PLAN



T1: Liveable

I: To be healthy and active

I.1: Have in place the right health services

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Advocate for facilities in Junee township for health and medical service providers to meet the community's needs	Periodically assess the needs of the Junee community to ensure appropriate health and medical services are available	Y		Y	
	Provide advice and information to the Junee Health Advisory Committee upon request	Y	Y	Y	Y
Provide in the health sector and advocate for appropriate facilities and services	Interact with the relevant stakeholders, such as Junee Inter-Agency Forum, Junee Aged Hostel Community, Junee Community Centre and Lawson House	Y	Y	Y	Y
Provide a Community Transport service	Provide Community Transport to eligible community members	Y	Y	Y	Y

I.2: Encourage and enable healthy and inclusive lifestyle choices

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide safe, fit for purpose active and passive recreation facilities	Maintain sports grounds and associated infrastructure in line with agreed levels of service, maintenance program and budget	Y	Y	Y	Y
	Work with local law enforcement to apply for funding for increased CCTV coverage in public areas including sports grounds and recreational areas	Y	Y	Y	Y
	Maintain parks, gardens, open spaces and associated infrastructure in line with agreed levels of service, maintenance programs and budget	Y	Y	Y	Y
	Maintain the Sandy Beach and Bethungra Dam Reserves and associated infrastructure in line with agreed levels of service, maintenance programs and budget	Y	Y	Y	Y
	Maintain the Junee Skate Park and associated infrastructure in line with agreed levels of service, maintenance programs and budget	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide safe, fit for purpose active and passive recreation facilities	Deliver capital and renewal works for Parks, Gardens, Sports Facilities and Open Space in line with the annual works program and budget	Y	Y	Y	Y
	Implement Bethungra Dam and Sandy Beach Reserve Improvements in line with program and budget	Y		Y	
Provide safe and accessible pedestrian and cycle infrastructure	Maintain the pedestrian network in line with agreed levels of service, maintenance program and budget	Y	Y	Y	Y
	Deliver pedestrian network capital and renewal works in line with the annual works program and budget	Y	Y	Y	Y
Assist Community Events	Advocate and support community events which provide physical and mental stimulation	Y	Y	Y	Y

1.3: Provide the right places, spaces and activities

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Develop, renew and maintain active and passive recreation spaces	Review provision of shade to public spaces in the Junee Shire.	Y			
Utilise Natural Recreation Assets	Support local Landcare Groups	Y	Y	Y	Y
	Develop a Plan of Management for Rocky Hill	Y			
Enable people to move around our towns and villages safely	Provide animal control services	Y	Y	Y	Y
Manage the Junee Junction Recreation & Aquatic Centre	Develop and implement programs and activities that encourage young people, older people and people with a disability to attend	Y	Y	Y	Y
	Develop and implement programs to encourage increased use of the Stadium and Gym	Y	Y	Y	Y
	Ensure the Recreation Centre offers a range of recreational opportunities to meet the needs of its community	Y	Y	Y	Y
	Ensure the Recreation Centre operates within its allocated budget	Y	Y	Y	Y
	Provide a recreational/leisure facility that is accessible	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Manage the Junee Junction Recreation & Aquatic Centre	Provide aquatic services that maintain public health and safety	Y	Y	Y	Y
	Survey members and users for feedback leading to improvement at Junee Junction Recreation & Aquatic Centre	Y		Y	
	Participate in meetings with the Junee Sports Committee	Y	Y	Y	Y
Provide Library services	Operate the Library and its spaces to meet the information, education, recreation, cultural and resource needs of the community	Y	Y	Y	Y
	Provide services and activities to members and patrons (eg. Storytime, holiday activities, promote Imagination Library)	Y	Y	Y	Y
	Provide WiFi and computers for public use	Y	Y	Y	Y
	Survey Library users for feedback on Library services		Y		Y

2: To be a great place to live

2.1: Enable viable localities and villages

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Facilitate growth in our localities and villages outside of Junee township	Assist community groups on proposed silo art applications	Y	Y		
	Install community notice boards in villages	Y			
	Progressively implement village improvement plans in accordance with approved budgeted expenditure	Y	Y	Y	Y
	Facilitate development through appropriate land use initiatives that may lead to population growth in Village consistent with planning and regulatory guidelines	Y	Y	Y	Y
	Support the development and hosting of new events and tourism activities in the villages and localities	Y	Y	Y	Y
	Maintain village parks and open spaces in line with agreed service levels, maintenance program and budget	Y	Y	Y	Y
	Advocate for improved telecommunications and general equity in services across the Shire	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Increase the profile of our localities and villages	Feature our localities and villages in the local newspaper and/or through social media	Y	Y	Y	Y
	Promote community activities and events to the wider LGA community	Y	Y	Y	Y

2.2: Build on our heritage, creativity and cultural expression

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide fit for purpose open spaces	Maintain Cemeteries in line with agreed levels of service, maintenance program and budget	Y	Y	Y	Y
	Ensure continued compliance with the Cemeteries and Crematoria Act	Y	Y	Y	Y
	Provide customer service to community members during times of loss	Y	Y	Y	Y
	Maintain Cemeteries in line with agreed service levels, maintenance program and budget	Y	Y	Y	Y
Improve the public's access to historical information held by the Council	Maintain public access to cemetery mapping/database	Y	Y	Y	Y
Use the historic character of Junee in a way that promotes tourism and local celebration	Progressively action items from Tourism Plans in line with program and budget	Y	Y	Y	Y
	Provide support to Festivals	Y	Y	Y	Y
	Support tourism activities associated with historical, creative and cultural themes across the Shire	Y	Y	Y	Y
	Attract and book shows for the Athenium Theatre	Y	Y	Y	Y
	Facilitate the hire of the theatre and generate revenue	Y	Y	Y	Y
	Apply for grant funding opportunities as they arise to complete the upgrade in line with Athenium Master Plan	Y	Y	Y	
Maintain a Heritage Conservation Area	Retain a Heritage Area and maintain in accordance with Junee Development Control Plan	y	y	y	Y

2.3: Cater for the ageing population

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide safe and accessible pedestrian and cycle infrastructure	Improve community awareness on equitable sharing of path network - pedestrians, cyclists and mobility scooters	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide a Community Transport service	Provide Community Transport to eligible aged community members	Y	Y	Y	Y
Provide Library services	Ensure that access to the library and its services are appropriate for older people	Y	Y	Y	Y
Provision of events for the aged community	Facilitate Seniors Week	Y	Y	Y	Y
Access for the aged community to Junee Junction Recreation & Aquatic Centre	Ensure older people are able to access the Recreation Centre for appropriate activities, events and sessions	Y	Y	Y	Y

2.4: Create opportunities for and value people with a disability

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Implement the Junee Shire Disability Inclusion Action Plan	Implement the Junee Shire Disability Inclusion Action Plan (DIAP) in accordance with program and budget	Y	Y	Y	Y
	Include images that represent the diversity of our community in publications	Y	Y	Y	Y
	Promote occasions that celebrate ability and diversity (eg Mental Health Month, International Day of people with a disability)	Y	Y	Y	Y
	Support funding for community groups and services to improve accessibility	Y	Y	Y	Y
	Publicise the availability of accessible facilities	Y	Y	Y	Y
	Conduct bi-annual consultation both internally and externally to monitor councils progress in delivering commitments outlined in the Inclusion Action Plan	Y		Y	
Provide a Community Transport service	Provide Community Transport to eligible community members with a disability	Y	Y	Y	Y
Provide disability access to Junee Junction Recreation & Aquatic Centre	Provide accessible and appropriate activities, events and facilities for people with a disability	Y	Y	Y	Y
Provide Library services to people with disability	Ensure access to the library and its services is appropriate for people with a disability	Y	Y	Y	Y
Provide Library services to people with disability	Provide home-bound service (re Library Act)	Y	Y	Y	Y

2.5: Support and create opportunities for youth

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Advocate for more attention on youth issues	Develop and Implement a Youth Development Program	Y	Y	Y	Y
	Actively seek funding to support Children and Young people's wellbeing	Y	Y	Y	Y
	Support mental health initiatives in the community for young people	Y	Y	Y	Y
	Engage with schools/health organisations in the Shire and support any programs being provided	Y	Y	Y	Y
Coordinate programs for our youth	Coordinate Youth Council meetings	Y	Y	Y	Y
	Coordinate School Holiday programs	Y	Y	Y	Y
	Work with Sporting Associations to engage youth in continued sporting activities and community events	Y	Y	Y	Y
Provide Library services	Maintain relevant collection and access to youth activities	Y	Y	Y	Y
	Provide access to youth activities during school holidays	Y	Y	Y	Y

T2: Prosperous

3: To grow our local economy

3.1 : Plan for, develop and maintain the right assets and infrastructure

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Develop, renew and maintain the road network	Maintain the road network in line with the agreed levels of service, maintenance program and budget	Y	Y	Y	Y
	Deliver road network capital and renewal works in line with the program and budget	Y	Y	Y	Y
	Maintain function and support of the Local Traffic Committee	Y	Y	Y	Y
	Deliver road safety programs, projects and infrastructure in partnership with TfNSW and in line with program and budget	Y	Y	Y	Y
	Carry out Flood Recovery work across the Shire assigned to the LGA National Disaster Declaration	Y			
	Progressively consider mitigation strategies within the Junee Traffic Study subject to planned works and budgetary setting.	Y	Y	Y	Y
Develop, renew and maintain the sewer network and effluent reuse scheme	Operate and maintain the sewer collection system and treatment plant in accordance with the license conditions, maintenance program and budget. Manage and respond to system failures in a timely manner minimising negative environmental impacts	Y	Y	Y	Y
	Deliver sewer network capital and renewal works in line with the program and budget	Y	Y	Y	Y
Develop, renew and maintain the stormwater network	Maintain the stormwater network in line with agreed levels of service, maintenance program and budget	Y	Y	Y	Y
	Deliver stormwater network capital and renewal works in line with the works program and budget	Y	Y	Y	Y
Enabling efficient infrastructure delivery by others	Support utility providers in their own long term and strategic planning activities	Y	Y	Y	Y
	Undertake a review of asset management plans and service levels in line with Councils Sustainability objectives	Y	Y	Y	Y
	Asset management plans for roads, drainage, sewer and buildings to be progressively updated		Y		Y
Develop, renew and maintain Council owned buildings	Maintain Council's Administration Building in line with the agreed maintenance program and budget	Y	Y	Y	Y

3.2: Support our business sector

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide support and assistance to existing employers to grow their businesses	Work with Business Stakeholder groups to implement strategic projects/programs to support economic activity	Y	Y	Y	Y
	Work with larger businesses in Junee to support and build the local economy	Y	Y	Y	Y
	Advocate for and/or provide training opportunities that assist business growth	Y	Y	Y	Y
	Conduct food and skin penetration premises inspections	Y	Y	Y	Y
To provide and/or facilitate business and commercial expansion for the economic benefit of Junee Shire	Provide information packs to new residents providing directory of local businesses and services	Y	Y	Y	Y
	Maintain virtual marketing material for business attraction	Y	Y	Y	Y
	Build internal and external marketing/promotion collateral to promote business attraction	Y	Y	Y	Y
	Maintain marketing materials promoting inward investment opportunities	Y	Y	Y	Y
	Monitor the availability of space in the commercial precincts of Junee and advocate/facilitate opportunities		Y		Y
Leverage and seize the economic advantages for Junee Shire resulting from its proximity to Wagga Wagga, the largest inland city in NSW	Maintain access to published materials relevant to local economy to support consideration of business investment in Junee Shire	Y	Y	Y	Y
Enable and promote economic growth opportunities for the Shire	Development Application and Complying Development Certificate approval times be monitored to improve turn around times	Y	Y	Y	Y

3.3: Grow our tourism sector

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Support and recognise tourism volunteers	Develop and implement a volunteer attraction program	Y	Y	Y	
Provide a Visitor Information service	Maintain Tourism and Visitor Information materials for distribution to tourism stakeholders	Y	Y	Y	Y
	Review Visitor Information services	Y		Y	

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Promote the Athenium Theatre as a local and regional tourism and cultural facility	Seek funding opportunities for improved facilities and amenity at the Athenium Theatre	Y	Y		
	Promote and market the use of the Athenium Theatre. Provide and facilitate the hire of the Athenium including the provision of administration support, equipment and marketing for performances, ceremonies, events and activities	Y	Y	Y	Y
Support local tourism businesses	Work with tourism operators and proprietors to identify and develop products and services that appeal to visitors to the shire, and to co-ordinate the promotion of our attractions	Y	Y	Y	Y

3.4: Promote our community as a place to visit and stay for longer

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
To foster and promote Junee as a destination for visitors	Maintain Junee Visitor Information Services in line with program and budget	Y	Y	Y	Y
	Support major tourism events in Junee	Y	Y	Y	Y
	Work with neighbouring Shires to promote regional tourism	Y	Y	Y	Y
Market Junee as a destination for visitors	Review entry signs to the Shire with a view to incorporating cultural awareness	Y			
	Review and maintain contemporary tourism webpages and social media	Y	Y	Y	Y
	Update Junee Visitor Guide		Y		Y

3.5: Plan our land resources for the future

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Provide advice and information to applicants and industry	Distribute information to developers and builders relating to changes in legislation and guidelines	Y	Y	Y	Y
	Provide pre-lodgement advice and assistance to applicants	Y	Y	Y	Y
Provide development assessment services	Assess and determine complying development applications, development applications, and construction certificates in line with legislation and Council policy	Y	Y	Y	Y
	Provide certification inspection services	Y	Y	Y	Y
	Undertake swimming pool compliance program	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Maintain contemporary development controls	Undertake Review of the Junee Local Environmental Plan		Y		
	Undertake consultative works in relation to updating LEP	Y	Y		
Plan for future growth	Undertake Strategic planning for re-zoning for growth.	Y	Y		

4: To be a resilient community ready to adapt for the future

4.1: Build the capacity and skills of our community to meet, innovate and lead change

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
The Council is a socially responsible employer	Implement Workforce Plan to provide for local employment capability	Y	Y	Y	Y
Facilitate a resilient community/strengthen the community	Develop and maintain partnerships with the business community with the objective of staying on top of emerging issues and opportunities	Y	Y	Y	Y
	Implement a program of community engagement with the objective of staying on top of emerging issues and opportunities		Y		Y
Council lead by example with innovative technologies and processes	Actively seek and educate staff on new and innovative practices/processes including new technologies	Y	Y	Y	Y
Council lead by example with innovative technologies and processes	Facilitate education sessions with the community around new technologies and change (eg. energy efficiency, environmental sustainability)	Y	Y	Y	Y

4.2: Prepare and transition to the economy of the future

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Our community has ready access to local, regional, national and global information	Advocate for improved mobile reception across the Shire	Y	Y	Y	Y
Seek out business opportunities to support our economy into the future	Advocate for enhanced Rail sector presence in Junee	Y	Y	Y	Y
	Participate in the Inland Rail Project consultation	Y	Y	Y	Y
	Implement visitor economy programs that grow the tourism potential within the Shire	Y	Y	Y	Y
	Support the Agricultural sector in the development and use of emerging technologies	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
	Work with local businesses to support new sector based initiative that grow the local economy	Y	Y	Y	Y
Provide employment opportunities for young people	Continue to support and employ School based trainees within Council	Y	Y	Y	Y
	Work with local business and industry to grow opportunities for employment opportunities for younger people	Y	Y	Y	Y
Maintain community values and interests as we transition towards a digital economy	Advocate for social and medical service provision to allow for local people to continue to live and age in place	Y	Y	Y	Y
	Promote Junee as an attractive and desirable community to live in	Y	Y	Y	Y

T3: Sustainable

5: For our community to be in harmony with its built and natural environment

5.1: Encourage respectful planning, balanced growth and good design

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Protect the natural environment through appropriate regulation and policy	Carry out Council regulatory obligations effectively	Y	Y	Y	Y
Encourage and support community sustainability and environmental projects	Provide environmental and sustainability advice and education	Y	Y	Y	Y

5.2: Plan and respond to our changing environment

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Respond to emergencies within our Shire	Support the activities of the Local Emergency Management Committee (LEMC) and maintain a local Emergency Operations Centre (EOC)	Y	Y	Y	Y
Prepare our community for a changing climate	Develop Recycled Water Management Plan	Y			

5.3: Protect, conserve and maintain our natural assets

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Protect and conserve the natural environment	Tender for the agricultural agistment of non public areas of Bethungra Reserve				Y
	Support the management and control of weeds in line with the agreed program and budget	Y	Y	Y	Y
	Actively engage with and support the Weed Management Committee	Y	Y	Y	Y
	Manage roadside environments in line with the relevant guidelines and legislation	Y	Y	Y	Y
	Monitor, manage and protect public waterways in partnership with the relevant agencies and in line with the relevant guidelines and legislation	Y	Y	Y	Y
	Manage and operate the Junee waste facility in line with the relevant guidelines and licence conditions	Y	Y	Y	Y
	Deliver waste services in line with the agreed levels of service, programs and budgets	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
	Review waste fees and charges annually in line with Councils sustainability objectives	Y	Y	Y	Y
	Protect and manage threatened species populations and endangered ecological communities	Y	Y	Y	Y
	Deliver a community waste education program aimed at improving recycling, reducing waste to landfill and reduced littering	Y	Y	Y	Y
	Progressively develop and implement Plans of Management for Crown Lands managed by Council on behalf of the community	Y	Y	Y	

6: To use and manage our resources wisely (human, financial and built assets)

6.1: Council is recognised by the community as being financially responsible

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Prepare, review and update corporate documents in consultation with the community to meet NSW Government Integrated Planning & Reporting requirements	Delivery Program and Operational Plan advertised for public exhibition each year	Y	Y	Y	Y
	Update the Long Term Financial Plan (LTFP) each year	Y	Y	Y	Y
	Undertake a review of asset service levels in line with Councils Sustainability objectives	Y			Y
Complete required corporate reporting to meet NSW Government Integrated Planning & Reporting requirements	Publish half yearly monthly Council performance reports	Y	Y	Y	Y
	Publish the Annual Report	Y	Y	Y	Y
	Publish the End of Term Report		Y		
Operate a sustainable infrastructure portfolio	Advocate for a more sustainable infrastructure funding model for local government infrastructure	Y	Y	Y	Y
	Report quarterly on capital works program as part of the quarterly budget review process	Y	Y	Y	Y
Undertake entrepreneurial activities	Consider Residential Land Development where economically viable	Y	Y	Y	Y
	Consider entrepreneurial opportunities where appropriate	Y	Y	Y	Y
	Maintain the Roads Maintenance Council Contract with TfNSW	Y	Y	Y	Y
	Review Councils capability and capacity to actively pursue external contracting work as a supplementary revenue source	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Manage Council's finances	Financial management reporting meets compliance frameworks	Y	Y	Y	Y
	Provide sound financial management of Council's investments and borrowings	Y	Y	Y	Y
	Develop annual budgets in the Operational Plan that are financially sustainable or meet sector performance ratios over the 10 year financial planning cycle	Y	Y	Y	Y
	Review Council's investment policy	Y		Y	
	Prepare and report Quarterly Budget Statement Reviews (QBRs)	Y	Y	Y	Y
	Half yearly review of Council's rating revenue to reduce aged debtors	Y	Y	Y	Y
	Implement Electronic Rates notification	Y	Y		
	Implement Text messaging for rates due	Y	Y		
	Implement a Fraud Control Plan in line with program and budget	Y		Y	
	Build in controls against external creditor fraud	Y	Y	Y	Y
	Undertake a service review on JJRAC operations	Y			
	Undertake a service review on Library operations	Y			
	Undertake a service review on Waste operations		Y		
	Undertake a review of Parks and Garden operations		Y		
	Annual outstanding rate arrears reduced to 5% by 2025	Y	Y		
	Support and facilitate the Audit Risk and Improvement Committee	Y	Y	Y	Y

6.2: Embrace energy efficiency and industrial ecology principles

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Reduce the Council's Greenhouse Footprint	Progressively implement recommendations contained in the Renewable Energy Action Plan in line with program and budget	Y	Y	Y	Y
Facilitate opportunities for energy efficiency gains by community and business	Facilitate industry to look for opportunities to help each other to reduce waste generation and increase resource recovery at the source	Y	Y	Y	Y
	Undertake advocacy activities to further the opportunities for the Council and community to work together on community renewable energy generation	Y	Y	Y	Y

6.3: Manage our built assets with asset management plans

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Manage our assets	Implement asset management improvement actions in line with Councils asset management plans and sustainability objectives	Y	Y	Y	Y

6.4: Reduce, reuse and recover waste

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Manage Solid Waste Management	Maintain watching brief on waste revenue market opportunities eg. scrap metal	Y	Y	Y	Y
	Provide waste management services	Y	Y	Y	Y
Improve community understanding of reduce, reuse, recycle	Implement community awareness campaign for reduce, reuse and recycle	Y		Y	

T4: Collaborative

7: To be a socially, physically and culturally engaged and connected community

7.1: Encourage an informed and involved community

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Welcome new residents	Maintain and distribute information packs to new residents	Y	Y	Y	Y
	Support 'Welcome to Junee' functions for new residents	Y	Y	Y	Y
Distribute a regular Community Newsletter	Provide content in Junee Independent newspaper	Y	Y	Y	Y
	Manage social media platforms and content	Y	Y	Y	Y
	Draft and review communication material	Y	Y	Y	Y
	Promote what Council has achieved in accessibility in the community through Council News and online	Y	Y	Y	Y
Mandatory Public Information is accessible to the public	Attend village and community meetings	Y	Y	Y	Y
	Process formal and informal Government Information Public Access and Privacy and Personal Information Act applications	Y	Y	Y	Y
	Maintain Council websites and social media with current information	Y	Y	Y	Y
Customer Service is made available in a variety of forms Delivery Program Activity	Provide first point of customer contact - telephone, internet and in-person	Y	Y	Y	Y
	Facilitate front-line services for Council - payments, applications, enquiries	Y	Y	Y	Y
	Facilitate front-line services on behalf of other Government Agencies eg. Service NSW, Centrelink	Y	Y	Y	Y

7.2: Enable broad, rich and meaningful engagement to occur

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Develop volunteers' network	Support or maintain volunteer registers that community stakeholders can access	Y	Y	Y	Y
	Participate in the Riverina Eastern Regional Organisation of Councils (REROC) Take Charge Forum (Youth volunteering)	Y	Y	Y	Y
	Provide access to volunteer training for community members	Y	Y	Y	Y
	Recognise volunteers throughout Council publications and media	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
	Host annual celebration of volunteers (coordinate with National Volunteering Week)	Y	Y	Y	Y
Assist local community organisations to develop community capacity	Assist Not for Profit (NFP) event organisers with traffic management plans	Y	Y	Y	Y
	Assist Not for Profit (NFP) organisations with regulatory approval applications	Y	Y	Y	Y
	Provide assistance to Not for Profit (NFP) organisations with funding submissions	Y	Y	Y	Y

7.3: Build on our sense of community

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Strengthen the networks which bind the community together	Athenium Theatre building is well maintained and marketed to attract regional scale events	Y	Y	Y	Y
	Conduct regular meetings of the Local Emergency Management Committee	Y	Y	Y	Y
	Junee Junction Recreation & Aquatic Centre provide contemporary leisure services to the Shire	Y	Y	Y	Y
	Library provides and/or organises recreation space for community gatherings	Y	Y	Y	Y
	Library to maintain relevant up to date resources for the public to use	Y	Y	Y	Y
Instill a sense of pride in the community by advocating for and supporting community initiatives	Council supports community initiatives and events within available resources	Y	Y	Y	Y
	Facilitate local Australia Day nominations and awards	Y	Y	Y	Y
	The Mayor and Councillors makes themselves available for community and civic purposes	Y	Y	Y	Y

8: To work together to achieve our goals

8.1: Build strong relationships and shared responsibilities

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Strengthen the networks which bind the community together - to keep a cohesive community	Councillors or council staff attend community progress association meetings	Y	Y	Y	Y

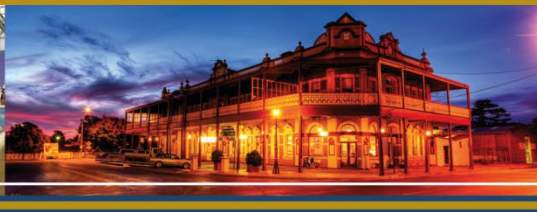
Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Council provides resources to support identified committees and structures	Australia Day - host and provide leadership and support to the public event	Y	Y	Y	Y
	Provide administrative support to the Junee Liquor Accord	Y	Y	Y	Y
	Member participant of the District Emergency Management Committee	Y	Y	Y	Y
	Junee Interagency Forum - Council services participate in this forum and events	Y	Y	Y	Y
	Junee Youth Council - host and provide leadership and support to promote the voice of young people via citizenship activation	Y	Y	Y	Y
	Senior Citizens Committee - the annual event to proceed and support activities for our aging residents	Y	Y	Y	Y
	Support local volunteer drivers in the Junee Community Transport scheme	Y	Y	Y	Y
	Provide administration support to Committees of the Council	Y	Y	Y	Y

8.2: Work in partnership to plan for the future

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Maintain proactive working relationship with community groups and associations	Meet with members of the business community to support business and community events	Y	Y	Y	Y
	Meet with Junee Sports Committee to improve and maintain sporting assets across the shire	Y	Y	Y	Y
Work in partnership with neighbouring councils and government agencies in regional promotion, policy development and service provision.	Support membership of the Riverina Eastern Regional Organisation of Councils (REROC)	Y	Y	Y	Y
	Work collaboratively with the NSW Roads and Maritime Services to maintain a safe and fit for purpose highway network	Y	Y	Y	Y
	Work collaboratively with the NSW Rural Fire Service to mitigate bush fire hazard across the Shire	Y	Y	Y	Y
State and Federal Government relationships	Invite Local Federal Member of Parliament to meet with elected body	Y	Y	Y	Y
	Invite Local State Member of Parliament to meet with elected body	Y	Y	Y	Y
	Meet with State and Federal Agencies to advocate for local and regional interest	Y	Y	Y	Y
	Support the NSW Electoral Commission in conducting the Local Government Election in 2024		Y		

8.3: Provide representative, responsive and accountable community governance and leadership

Delivery Program Activity	Operational Plan Action	FY24	FY25	FY26	FY27
Implement the Community Strategic Plan	Develop Council's Delivery Program and Operational Plan in response to the Community Strategic Plan	Y	Y	Y	Y
Report to the community in accordance with the NSW State Government's Integrated Planning & Reporting framework	Prepare a Quarterly Budget Review Statement within two months of the close of each quarter	Y	Y	Y	Y
	Ensure Financial Statements are completed and lodged in accordance with statutory requirements	Y	Y	Y	Y
Appropriate governance and leadership are in place to ensure appropriate level of accountability and transparency	Maintain an appropriate suite of Policies to guide Council's activities	Y	Y	Y	Y
	Maintain an Enterprise Risk Management (ERM) system	Y	Y	Y	Y
	Public information is readily accessible on council websites for public viewing	Y	Y	Y	Y
	Community Surveys carried out to help identify community satisfaction expectations in service delivery areas	Y	Y	Y	Y
	Maintain Council's Records Management systems in line with compliance guidelines and standards	Y	Y	Y	Y



PART 2: FINANCIAL ESTIMATES

Comprising:

- Commentary on Delivery Program & Operational Plan
- Income Statements, Cash Flow Statements
- Capital Expenditure Plan
- Revenue - Rating Structure



COMMENTARY ON DELIVERY PROGRAM & OPERATIONAL PLAN

In this commentary the key features of the Delivery Program and Operational Plan are outlined. The budget is constructed on a number of assumptions and they are set out in this section of the Delivery Program and Operational Plan.

This four-year budget, in simple terms, sees the maintenance of existing service levels and a substantial capital program, while maintaining a tight but sustainable cash position. It is reliant on normal sources of funding plus funding from an SRV, for which an application has been made but the outcome unknown.

KEY FEATURES

- The consolidated operating result for 2023/24, including Capital Grants is a deficit of \$103,000. This is made up of a surplus in General Fund of \$146,000 and a deficit of \$249,000 in the Sewer Fund.
- If Capital grants are not included in the operating result, the consolidated deficit would be \$576,000 with \$327,000 of that being due to General Fund and \$249,000 being due to sewer.
- General rates will increase by 17.5% in 2023-24, which includes the rate cap of 3.8% and the SRV of 13.7%. In 2024-25, which is the second year of the SRV an increase of 12.5% (including the assumed rate cap of 2.5%) has been applied. The SRV increase is applied only to the general land value component listed on rate notices. In subsequent years a 2.5% increase has been allowed for.
- The value of the SRV component of the rate increase is about \$610,000 in the first year and \$523,000 in the second year.
- It has been assumed that untied Financial Assistance Grants will be increased by 2.0% per annum in each year of the plan.
- Residential sewer charges see an increase of 4% in each year of the four-year plan.
- Waste charges will see an increase of 4% in each year of the four-year plan.
- The primary purpose of the SRV is to ensure Council's Long Term Financial Sustainability, as well as maintaining service levels and enabling Council to undertake a viable Capital Works Program.
- There are increases to Road Maintenance during the life of the DPOP. It will increase from \$1 million to \$1.57 million in 2023/24 and progressively increase to about \$1.94 million in 2026/27.
- Capital Spending will amount to \$3.052 million in 2023/24 and \$14.4 million across the four



Junee Sewage Treatment Plant

- Employee salaries have been budgeted to increase at 2.5% per annum.
- Expenses generally have been budgeted to increase at 2% per annum.
- No cuts to services have been made.

CASH FLOW

Over the four-year timeframe of the delivery program Council's consolidated cash and investments balance will decrease from an opening balance at 1/7/23 of \$8,601,000 to \$6,883,000 at 30/6/27. Most of the decrease will be in the General Fund which will decrease from \$7,767,000 to \$6,533,000. Sewer Fund will reduce from \$834,000 to \$350,000 by the end of the four-year period.

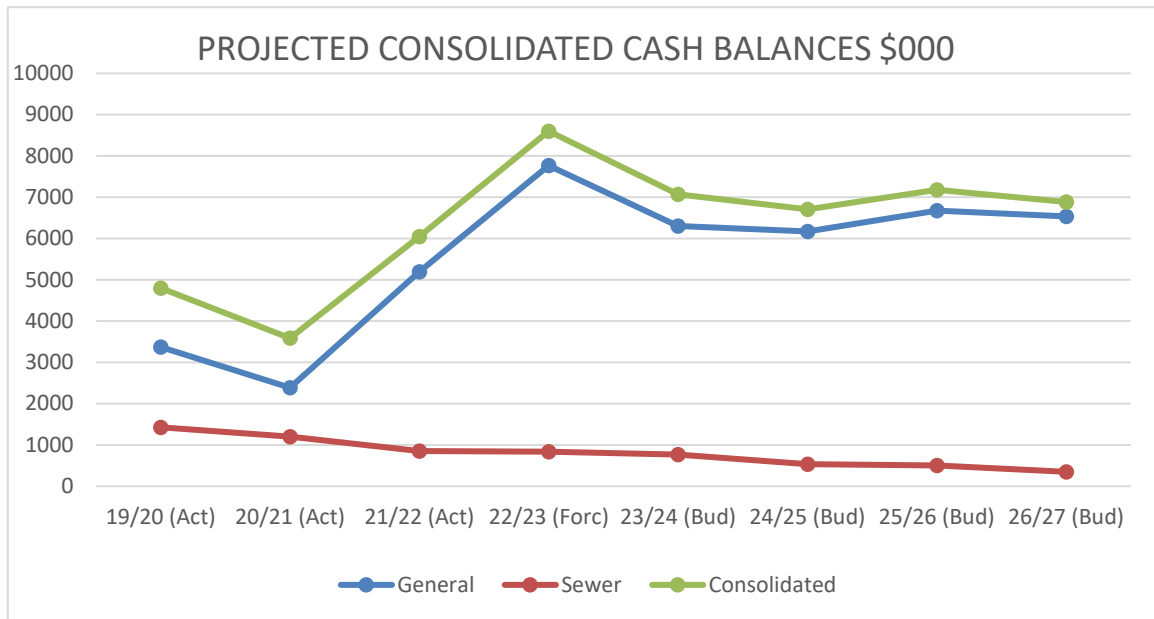
General Fund's cash will decrease significantly in the first year due to the spending of several roads grants which have been paid in advance.

Junee Shire continues to be diligent in the management of its tight cash position. Much of the cash received is restricted in use. That is, cash received must be spent on a particular item or area of operation. These restrictions limit the Council's ability to have enough free cash to fund unplanned events, demands for services and capital improvements.

During 2023/24 Council will create a reserve consisting of money collected from Developer Contributions. Levied under Section 7.12 of the Planning and Development Act. The amount collected has been budgeted at about \$180,000 per annum. Money taken from this reserve will be used to fund Community capital works and services in future years as adopted in the 7.12 Contributions Plan.

Through careful cash management, the four-year Delivery Program is still able to deliver improvements in infrastructure through our maintenance and capital programs as well to continue to service the needs of the community and meet loan commitments.

The estimated opening cash position in 2023/24 is based on projected end of year figures for 2022/23 following the review of the revenue and expenditure in the March 2023 Quarterly Budget Review.



CAPITAL EXPENDITURE

The planned Capital Expenditure program for the period 1 July 2023 to 30 June 2024 is set out below.

Capital expenditure will total \$3,052,000 during 2023/24.

The major areas of capital expenditure are as follows:

- Regional Roads \$426,000
- Rural Sealed Roads \$747,000
- Rural Unsealed Roads \$292,000
- Urban Sealed Roads \$551,000
- Parks and Reserves \$90,000
- Community Facilities \$50,000
- Corporate Buildings \$324,000
- Plant and Equipment \$298,000
- Pool and Fitness Centre \$98,000
- Information Technology \$35,000
- Sewer \$141,000

The anticipated funding for capital projects is as follows:

• General revenue	\$1,540,000
• Grants and Contributions	\$1,060,000
• Reserves	202,000
• SRV	250,000

SEWER FUND

The sewer fund is showing accounting losses over the three years of the delivery program but is still in a strong financial position over the longer term.

This is because it has growing cash flows and will require low expenditure on Capital Works over the term of the Delivery Program and beyond due to the new Sewerage Treatment Plant being completed in 2021. The focus of the capital works program during the term of this plan will be on re-lining aging sewer mains.

Income is expected to grow at about \$40,000 per annum while borrowing costs will reduce as the loan that was taken out to fund the new Sewerage Treatment Plant in 2019 is repaid.

Depreciation is being charged at about \$530,000 per year, and capital spending has been budgeted to average \$300,000 per annum. During the term of the Delivery Program cash will moderately reduce. Beyond this timeframe the sewer fund will start to generate cash surpluses as income continues to increase due to price increases and population growth, and loan repayments decrease.

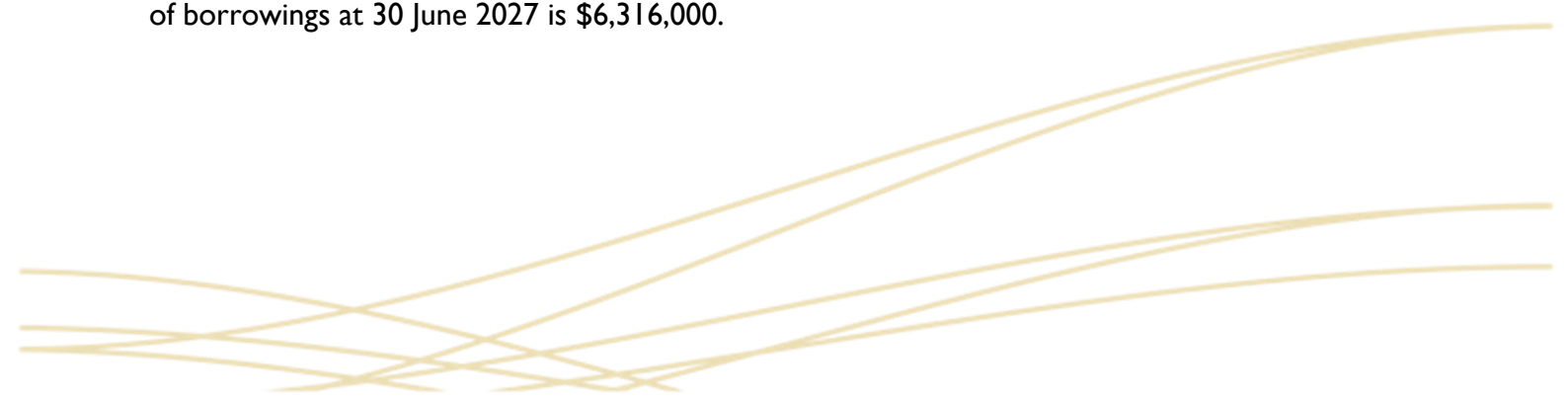
BORROWINGS

Borrowings are funds that Council may obtain from external and internal sources either by overdraft, loan or other means approved by the minister. There are no scheduled external borrowings for the four years of the DPOP.

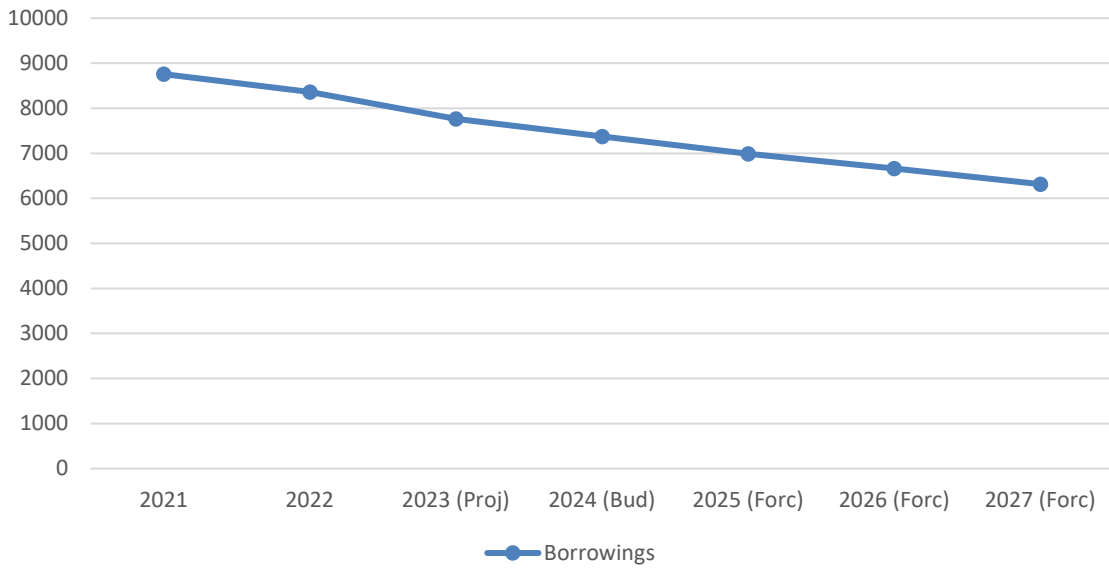
Although Council is not budgeting to take out any new external loans over the four years of the plan, it will investigate the refinancing of all its loans in the coming year.

During 2023/24 Council has budgeted to repay \$387,000 in principal and \$363,000 in interest on loans (including sewer). This will reduce the outstanding balance on Council's existing loans and Leases to \$7,376,000.

Over the four years, Council will repay \$2,908,000 in principal and interest. The projected balance of borrowings at 30 June 2027 is \$6,316,000.



Consolidated Debt \$000's



Financial statements 2023-2027 (DPOP)

Income Statement - Consolidated

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Income from continuing operations				
Rates and annual charges	7,223,000	7,956,000	8,187,000	8,427,000
User charges and fees	2,624,000	2,589,000	2,652,000	2,717,000
Other revenue	494,000	501,000	508,000	516,000
Grants and contributions provided for operating purposes	5,191,000	5,211,000	5,310,000	5,397,000
Grants and contributions provided for capital purposes	473,000	793,000	363,000	593,000
Interest and investment revenue	125,000	125,000	125,000	125,000
Other Income	199,000	200,000	201,000	202,000
Net gains from the disposal of assets	-	-	-	-
Total income from continuing operations	16,329,000	17,375,000	17,346,000	17,977,000
Expenses from continuing operations				
Employee Benefits and on-costs	5,689,000	5,820,000	5,935,000	6,052,000
Materials and services	6,253,000	6,429,000	6,638,000	6,823,000
Borrowing Costs	363,000	360,000	363,000	373,000
Depreciation, amortisation and impairment for non-financial assets	3,759,000	3,744,000	3,754,000	3,763,000
Other expenses	368,000	368,000	369,000	369,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	16,432,000	16,721,000	17,059,000	17,380,000
Operating result from continuing operations	(103,000)	654,000	287,000	597,000
Net operating result for the period before grants and contributions provided for capital purposes	(576,000)	(139,000)	(76,000)	4,000

Financial statements 2023-2027 (DPOP)

Income Statement - General Fund

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Income from continuing operations				
Rates and annual charges	6,289,000	6,981,000	7,172,000	7,370,000
User charges and fees	2,271,000	2,236,000	2,300,000	2,364,000
Other revenue	494,000	501,000	508,000	516,000
Grants and contributions provided for operating purposes	5,191,000	5,211,000	5,310,000	5,397,000
Grants and contributions provided for capital purposes	473,000	793,000	363,000	593,000
Interest and investment revenue	110,000	110,000	110,000	110,000
Other Income	199,000	200,000	201,000	202,000
Net gains from the disposal of assets	-	-	-	-
Total income from continuing operations	15,027,000	16,032,000	15,964,000	16,552,000
Expenses from continuing operations				
Employee Benefits and on-costs	5,161,000	5,281,000	5,385,000	5,491,000
Materials and services	5,833,000	6,010,000	6,217,000	6,402,000
Borrowing Costs	249,000	249,000	256,000	269,000
Depreciation, amortisation and impairment for non-financial assets	3,320,000	3,300,000	3,305,000	3,310,000
Other expenses	318,000	318,000	319,000	319,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	14,881,000	15,158,000	15,482,000	15,791,000
Operating result from continuing operations	146,000	874,000	482,000	761,000
Net operating result for the period before grants and contributions provided for capital purposes	(327,000)	81,000	119,000	168,000

Financial statements 2023-2027 (DPOP)

Income Statement - Sewer Fund

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Income from continuing operations				
Rates and annual charges	934,000	975,000	1,015,000	1,057,000
User charges and fees	353,000	353,000	352,000	353,000
Other revenue	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-
Interest and investment revenue	15,000	15,000	15,000	15,000
Other Income	-	-	-	-
Net gains from the disposal of assets	-	-	-	-
Total income from continuing operations	1,302,000	1,343,000	1,382,000	1,425,000
Expenses from continuing operations				
Employee Benefits and on-costs	528,000	539,000	550,000	561,000
Materials and services	420,000	419,000	421,000	421,000
Borrowing Costs	114,000	111,000	107,000	104,000
Depreciation, amortisation and impairment for non-financial assets	439,000	444,000	449,000	453,000
Other expenses	50,000	50,000	50,000	50,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	1,551,000	1,563,000	1,577,000	1,589,000
Operating result from continuing operations	(249,000)	(220,000)	(195,000)	(164,000)
Net operating result for the period before grants and contributions provided for capital purposes	(249,000)	(220,000)	(195,000)	(164,000)

Financial statements 2023-2027 (DPOP)

Cash Flow - Consolidated

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	7,117,000	7,829,000	8,203,000	8,408,000
User charges and fees	2,620,000	2,588,000	2,652,000	2,717,000
Interest received	121,000	121,000	124,000	124,000
Grants and contributions	4,630,000	5,872,000	6,106,000	5,884,000
Other	690,000	698,000	708,000	715,000
<i>Payments:</i>				
Payments to employees	(5,946,000)	(5,930,000)	(6,019,000)	(6,158,000)
Payments for materials and services	(6,311,000)	(6,414,000)	(6,619,000)	(6,806,000)
Borrowings costs	(363,000)	(360,000)	(363,000)	(373,000)
Other	(391,000)	(363,000)	(359,000)	(359,000)
Net cash from operating activities	2,167,000	4,041,000	4,433,000	4,152,000
Cash Flows from Investing Activities				
<i>Payments:</i>				
Purchase of IPPE	(3,052,000)	(3,834,000)	(3,518,000)	(4,039,000)
Net cash flows from investing activities	(3,052,000)	(3,834,000)	(3,518,000)	(4,039,000)
Cash Flows from Financing Activities				
<i>Payments:</i>				
Repayment of borrowings	(387,000)	(386,000)	(323,000)	(351,000)
Principal component of lease payments	(260,000)	(181,000)	(123,000)	(57,000)
Net cash from financing activities	(647,000)	(567,000)	(446,000)	(408,000)
Net change in cash and cash equivalents	(1,532,000)	(360,000)	469,000	(295,000)
Cash and cash equivalents at beginning of year	8,601,000	7,069,000	6,709,000	7,178,000
Cash and cash equivalents at end of year	7,069,000	6,709,000	7,178,000	6,883,000
Details of restrictions				
External restrictions - included in liabilities				
Employee leave entitlements - Sewer and waste	200,000	200,000	200,000	200,000
Specific purpose unexpended grants - General	2,250,000	2,125,000	2,000,000	1,875,000
Specific purpose unexpended grants - General (Council Commitment)	300,000	400,000	500,000	600,000
External restrictions - included in liabilities	2,750,000	2,725,000	2,700,000	2,675,000
External restrictions - other				
Asset Management - Vehicle replacement fund (Community Transport)	61,000	45,000	29,000	13,000
Developer Contributions - General	358,000	464,000	587,000	727,000
Domestic waste management	40,000	1,000	-	-
Sewer fund	764,000	535,000	502,000	350,000
Stormwater and Drainage Fund Reserve	124,000	119,000	164,000	159,000
External restrictions - other	1,347,000	1,164,000	1,282,000	1,249,000
Total external restrictions	4,097,000	3,889,000	3,982,000	3,924,000
Internal allocations				
Asset Management - General Fund	250,000	350,000	550,000	650,000
Asset Management - Plant and vehicle replacement	527,000	441,000	415,000	350,000
Bethungra Dam Reserve	49,000	76,000	103,000	130,000
Employee leave entitlement	650,000	700,000	700,000	700,000
Martel Memorial Trust Fund	4,000	4,000	4,000	4,000
Rehabilitation of gravel pits	23,000	30,000	40,000	50,000
Total internal allocations	1,503,000	1,601,000	1,812,000	1,884,000
Total restricted cash	5,600,000	5,490,000	5,794,000	5,808,000
Total unrestricted cash	1,469,000	1,219,000	1,384,000	1,075,000

Financial statements 2023-2027 (DPOP)

Cash Flow - General Fund

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	6,243,000	6,903,000	7,200,000	7,358,000
User charges and fees	2,268,000	2,236,000	2,300,000	2,365,000
Interest received	106,000	106,000	109,000	109,000
Grants and contributions	4,630,000	5,872,000	6,106,000	5,884,000
Other	690,000	698,000	708,000	715,000
<i>Payments:</i>				
Payments to employees	(5,418,000)	(5,391,000)	(5,469,000)	(5,597,000)
Payments for materials and services	(5,891,000)	(5,994,000)	(6,199,000)	(6,386,000)
Borrowings costs	(250,000)	(250,000)	(256,000)	(269,000)
Other	(341,000)	(313,000)	(309,000)	(309,000)
Net cash from operating activities	2,037,000	3,867,000	4,190,000	3,870,000
Cash Flows from Investing Activities				
<i>Payments:</i>				
Purchase of IPPE	(2,911,000)	(3,493,000)	(3,307,000)	(3,673,000)
Net cash flows from investing activities	(2,911,000)	(3,493,000)	(3,307,000)	(3,673,000)
Cash Flows from Financing Activities				
<i>Payments:</i>				
Repayment of borrowings	(328,000)	(324,000)	(258,000)	(283,000)
Principal component of lease payments	(260,000)	(181,000)	(123,000)	(57,000)
Net cash from financing activities	(588,000)	(505,000)	(381,000)	(340,000)
Net change in cash and cash equivalents	(1,462,000)	(131,000)	502,000	(143,000)
Cash and cash equivalents at beginning of year	7,767,000	6,305,000	6,174,000	6,676,000
Cash and cash equivalents at end of year	6,305,000	6,174,000	6,676,000	6,533,000

Financial statements 2023-2027 (DPOP)

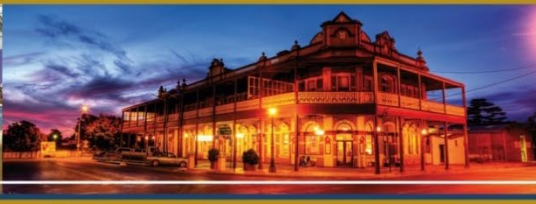
Cash Flow - Sewer Fund

	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$	\$	\$	\$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	874,000	926,000	1,003,000	1,050,000
User charges and fees	352,000	352,000	352,000	352,000
Interest received	15,000	15,000	15,000	15,000
Grants and contributions	-	-	-	-
Other	-	-	-	-
<i>Payments:</i>				
Payments to employees	(528,000)	(539,000)	(550,000)	(561,000)
Payments for materials and services	(420,000)	(420,000)	(420,000)	(420,000)
Borrowings costs	(113,000)	(110,000)	(107,000)	(104,000)
Other	(50,000)	(50,000)	(50,000)	(50,000)
Net cash from operating activities	130,000	174,000	243,000	282,000
Cash Flows from Investing Activities				
<i>Payments:</i>				
Purchase of IPPE	(141,000)	(341,000)	(211,000)	(366,000)
Net cash flows from investing activities	(141,000)	(341,000)	(211,000)	(366,000)
Cash Flows from Financing Activities				
<i>Payments:</i>				
Repayment of borrowings	(59,000)	(62,000)	(65,000)	(68,000)
Principal component of lease payments	-	-	-	-
Net cash from financing activities	(59,000)	(62,000)	(65,000)	(68,000)
Net change in cash and cash equivalents	(70,000)	(229,000)	(33,000)	(152,000)
Cash and cash equivalents at beginning of year	834,000	764,000	535,000	502,000
Cash and cash equivalents at end of year	764,000	535,000	502,000	350,000

Capital Works Program

	Budget 2023/24 \$	Forecast 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$
Category				
Regional Roads	426,000	426,000	426,000	426,000
Rural Sealed Roads	747,000	1,062,000	1,078,000	1,257,000
Rural Unsealed Roads	292,000	300,000	307,000	315,000
Urban Sealed Roads	551,000	662,000	724,000	785,000
Parks and Reserves	90,000	155,000	30,000	125,000
Community Facilities	50,000	50,000	-	-
Corporate Buildings	324,000	265,000	250,000	250,000
JJRAC	98,000	50,000	65,000	50,000
Plant Purchases	298,000	486,000	427,000	465,000
Information Technology	35,000	37,000	-	-
General Fund - Total	2,911,000	3,493,000	3,307,000	3,673,000
Sewer	141,000	341,000	211,000	366,000
Sewer Fund - Total	141,000	341,000	211,000	366,000
Consolidated - Total	3,052,000	3,834,000	3,518,000	4,039,000
Funding Sources				
Council own source funding	1,540,000	1,588,000	1,826,000	2,031,000
Grant contributions	1,060,000	1,380,000	950,000	1,193,000
Special Rates Variation	250,000	250,000	250,000	250,000
S94	188,000	80,000	65,000	50,000
Reserves	14,000	536,000	427,000	515,000
Total Funding Sources	3,052,000	3,834,000	3,518,000	4,039,000





JUNEE SHIRE COUNCIL

2023/24

RATES, FEES AND CHARGES



2023/24 RATES, FEES AND CHARGES

PROPOSED RATES STRUCTURES 2023/24

Scenario 1 - Applies 17.5% SRV increase across all rate categories using 2022 LVs as at 03.05.23													
Rating Structure 2023/24	- 1 July 2022 Base Date Land Values			Rate Increase 17.5%									
Rate / Charge	Rate Code	No. of Assess.	Land Value	Notional Income 2022/23	Yield Required 2023/24	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Ad Valorem Rate	Base Income	Ad Valorem Income Calculated	Ad Valorem Income Required	Total Income
Farmland	1/3	628	2,299,184,250	2,111,367	2,480,856	10.10%	399.00	0.097003	0.00097003	250,572	2,230,284	2,230,284	2,480,856
Residential - Town	1/5	1,691	178,703,085	1,568,168	1,842,597	36.62%	399.00	0.653536	0.00653536	674,709	1,167,889	1,167,888	1,842,598
Residential - Rural & Village	1/1	513	82,534,570	378,315	444,520	46.05%	399.00	0.290585	0.00290585	204,687	239,833	239,833	444,520
Business - Town	1/4	119	13,108,735	327,550	384,216	12.36%	399.00	2.568784	0.02568784	47,481	336,735	336,735	384,216
Business	1/10	60	4,861,770	65,142	76,542	31.28%	399.00	1.081949	0.01081949	23,940	52,602	52,602	76,542
Total		3,011	2,578,392,410	4,450,542	5,228,732					1,201,389	4,027,343	4,027,343	5,228,732

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
Junee Junction Recreation & Aquatic Centre, Library and Community				
Junee Junction Recreation & Aquatic Centre				
"Concession" is defined as:				
<ul style="list-style-type: none"> • Child 4 years to 18 years • Pensioner with a Concession Card (on presentation of proof) • Seniors Card holders (on presentation of proof) • Full-time university students and TAFE students (on presentation of proof) • A child of 3 years old or under is free. 				
From time to time promotional periods may occur during the year to grow membership of the centre and discounted fees may apply.				
Spectator fees are not payable by parents, carers or guardians of Junee Swimming Club members when attending club training and club events and parents, carers and guardians of Poynter Swimming participants when attending or assisting with learn-to-swim lessons. It is payable by these people when attending swimming carnivals and other events.				
JUNEE JUNCTION RECREATION & AQUATIC CENTRE				
Memberships - Fortnightly (Direct Debit can only take up a Fortnightly Membership)				
Joining Fee	Disc	Yes	\$50.00	\$50.00
Swim Memberships				\$0.00
Adult	Disc	Yes	\$15.00	\$15.00
Concession	Disc	Yes	\$11.00	\$11.00
Couple	Disc	Yes	\$27.00	\$27.00
Family	Disc	Yes	\$35.00	\$35.00
Access All Areas Membership				
Adult,	Disc	Yes	\$31.00	\$31.00
Concession	Disc	Yes	\$27.00	\$27.00
Couple	Disc	Yes	\$55.00	\$55.00
Family	Disc	Yes	\$77.00	\$77.00
Memberships - 12 Months				
Swim Memberships				
Adult	Disc	Yes	\$336.00	\$336.00
Concession	Disc	Yes	\$240.00	\$240.00
Couple	Disc	Yes	\$602.00	\$602.00
Family	Disc	Yes	\$794.00	\$794.00
Access All Areas Membership				
Adult,	Disc	Yes	\$698.00	\$698.00
Concession	Disc	Yes	\$602.00	\$602.00
Couple	Disc	Yes	\$1,251.00	\$1,251.00
Family	Disc	Yes	\$1,736.00	\$1,736.00
Visit cards				
20 Visit Cards				
Swim				
Adult	Disc	Yes	\$115.00	\$115.00
Concession	Disc	Yes	\$77.00	\$77.00
20 Access All Areas Visit Card				\$0.00
Adult	Disc	Yes	\$252.00	\$252.00
Concession	Disc	Yes	\$172.00	\$172.00
10 Visit Cards				
Swim				
Adult	Disc	Yes	\$58.00	\$58.00
Concession	Disc	Yes	\$39.00	\$39.00
10 Access All Areas Visit Card				
Adult	Disc	Yes	\$126.00	\$126.00
Concession	Disc	Yes	\$86.00	\$86.00
Senior Program Classes	Disc	Yes	\$40.00	\$40.00
Casual Entry				
Swim				
Adult	Disc	Yes	\$6.50	\$6.50
Concession	Disc	Yes	\$4.50	\$4.50
School Sport	Disc	Yes	\$2.00	\$2.00
Family	Disc	Yes	\$16.00	\$16.00
Spectator	Disc	Yes	\$1.00	\$1.00
Access All Areas Casual Entry				
Adult	Disc	Yes	\$14.00	\$14.00
Concession	Disc	Yes	\$10.00	\$10.00
HeartMoves & Gentle Aqua classes	Disc	Yes	\$5.00	\$5.00
School Sport	Disc	Yes	\$5.00	\$5.00
Pool Activities				
Pool Lane Hire per hour - not including admission	Disc	Yes	\$18.00	\$18.00
Slide Hire - private hire per hour (Available in peak season only)	Disc	Yes	\$96.00	\$96.00
Water slide rides - per person per session (2 hour session)	Disc	Yes	\$5.50	\$5.50

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
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Stadium Court Hire				
Booking - before 5pm per court per hour	Disc	Yes	\$32.00	\$32.00
Booking - after 5pm per court per hour	Disc	Yes	\$43.00	\$43.00
Junee Shire based sporting groups per court per hour	Disc	Yes	\$29.00	\$29.00
Junee Shire based schools per court per hour	Disc	Yes	\$12.00	\$12.00
Casual / walk in court hire - per person per hour (shoot around fee)			\$3.00	\$3.00
2 court Weekly Competition . Max 1 night a week for 10 weeks - Junee based sporting association (conditions apply)	Disc	Yes	\$720.00	\$720.00
Personal Training (provided by centre staff)				
All ages up to two people (non-members) - per hour	Disc	Yes	\$55.00	\$55.00
All ages up to two people (at least 1 member) - per hour	Disc	Yes	\$41.00	\$41.00
All ages up to two people (non-members) - 30 minutes	Disc	Yes	\$34.00	\$34.00
All ages up to two people (at least 1 member) - 30 minutes	Disc	Yes	\$28.00	\$28.00
10 Visit (per Hour each visit) - Personal Training (Member)	Disc	Yes	\$375.00	\$375.00
10 Visit (per Hour each visit) - Personal Training (Non-Member)	Disc	Yes	\$450.00	\$450.00
COMMUNITY TRANSPORT				
The following rates are for eligible Transport for NSW users				
Full cost client trips. 90c -\$1.50 per Km (Dependant of vehicle used = \$5 administration fee))	Disc	Yes	As defined	
Around Junee (return trip)	Disc	Yes	\$10.00	\$10.00
Illabo - Junee (return trip)	Disc	Yes	\$17.00	\$20.00
Old Junee (return trip)	Disc	Yes	\$17.00	\$17.00
Bethungra - Junee (return trip)	Disc	Yes	\$21.00	\$22.00
Junee - Wagga (return trip)	Disc	Yes	\$22.00	\$25.00
Junee - Cootamundra and return	Disc	Yes	\$31.00	\$35.00
Gundagai (return trip)	Disc	Yes	\$42.00	\$45.00
Young (return trip)	Disc	Yes	\$55.00	\$60.00
Tumut (return trip)	Disc	Yes	\$55.00	\$60.00
Albury (return trip)	Disc	Yes	\$75.00	\$85.00
Illabo - Wagga (return trip)	Disc	Yes	\$39.00	\$35.00
Old Junee - Wagga (return trip)	Disc	Yes	\$39.00	\$30.00
Tumbarumba (return trip)	Disc	Yes	\$65.00	\$70.00
Deniliquin (return trip)	Disc	Yes	\$140.00	\$180.00
Bethungra - Wagga (return trip)	Disc	Yes	\$43.00	\$45.00
Canberra and return	Disc	Yes	\$85.00	\$95.00
Junee - Harden (return trip)	Disc	Yes		\$45.00
Junee - Nangus _Wagga	Disc	Yes		\$45.00
LIBRARY				
Junee Shire Council				
Photocopying - A4 per page (Black / white)	Disc	Yes	\$0.30	\$0.30
Photocopying - A4 per page (Colour)	Disc	Yes	\$2.50	\$2.60
Photocopying - A3 per page (Black / white)	Disc	Yes	\$0.50	\$0.50
Photocopying - A3 per page (Colour)	Disc	Yes	\$3.50	\$3.60
Scanning to email per page	Disc	Yes	\$0.50	\$0.50
Remote printing service fee per transaction (additional to per page print charge)	Disc	Yes	\$1.60	\$1.70
Laminating - A4	Disc	Yes	\$2.60	\$2.70
Laminating - A3	Disc	Yes	\$5.20	\$5.40
Internet use	Disc	Yes	Free	
Facsimile - sending per page	Disc	Yes	\$1.60	\$1.70
Facsimile - receiving per page	Disc	Yes	\$1.10	\$1.10
Sale of Library books	Disc	Yes	As identified	As identified
Hire of meeting room for special purposes including tutoring, NFP and individual use - per hour	Disc	Yes	\$16.00	\$16.60
Hire of meeting room for-profit organisations - per half day	Disc	Yes	\$82.00	\$85.30
Riverina Regional Library				\$0.00
Reservation fee	Disc	No	\$1.00	\$1.00
Inter-Library Loan search fee - Minimum fee	Disc	Yes	\$4.40	\$4.60
Inter-Library Loan fee - additional fee for specialist library materials fee for loan requests from non-reciprocal libraries	Disc	Yes	\$28.50	\$29.60
Inter Library Loan - Rush Fee	Disc	Yes	\$52.00	\$54.10
Inter Library Loan - Express Fee	Disc	Yes	\$70.50	\$73.30

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
Library Bags	Disc	Yes	\$2.00	\$2.10
Library Loan from overseas	Disc	Yes	Cost Recovery	Cost Recovery
Programs fees varies depending type and content			\$2 - \$50	\$2 - \$50
Replacement Member Card	Disc	Yes	\$2.00	\$2.10
Replacement Charge - Lost or Damaged periodicals and articles	Disc	Yes	Replacement cost + \$5.00	Replacement cost + \$5.00
Replacement Charge - Lost or Damaged Items other than periodicals and articles	Disc	Yes	Replacement cost + \$10.00	Replacement cost + \$10.00
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	Disc	Yes	\$3.30	\$3.40
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	Disc	Yes	\$11.00	\$11.40
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than \$75)	Disc	Yes	\$165.00	\$172.00
Replacement charge for lost or damaged Book Club collection items	Disc	Yes	\$40.00	\$42.00
Replacement charge for lost or damaged e-Reader charging cords	Disc	Yes	\$36.30	\$37.30
RRL Book Club Membership fee (per club of up to 10 members)	Disc	Yes	\$400.00	\$416.00
RRL Membership Fee for non-residents (excluding eligible reciprocal members and residents of Wahgunyah and Yarrawonga) - twelve months	Disc	Yes	\$110.00	\$114.00
Visitor's Fee (non-refundable) - one month	Disc	Yes	\$33.00	\$34.00
Visitor's Fee (non-refundable) - three months	Disc	Yes	\$88.00	\$92.00
COMPANION ANIMAL FEES				
Companion Animals Act 1998				
Lifetime Registration Fees				
General Registration (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Desexed Animals (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Assistance animal	Reg	No	As per legislation	As per legislation
Registered Breeders (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Eligible Pensioner	Reg	No	As per legislation	As per legislation
Eligible Pensioner with Desexed Animal	Reg	No	As per legislation	As per legislation
Other				
Microchip Animal	Disc	No	\$62.00	\$65.00
Cat / Possum Trap - per week (Bond of \$100)	Disc	Yes	\$21.00	\$22.00
Citronella Collar - per week (Bond of \$50)	Disc	Yes	\$26.00	\$27.00
COMPANION ANIMAL Impoundment				
Prescribed first impoundment release fee	Disc	No	\$49.35	\$51.35
Second or subsequent impounding within 1 year	Disc	No	\$96.60	\$101.60
Daily Board	Disc	No	\$43.05	\$49.05
Destruction Fee	Disc	No	\$96.60	\$101.60
IMPOUNDMENT				
Livestock				
Sustenance - per day	Disc	No	\$48.00	\$50.00
Impoundment	Disc	No	\$58.00	\$61.00
Transport to pound	Disc	No	At Cost	At Cost
Vet Attention where required	Disc	No	Vet costs + 15%	Vet costs + 15%
Motor Vehicles				
Impounding Fee or Release Fee	Disc	No	\$260.00	\$260.00
Towing Fee	Disc	No	At cost	At cost
Storage Fee per Week	Disc	No	\$35.00	\$37.00
Other Goods				
Impoundment Release Fee	Disc	No	\$260.00	\$260.00

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
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CEMETERIES				
Columbarium				
Wall niche (includes standard plaque)	Disc	Yes	\$578.00	\$607.00
Extra vase	Disc	Yes	\$100.45	\$105.45
Reservation Plaque only	Disc	Yes	Free	Free
RESERVATION OF WALL NICHE (includes standard plaque) {Nothing more payable upon interment}	Disc	Yes	\$720.00	\$756.00
Exhumation			POA	POA
Lawn Cemetery				
First interment (provision of and fixing in concrete of standard 6 line inscribed bronze plaque and perpetual maintenance)	Disc	Yes	\$2,455.00	\$2,578.00
Re-opening of grave for second interment (includes new plaque)	Disc	Yes	\$2,023.00	\$2,124.00
Interment in children's section (provision of and fixing in concrete of standard 6 line inscribed bronze plaque)	Disc	Yes	\$1,008.00	\$1,058.00
Weekday burials after 4.30pm additional cost per half hour	Disc	Yes	TBA	TBA
Weekend Burial - additional amount to "standard" fee	Disc	Yes	\$769.00	\$807.00
Land Only - Standard grave site (eg. Ashes interment, no excavation)	Disc	Yes	\$1,299.00	\$1,364.00
RESERVATION OF LAWN CEMETERY PLOT (includes standard plaque) {Nothing more payable upon interment}	Disc	Yes	\$2,745.00	\$2,882.00
Ashes interment in existing grave - no excavation (includes new plaque)	Disc	Yes	\$752.00	\$790.00
Monumental Cemeteries - Junee & Rural				
Grave dug by backhoe - All Interments	Disc	Yes	\$1,879.00	\$1,973.00
Grave hand dug	Disc	Yes	\$3,033.00	\$3,185.00
Weekday burials after 4.30pm additional cost per half hour	Disc	Yes	POA	POA
Weekend Burial - additional amount to "standard" fee	Disc	Yes	\$769.00	\$807.00
Re-opened Grave dug by backhoe	Disc	Yes	\$1,879.00	\$1,973.00
Where restricted access exists for exavation addition charges will apply	Disc	Yes	POA	POA
Re-opened Grave hand dug	Disc	Yes	\$3,033.00	\$3,185.00
RESERVATION OF MONUMENTAL CEMETERY PLOT {Nothing more payable upon interment}	Disc	Yes	\$2,165.00	\$2,273.00
Permission to erect tomb or monument	Disc	Yes	\$146.00	\$153.00
Land Only 1.2m x 2.4m (e.g. Ashes interment, no excavation)	Disc	Yes	\$796.00	\$836.00
Ashes interment in existing grave - no excavation	Disc	Yes	\$291.00	\$306.00

Development Fees and Charges				
Section 68				
For some activities listed in section 68 of the Local Government Act, Junee Shire Council does not charge an application, however you may still be required to lodge an application for determination even where no fee is required. If you are intending to undertake one of the activities listed, you must still apply for an approval to undertake that activity.				
DEVELOPMENT				
Application for amendment to Council Environmental Planning				
Fee Unit - As per Schedule 4 of the Environmental Planning and Assessment Regulation 2021 (Part 1)	Reg	No	\$100.00	\$100.00
Application to amend LEP.	Disc	Yes	Min. of \$2,500 + \$120/hr after 10 hour work time	Min. of \$2,500 + \$120/hr after 10 hour work time
Application to amend Development Control Plan. Where the variation is greater than 10%	Disc	Yes	\$500.00	\$500.00
Application under Junee Local Environmental Plan, clause 4.6 Exemption to Development Standards.	Disc	Yes	\$500.00	\$500.00
Publication				
Council LEP, DCPs or public policies. Freely available on Council Website www.junee.nsw.gov.au	Disc	Yes	At adopted per page printing cost if printed	At adopted per page printing cost if printed

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
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Development Application Fees				
D.A. Fee (estimated cost up to \$5,000) 1.29 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$129.00	\$129.00
D.A. Fee (estimated cost \$5,001 to \$50,000) (1.98 fee units plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$198.00 + formula	\$213.00 + formula
D.A. Fee (estimated cost \$50,001 to \$250,000) (4.12 fee units plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$50,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$412.00 + formula	\$443.00 + formula
D.A. Fee (estimated cost \$250,001 to \$500,000) (13.56 fee units plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$250,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$1356.00 + formula	\$1459.00 + formula
D.A. Fee (estimated cost \$500,001 to \$1,000,000) (20.41 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$500,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$2041.00 + formula	\$2196.00 + formula
D.A. Fee (estimated cost \$1,000,001 to \$10,000,000) (30.58 fee units plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$1,000,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$3058.00 + formula	\$3058.00 + formula
D.A. Fee (estimated cost of more than \$10,000,000) (185.65 fee units plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$18565.00 + formula	\$18565.00 + formula
D.A. Fee for Advertising signs (3.33 fee units plus \$93 for each advertisement in excess of one or calculated in accordance with table under Clause 246B of EPA Regs 2000, whichever is the greater) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$333.00 + formula	\$333.00 + formula
D.A. Fee (not involving erection of building, carrying out of work or subdivision of land) 3.33 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$333.00	\$333.00
D.A. Fee (Dwelling with estimated construction cost \$100,000 or less) 5.32 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$532.00	\$532.00
Additional fees for some development				
Designated Development 10.76 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1076.00	\$1,076.00
Additional Fees – Integrated Development or development requiring concurrence (processing fee 1.64 fee units plus applicable concurrence fee for payment to each authority) (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$164.00	\$164.00
Additional Fees – State Government Planning Levy for development exceeding \$50,000 (Clause 256A of EPA Regs 2000)	Reg	No	0.00064 x cost of development minus \$5.00	0.00064 x cost of development minus \$5.00
Developer Contributions – s.7.12 Contribution Plan (f s.94A)	Reg	No	Up to 1.0% of the value of the development in accordance with Council's s.7.12 contribution plan.	Up to 1.0% of the value of the development in accordance with Council's s.7.12 contribution plan.
Additional fees for advertising Development (unspent fees refunded)				
Designated Development referred to design review panel, 35.08 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$3508.00	\$3,508.00
Advertised Development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1292.00	\$1,292.00
Prohibited Development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1292.00	\$1,292.00
Where environmental planning instrument or development control plan requires other notice to be given or other advertised development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1292.00	\$1,292.00

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
Fees applying to other Government Agencies				
Integrated Development. Per approval body, 3.74 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$374.00	\$374.00
Development application that require concurrence from approval bodies, 3.74 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$374.00	\$374.00
Initial Fire Safety Reports – from NSW Fire and Rescue.	Reg	No	As per Schedule 2 of Fire Brigades Regulation 2008	As per Schedule 2 of Fire Brigades Regulation 2008
Inspection of Premises for Final Fire Safety Report – NSW Fire and Rescue.	Reg	No	As per Schedule 3 of Fire Brigades Regulation 2008	As per Schedule 3 of Fire Brigades Regulation 2008
Fire Safety Meetings Relating to a Development Proposal.	Reg	No	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008
Provision of Advice, Assessment or Consultancy Services for: - Major Infrastructure Works - Designated Development, Integrated Development, etc - Any other Fire Safety Meeting	Reg	No	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008
Subdivision of Land (Schedule 4, Part 2 of EPA Regs 2021)				
Land Subdivision with new Road, 7.77 fee units;	Reg	No	\$777.00	\$777.00
Plus for each additional lot.	Reg	No	\$65.00	\$65.00
Land Subdivision with no new Road, 3.86 fee units;	Reg	No	\$386.00	\$386.00
Plus for each additional lot.	Reg	No	\$53.00	\$53.00
Strata subdivision, 3.86 fee units;	Reg	No	\$386.00	\$386.00
Plus for each additional lot.	Reg	No	\$65.00	\$65.00
Miscellaneous Development Related Fees				
Stamping of additional plans and specification. Up to four copies - no charge. Each additional copy.	Disc	Yes	\$15.00	\$15.00
Refund of withdrawn Development Application prior to determination.	Disc	No	50% of application fee	#VALUE!
Refund of withdrawn Construction Certificate Application prior to determination.	Disc	No	50% of application fee	#VALUE!
Waiving of fees for Development Application and Construction Certificates for local organisations such as: schools; charitable; religious and community groups.	Disc	No	As per Council Policy	#VALUE!
Development Application and Construction Certificate Application for certain work in the Heritage Conservation area.	Disc	No	As per Council Policy	#VALUE!
Modification of a consent/Review of determination				
Modification involving minor error/misdescription or miscalculation (Sec 4.55(1)) 0.83 fee units (Schedule 4, Part 4 of EPA Regs 2021)	Reg	No	\$83.00	\$83.00
Modification involving minimal environmental impact (Sec 4.55(1A)), 50% of the original application or 7.54 fee units, whichever is the lesser (Schedule 4, Part 4 of EPA Regs 2021)	Reg	No	\$754.00 or 50% of original DA fee whichever is the lesser	\$811.00 or 50% of original DA fee whichever is the lesser
Other modifications Cls 258(2) of the Regulation:				
Is not of minimal environmental impact (Sec 4.55(2))	Reg	No	Refer to Schedule 4, Part 4 of EPA Regs 2021	Refer to Schedule 4, Part 4 of EPA Regs 2021
Request to review Council's determination	Reg	No	Refer to Schedule 4, Part 7 of EPA Regs 2021	Refer to Schedule 4, Part 7 of EPA Regs 2021
Request to review decision to reject a DA	Reg	No	Refer to Schedule 4, Part 7 of EPA Regs 2021	Refer to Schedule 4, Part 7 of EPA Regs 2021
INSPECTIONS (other than for Building Works)				
Skin Penetration premises. Inspection & Administration Charge - Annual Charge. Businesses with 0-5 employees.	Disc	No	\$174.00	\$174.00
Food Premises & Skin Penetration Premises- Additional inspections resulting from food or hygiene complaints or rectification instruction from original Council inspection. Each visit	Disc	No	\$174.00	\$174.00
Inspection of Boarding Houses.	Disc	No	\$174.00	\$174.00
Inspection of Swimming Pools and issue of Certificate of Compliance. (S.22D of Swimming Pools Act)	Reg	No	\$150.00	\$150.00
Inspection of Swimming Pools (subsequent inspection prior to issue of Certificate)	Reg	No	\$100.00	\$100.00
Inspection of On-Site Sewerage Management system	Disc	Yes	\$174.00	\$174.00
Pre-purchase inspection of On-Site Sewerage Management system	Disc	No	\$174.00	\$174.00
Underground Petroleum Storage Systems	Disc	Yes	N/A	\$250.00

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
CERTIFICATES				
Planning Certificates				
s.10.7(2) Planning Certificate (Schedule 4, Part 9 of EPA Regs 2021)				
For an assessment with up to 5 allotments, 0.62 fee units	Reg	No	\$62.00	\$62.00
For an assessment with 6 - 15 allotments.	Reg	No	\$300.00	\$300.00
For an assessment with more than 15 allotments.	Reg	No	\$600.00	\$600.00
s.10.7(2) & s.10.7(5) Planning Certificate (Combined)(Schedule 4, Part 9 of EPA Regs 2021)				
For an assessment with up to 5 allotments. 0.62 fee units + 0.94 fee units	Reg	No	\$156.00	\$156.00
For an assessment with more than 6 and up to 15 allotments.	Reg	No	\$480.00	\$480.00
For an assessment with more than 15 allotments.	Reg	No	\$820.00	\$820.00
s.121ZP - EPA 1979 & s.735A - LGA 1993 or Food Act. Outstanding Orders Certificate.	Disc	No	\$77.00	\$77.00
Drainage Diagram.	Disc	No	\$47.00	\$47.00
Division 6.7 Building Information Certificates (Clause 260 of EPA Regs 2000 - Version 1 February 2022)				
Applications for building information certificates made under Section 6.23 of the EPA Act 1979	Reg	No	Refer to Clause 260 of EPA Regs 2000	Refer to Clause 260 of EPA Regs 2000
s.6.26(10) Planning Certificate (Clause 259 of EPA Regs 2000) for any other class of building				
Certified copy of document, map or plan, 0.62 fee units (Schedule 4, Part 9 of EPA Regs 2021)	Reg	No	\$62.00	\$62.00
Application for Planning Certificate, 0.62 fee units (Schedule 4, Part 9 of EPA Regs 2021)	Reg		\$62.00	\$62.00
If Planning Certificate Request includes advice, 0.94 fee units (Schedule 4, Part 9 of EPA Regs 2021)			\$94.00	\$94.00
Request to determine existing holding status.	Disc	No	\$200.00	\$200.00
Part 4A Certificates				
Compliance certificate - new roads & services.	Disc	No	\$174.00	\$174.00
Compliance certificate - services only.	Disc	No	\$174.00	\$174.00
Compliance certificate - strata.	Disc	No	\$174.00	\$174.00
Subdivision certificate - Land or Strata.	Disc	No	\$174.00	\$174.00
Occupation Certificate.	Disc	No	\$174.00	\$174.00
Construction Certificates and Complying Development Certificates (CC's and CDC's) (Class 1 and 10 buildings)				
CC or CDC Fee (estimated cost of works up to \$5,000) plus an additional 0.5% of the estimated cost.	Disc	Yes	\$155.00 +	\$155.00 +
CC or CDC Fee (estimated cost of works \$5,001 to \$100,000) plus an additional 0.3% of the estimated cost.	Disc	Yes	\$200.00 +	\$200.00 +
CC or CDC Fee (estimated cost of works \$100,001 to \$250,000) plus an additional 0.2% of the estimated cost over \$100,000.	Disc	Yes	\$550.00 +	\$550.00 +
CC or CDC Fee (estimated cost of works \$250,001 to \$1,000,000) plus an additional 0.1% of the estimated cost over \$250,000.	Disc	Yes	\$910.00 +	\$910.00 +
CC or CDC Fee (estimated cost of works exceeds \$1,000,000) plus an additional 0.5% of the estimated cost over \$100,000.	Disc	Yes	\$1,745.00 +	\$1,745.00 +
Amendment to Application for a CC or CDC after determination	Disc	Yes	40% of original fee with minimum of \$75.00	40% of original fee with minimum of \$75.00
Construction Certificates and Complying Development Certificates (CC's and CDC's) (Class 2 - 9 buildings)				
CC or CDC Fee	Disc	Yes	Price on application	Price on application
Other				
Minor building works / additions (2 inspections)	Disc	Yes	\$349.00	\$349.00
Minor building works / additions - with drainage (4 inspections)	Disc	Yes	\$697.00	\$697.00
Dwelling package (up to 6 inspections)	Disc	Yes	\$1,045.00	\$1,045.00
Building inspection fee per additional inspection (Clause 260 of EPA Regs 2000).	Disc	Yes	\$174.00	\$174.00
Plumbing & drainage inspections - not for Alternative Solutions or Recycled Water Supply Systems.	Disc	Yes	\$174.00	\$174.00
UPSS inspection fee.	Disc	yes	No Charge	\$250.00
Registering Complying Development Certificate and Part 4A certificates (Clause 263 of EPA Regs 2000)	Reg	No	\$36.00	\$36.00

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
SECTION 68 APPROVALS				
Structures and Public Entertainment Licence Part A s.68 LGA 1993				
Install a manufactured home, moveable dwelling or associated structure on land.	Reg	No	Requires Development Application and/or Section 68 Approval.	Requires Development Application and/or Section 68 Approval.
Install a temporary structure on land.	Disc	No	Requires Development Application and/or Section 68 Approval.	Requires Development Application and/or Section 68 Approval.
Water Supply, Sewerage and stormwater drainage work. Part B s.68 LGA 1993				
Carry out sewerage work or alteration to sewerage work.	Disc	No	\$127.00	\$127.00
Community Land Part D s.68 LGA 1993				
Engage in a trade or business (no fee if NFP or local existing fixed business).			\$134.00	\$134.00
Direct or procure a theatrical, musical or other entertainment for the public.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Construct a temporary enclosure for the purpose of entertainment.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
For fee or reward, play a musical instrument or sing (including busking).			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Set up, operate or use a loudspeaker or sound amplifying device.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Deliver a public address or hold a religious service or public meeting.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Public Roads Part E s.68 LGA 1993				
Swing or hoist goods across or over any part of a public road by means of lift, hoist or tackle projecting over footway.	Disc	No	Require Development Application and/or Section 68 Approval.	Require Development Application and/or Section 68 Approval.
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window abutting the road, or hang an article beneath an awning over a road.	Disc	No	No fee if complying with Exempt Development criteria. Otherwise \$70.00.	No fee if complying with Exempt Development criteria. Otherwise \$70.00.
Other Activities Part F s.68 LGA 1993				
Operate a caravan park or camping ground.	Disc	No	\$209.00	\$209.00
Operate a manufactured home estate.	Disc	No	\$209.00	\$209.00
Install a domestic oil or solid fuel heating appliance, other than a portable appliance.	Disc	No	No fee if complying with exempt development criteria. Otherwise Approval required and \$120.00.	No fee if complying with exempt development criteria. Otherwise Approval required and \$120.00.
Install or operate amusement devices. (within the meaning of the Construction Safety Act 1912)	Disc	No	No fee	No fee
Use a standing vehicle or any article for the purpose of selling any article in a public place. (Fee waived for charitable organisations where complainance with Council's policy is achieved.)	Disc	No	\$133.00	\$133.00

Operate an Undertaker business.	Disc	No	\$193.00	\$193.00
Operate a mortuary.	Disc	No	\$193.00	\$193.00
Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
Septic Tank / AWTS Applications.	Disc	No	\$204.00	\$204.00
Amended Septic Tank / AWTS Applications.	Disc	No	\$79.00	\$79.00
Environmental Fees and Charges				
WASTE SERVICES				
Ad hoc collection & disposal where 20 or more bins are located together Cost/bin/collection/week	Disc	Yes	\$9.00	\$9.40
Replacement Garbage Bins - 120 litre (when bin lost or stolen)	Disc	Yes	\$116.00	\$121.00
New bins to rural landholders - 120 litre	Disc	Yes	\$137.00	\$142.00
Replacement Garbage Bins - 240 litre (when bin lost or stolen)	Disc	Yes	\$184.00	\$191.00
New bins to rural landholders - 240 litre	Disc	Yes	\$200.00	\$208.00
Replacement Key for landfill sites	Disc	Yes	\$42.00	\$44.00
JUNEE LANDFILL FACILITY				
Sorted Green waste in designated area				
Car or Station Wagon load	Disc	Yes	\$12.00	\$13.00
Utility or 6x4 box trailer load	Disc	Yes	\$12.00	\$13.00
10x6 trailer load	Disc	Yes	\$17.00	\$18.00
Fill				
Clean Fill (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Fill - up to 50% concrete (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Fill - up to 20% timber (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Recyclables				
Sorted Recyclables in designated area	Disc	Yes	Free	Free
Landfill load				
Car or Station Wagon load	Disc	Yes	\$24.00	\$25.00
Car or Station Wagon load 1/2	Disc	Yes	\$13.00	\$14.00
Utility or 6x4 box trailer load	Disc	Yes	\$32.00	\$34.00
Utility or 6x4 box trailer load 1/2	Disc	Yes	\$17.00	\$18.00
10x6 trailer load	Disc	Yes	\$88.00	\$92.00
10x6 trailer load 1/2	Disc	Yes	\$44.00	\$46.00
Demolition / Trade Waste				
Trade Waste/m3 - Not compacted	Disc	Yes	\$96.00	\$101.00
Car bodies	Disc	Yes	Free	Free
Asbestos & other separate disposal items requiring burial /m ³ - JSC to bury *Minimum Charge	Disc	Yes	\$258.00	\$271.00
Small Mattress	Disc	Yes	\$8.00	\$8.00
Large Mattress	Disc	Yes	\$12.00	\$13.00
Tyres				
Small tyres	Disc	Yes	\$9.00	\$9.00
Car tyres	Disc	Yes	\$10.00	\$11.00
4WD / Light truck tyres	Disc	Yes	\$14.00	\$15.00
Truck tyres	Disc	Yes	\$27.00	\$28.00
Tractor tyres	Disc	Yes	\$173.00	\$182.00
Earthmoving tyres (up to 1.5m high)	Disc	Yes	\$273.00	\$287.00
Earthmoving tyres (1.5m to 2m high)	Disc	Yes	\$505.00	\$530.00
Earthmoving tyres (2m & above)	Disc	Yes	POA	POA
Any tyres received with rims (add charge to cost of disposal)	Disc	Yes	\$9.00	\$9.00
<i>NB Loads exceeding 2 tonnes require an EPA Licence for transport</i>				
Other Waste Items				
Gas bottles - up to 9kg	Disc	Yes	Free	Free
Gas bottles - over 9kg	Disc	Yes	Free	Free
Fridges	Disc	Yes	Free	Free
E-Waste (computers, IT equipment, TV's etc.) Per m ² if required to dispose to landfill	Disc	Yes	\$11.00	\$12.00
E-Waste to CRC	Disc	Yes		Free
Paint (oil and water based)	Disc	Yes	Free	Free
Fire extinguishers	Disc	Yes	Free	Free
Fluoro light bulbs and tubes	Disc	Yes	Free	Free
Household and car batteries	Disc	Yes	Free	Free
Smoke detectors	Disc	Yes	Free	Free
Motor and other oils	Disc	Yes	Free	Free

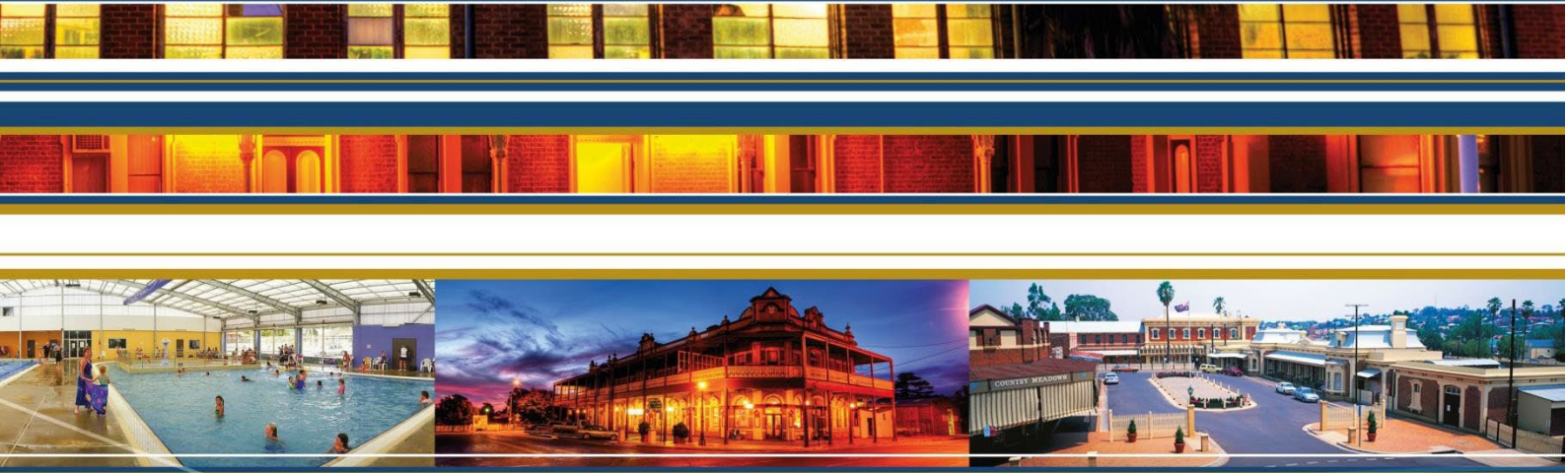
Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
SEWERAGE - Annual Charge				
Residential Properties				
Annual Charge - House -Connected	Disc	No	\$504.00	\$524.00
Annual Charge - House - Unconnected	Disc	No	\$247.00	\$257.00
Annual Charge - Flat/Unit - Connected	Disc	No	\$257.00	\$267.00
Non-residential Properties				
Access charge - 20mm water connection	Disc	No	\$437.00	\$454.00
Access charge - 25mm water connection	Disc	No	\$566.00	\$589.00
Access charge - 32mm water connection	Disc	No	\$1,017.00	\$1,058.00
Access charge - 40mm water connection	Disc	No	\$1,545.00	\$1,607.00
Access charge - 50mm water connection	Disc	No	\$2,447.00	\$2,545.00
Access charge - 80mm water connection	Disc	No	\$6,374.00	\$6,629.00
Access charge - 100mm water connection	Disc	No	\$9,955.00	\$10,353.00
Access charge - 150mm water connection	Disc	No	\$13,937.00	\$14,494.00
Non-residential sewer usage charge rate per kL	Disc	No	\$1.41	\$1.47
SEPTIC TANKS - Annual Charge				
Annual Charge - Operate on-site sewage management system	Reg	No	\$15.00	\$16.00
SEWERAGE WORKS				
Connection Fee				
Residential Land - where the Sewer Main is available to the block. NB If the block is found to already have a satisfactory point of connection (junction, riser and boundary trap), the fee will be REFUNDED)	Disc	No	\$2,332.00	\$2,425.00
Commercial / Industrial Land	Disc	No	POA	POA
Extensions				
To extend the Sewer Main to a block(s)	Disc	No	POA	POA
Headworks Charge				
Charges set for development of residential subdivisions, strata units or flat development: Per Lot or Unit (PAYABLE ONLY WHEN NEW LOT(S) ARE CREATED OR ON SECOND AND SUBSEQUENT NEW UNITS)	Disc	No	\$1,845.00	\$1,919.00
WASTE MANAGEMENT - Annual Charges				
Domestic Waste Management Services - Section 496 LGA				
Annual charge - Residential Junee	Disc	No	\$365.00	\$380.00
Annual charge - Residential Junee Organics Collection	Disc	No	\$69.00	\$72.00
Annual charge - Residential Vacant Land - Junee	Disc	No	\$115.00	\$120.00
Annual charge - Residential Old Junee, Illabo & Bethungra	Disc	No	\$365.00	\$380.00
Annual charge - Residential Vacant Land - Old Junee, Illabo & Bethungra	Disc	No	\$57.00	\$59.00
Business Waste Management Services - Section 501 LGA				
Annual charge for 120 litre bin + 240litre recycling bin - Business per 1st service collection	Disc	No	\$365.00	\$380.00
Annual charge 120 litre Bin - Business or Residential for each additional bin per collection	Disc	No	\$213.00	\$222.00
Annual charge 240 litre Recycling Bin - Business or Residential each service and additional bin per collection	Disc	No	\$248.00	\$258.00
Waste Management Services - Section 501 LGA				
Annual charge - Waste Management collection "By Agreement"	Disc	No	\$412.00	\$428.00
Rural Waste Management Services - Section 501 LGA				
Annual charge - Rural Waste Management	Disc	No	\$148.00	\$154.00
Organics Waste				
Annual charge	Disc	No	\$69.00	\$72.00
DRAINAGE – Annual Charges				
Residential assessments - Junee	Reg	Yes	\$25.00	\$25.00
Business assessments - Junee Urban area - \$25.00 plus \$12.00 for each 350 m ² of land or part thereof	Disc	Yes	Calc.	Calc.
LIQUID TRADE WASTE				
Annual Trade Waste Fee				
Category 1 Discharger	Disc	No	\$117.58	\$122.58
Category 2 Discharger	Disc	No	\$232.60	\$241.60
Category 3 Discharger - Large Discharger (>20kL/day)	Disc	No	\$780.31	\$811.31

- Industrial Discharger	Disc	No	\$780.31	\$811.31
Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
Reinspection Fee	Disc	No	\$185.91	\$192.91
Trade Waste Usage Charge				
Category 1 Discharger with appropriate pre-treatment	Disc	No	Free	Free
Category 1 Discharger without appropriate pre-treatment (\$/kL)	Disc	No	\$2.07	\$2.07
Category 2 Discharger with appropriate pre-treatment (\$/kL)	Disc	No	\$2.07	\$2.07
Category 2 Discharger without appropriate pre-treatment (\$/kL)	Disc	No	\$19.01	\$20.01
Food Waste Disposal Charge (per bed)	Disc	No	\$34.75	\$35.75
Excess Mass Charges (\$/mass)				\$0.00
Aluminium	Disc	No	\$0.93	\$0.93
Ammonia* (as N)	Disc	No	\$2.76	\$2.76
Arsenic	Disc	No	\$93.34	\$97.34
Barium	Disc	No	\$46.66	\$48.66
Biochemical oxygen demand* (BOD)	Disc	No	\$0.93	\$0.93
Boron	Disc	No	\$0.93	\$0.93
Bromine	Disc	No	\$18.66	\$19.66
Cadmium	Disc	No	\$431.52	\$448.52
Chloride	Disc	No	Nil	Nil
Chlorinated hydrocarbons	Disc	No	\$46.66	\$48.66
Chlorinated phenolics	Disc	No	\$1,865.93	\$1,940.93
Chlorine	Disc	No	\$1.91	\$1.91
Chromium	Disc	No	\$31.11	\$32.11
Cobalt	Disc	No	\$19.01	\$20.01
Copper	Disc	No	\$19.01	\$20.01
Cyanide	Disc	No	\$93.34	\$97.34
Fluoride	Disc	No	\$4.66	\$4.66
Formaldehyde	Disc	No	\$1.91	\$1.91
Oil and Grease* (Total O&G)	Disc	No	\$1.68	\$1.68
Herbicides/defoliant	Disc	No	\$933.71	\$970.71
Iron	Disc	No	\$1.91	\$1.91
Lead	Disc	No	\$46.66	\$48.66
Lithium	Disc	No	\$9.34	\$9.34
Manganese	Disc	No	\$9.34	\$9.34
Mercaptans	Disc	No	\$93.34	\$97.34
Mercury	Disc	No	\$3,111.12	\$3,235.12
Methylene blue active substances	Disc	No	\$0.93	\$0.93
Molybdenum	Disc	No	\$0.93	\$0.93
Nickel	Disc	No	\$31.11	\$32.11
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N	Disc	No	\$0.24	\$0.24
Organoarsenic compounds	Disc	No	\$933.71	\$970.71
Pesticides general (excludes organochlorines and organophosphates)	Disc	No	\$933.71	\$970.71
Petroleum hydrocarbons (non-flammable)	Disc	No	\$3.12	\$3.12
Phenolic compounds (non-chlorinated)	Disc	No	\$9.34	\$9.34
Phosphorous* (Total P)	Disc	No	\$1.91	\$1.91
Polynuclear aromatic hydrocarbons	Disc	No	\$19.01	\$20.01
Selenium	Disc	No	\$65.68	\$68.68
Silver	Disc	No	\$1.73	\$1.80
Sulphate* (SO4)	Disc	No	\$0.19	\$0.20
Sulphide	Disc	No	\$1.91	\$1.99
Sulphite	Disc	No	\$2.07	\$2.15
Suspended Solids* (SS)	Disc	No	\$1.20	\$1.25
Thiosulphate	Disc	No	\$0.34	\$0.35
Tin	Disc	No	\$9.34	\$9.74
Total dissolved solids* (TDS)	Disc	No	\$0.08	\$0.08
Uranium	Disc	No	\$9.34	\$9.71
Zinc	Disc	No	\$19.01	\$20.00
Non-compliance pH charge - value of coefficient k (refer equation 3 in Liquid Trade Waste Policy)	Disc	No	\$0.52	\$0.54
Septic receipt at Junee Sewer Treatment Plant per litre	Disc	No	\$0.05	\$0.05
Trade Waste receipt at Junee Sewer Treatment Plant per litre	Disc	No	\$0.10	\$0.10

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
SUPPLY OF EFFLUENT WATER				
Supply of Effluent Water (\$/kL)	Disc	No	\$0.06	\$0.06
Engineering & Infrastructure Fees and Charges				
Private Works				
Private Works undertaken by the Council are done so pursuant to the Local Government Act 1993. It is the Council's policy that all plant hired will be operated by an employee of the Council, i.e. the Council will not 'dry hire' any item of plant.				
Where works are undertaken outside of normal working hours, an overtime loading shall apply.				
Similarly, where works are undertaken as a call-out (irrespective of the duration) or on short notice, a loading shall apply.				
Private Works will be undertaken either as a 'do and charge' or on a quote basis and this applies to labour, plant and materials.				
BLASTING				
Blasting Permit	Disc	No	\$143.00	\$149.00
CONTRIBUTIONS				
Kerb & Guttering - JSC initiated				
As resolved by Council - not to exceed 50% of the cost of the work as specified in the Roads Act - includes 1 layback	Disc	No	AS detailed	AS detailed
Other boundaries, provided does not exceed 25% of cost per lineal metre	Disc	No	AS detailed	AS detailed
Laybacks / Gutter crossings (each)	Disc	No	AS detailed	AS detailed
PLANT, MATERIALS & PRIVATE WORKS				
Plant Hire Rates - per hour including operator				
Labour Rate	Private works	Yes	POA	POA
Truck D/Cab, Tipper - per hour	Private works	Yes	POA	POA
Tipper, 5m3	Private works	Yes	POA	POA
U.D. Nissan Tipper, 8m	Private works	Yes	POA	POA
U.D. Nissan Tipper, 8m ,plus pig trailer 8m	Private works	Yes	POA	POA
Water Truck 10,000 litres	Private works	Yes	POA	POA
Street Sweeper	Private works	Yes	POA	POA
Rollers (towed by Tractor)	Private works	Yes	POA	POA
Grader	Private works	Yes	POA	POA
Excavator - Volvo EC210B	Private works	Yes	POA	POA
Backhoe - Caterpillar 432E	Private works	Yes	POA	POA
Loader - Hitachi LX-150	Private works	Yes	POA	POA
Self Propelled Rubber Tyred Roller - Multipac VP2400	Private works	Yes	POA	POA
Tractors - John Deere, Chamberlain, Ford	Private works	Yes	POA	POA
Combination Roller	Private works	Yes	POA	POA
Ingersol-Rand Roller (double drum)	Private works	Yes	POA	POA
HAMM Smooth Drum Roller (self-propelled)	Private works	Yes	POA	POA
John Deere 1145 Mowers	Private works	Yes	POA	POA
Mower - Walker	Private works	Yes	POA	POA
Slashers	Private works	Yes	POA	POA
Sewer Jetter	Private works	Yes	POA	POA
Minor Plant ie: Chainsaws, mowers, compactors, pumps, slashers	Private works	Yes	POA	POA
Ancillary Plant ie: P90 Cabin, small mowers, Whipper snippers etc.	Private works	Yes	POA	POA
Light Vehicles (operator to be added at hourly rate) - per km	Private works	Yes	POA	POA
Low Loader less than 100 KM	Private works	Yes	POA	POA
Low Loader greater than 100 KM add kilometre rate - per km	Private works	Yes	POA	POA
Overtime loading	Private works	Yes	POA	POA
Call-out/short notice loading	Private works	Yes	POA	POA
Materials				
Gravel	Private works	Yes	POA	POA
ROAD APPROVALS				
s.138 Approvals				
Section 138 Application - non-residential in nature (includes one inspection)	Disc	No	\$201.00	\$209.00
Section 138 Inspection Fee	Disc	No	\$177.00	\$184.00
Section 138 - residential	Disc	No	Free	Free
Assessment of design of Commercial vehicular footpath crossing (incl 2 inspections)	Private works	Yes	\$177.00	\$184.00
Additional Inspections if required	Private works	Yes	\$177.00	\$184.00

s.144 Special Event Approvals				
Event. This does not include Traffic Management/personal	Disc	No	\$210.00	\$218.00
National Heavy Vehicle Approvals				
Oversize/Overmass Application	Disc	No	\$77.00	\$80.00
Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
PUBLIC RESERVE/ROAD				
Administration fee - charged at each lease/licence commencement	Disc	No	\$177.00	\$184.00
Rental of reserve or closed roads per hectare per annum (in Ha lots)	Disc	No	\$88.00	\$92.00
Permanent Road closure application. (Plus Actual cost include - advertising, survey plans, DA fees. LPI registration) - Formed or unformed Roads	Disc	Disc	\$2,200 + Actual costs	\$2,200 + Actual costs
Easement Negotiations. (Plus Actual cost include - advertising, survey plans, DA fees. LPI registration) - Council land	Disc	Disc	\$2,200 + Actual costs	\$2,200 + Actual costs
Crown Land leases	Disc	No	As tendered	As tendered
Occupation fee for hoarding length exceeding 50m or area occupied exceeding 100m2	Disc	No	POA	POA
Occupation fee per m2 for hoarding less than 50m or area occupied less than 100m2: - fees apply after one week - per m2 of road reserve occupied per week or part week - minimum charge of \$60/week	Disc	No	\$3.00	\$3.10
SLASHING				
Clean normal urban block (after notice) - Minimum Charge - Blocks less than 1,000 sq mtrs	Private works	Yes	POA	POA
Other/large block (by quote) - for blocks great than 5000 sq mtrs	Private works	Yes	POA	
STREET BANNER				
Erection of street banner for ceremonial purposes - each	Disc	Yes	\$482.00	\$501.00
Finance & Administration Fees and Charges				
Privacy & Personal Information Protection Act				
Enquiries made of the Council may be subject to the requirements of the <i>Privacy & Personal Information Protection Act</i>).				
BANKING FEES				
Charge for dishonoured cheque or direct debit	Disc	Yes	\$115.00	\$120.00
CERTIFICATES				
Section 603 Certificate	Reg	No	\$90.00	\$95.00
Section 735A Certificate - Outstanding Notices and Orders under LG Act	Reg	No	See Development fee section	See Development fee section
24 hour turnaround from time of receipt	Disc	Yes	\$123.00	\$128.00
SALE OF LAND FOR UNPAID RATES				
Debtor Accounts, Rates Accounts etc - Rate is subject to change. Rate quoted is current at the time the schedule was prepared	Reg	No	6%	9%
Sale of Land for unpaid rates Administration charge	Disc	yes	\$750.00	\$780.00
Advertising, Real Estate Agent, Solicitor, Valuation fees. Title Searches.	Reg	yes	Actual cost	Actual cost
ENQUIRY FEES				
Rate enquiry per assessment				
Written response	Disc	No	\$50.00	\$52.00
Verbal response	Disc	No	\$28.00	\$29.00
By Owner (no charge)	Disc	No	No Charge	No Charge
Rate Notice, duplicate copy	Disc	No	\$20.00	\$21.00
Real Estate Listing	Disc	No	\$68.00	\$71.00
Researching information for external parties				
Rate per hour	Disc	No	\$97.00	\$101.00
Minimum Fee	Disc	No	\$97.00	\$101.00
GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009				
Application fee for requests under GIPA	Reg	No	\$30.00	\$30.00
Processing fees				
Non-Personal Information per hour	Reg	No	\$30.00	\$30.00
Personal Information per hour after first 20 hours	Reg	No	\$30.00	\$30.00
Researching information for GIPA requests				
Rate per hour	Disc	No	\$97.00	\$101.00
Minimum Fee	Disc	No	\$97.00	\$101.00

Fees and Charges Description	Statutory Fee	GST Status	22/23 Fees	Draft 23/24 Fees
HIRE OF COUNCIL BUILDINGS/OPEN SPACES				
Council rooms				
Council Chambers or Committee Room - during office hours - per event or day	Disc	Yes	\$141.00	\$147.00
Council Chambers or Committee Room - outside of office hours - per hour	Disc	Yes	\$45.00	\$47.00
Athenium Theatre				
Weddings, 21sts, engagements - per event / day	Disc	Yes	POA	POA
Meetings - per event / day	Disc	Yes	POA	POA
Meetings - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Ecumenical Church Services - per event / day	Disc	Yes	POA	POA
Ecumenical Church Services - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Non-profit Organisations - per event / day	Disc	Yes	POA	POA
Non-profit Organisations - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Grand Piano Hire - per event / day	Disc	Yes	\$31.00	\$32.00
Grand Piano Hire - per hour (1 - 4 hours only)	Disc	Yes	\$11.00	\$11.40
Grand Piano Hire - key deposit	Disc	Yes	\$21.00	\$22.00
Bond - functions with alcohol	Disc	Yes	POA	POA
Bond - functions without alcohol	Disc	Yes	POA	POA
Council Parks & Reserves				
Group Fitness Class Fee (3 or more people) - per month, Max. No. sessions 6 per week. Application required.	Disc	Yes	\$257.00	\$267.00
Personal Training Fee (1 or 2 people) - per month Max. No. sessions 6 per week. Application required.	Disc	Yes	\$133.00	\$138.00
Commercial user per day	Disc	Yes	\$615.00	\$640.00
Cleaning/Damage Deposit	Disc	Yes	\$1,025.00	\$1,066.00

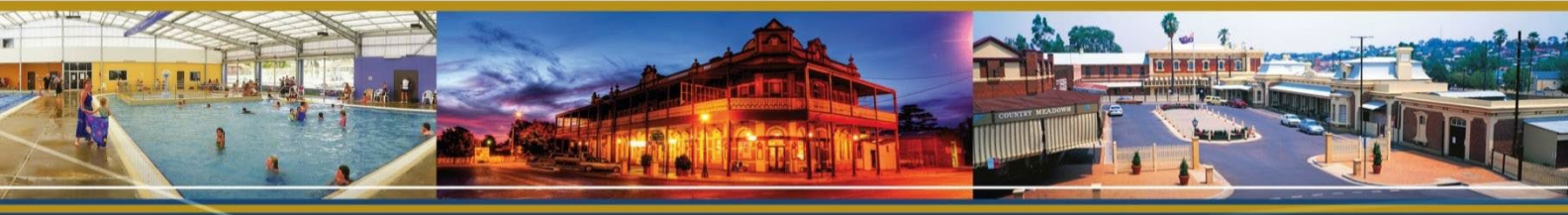


WORKFORCE PLAN

2023 - 2027

ADOPTED: 27 June 2013
MINUTE NO: 23.06.13
READOPTED: 27 June 2017
MINUTE NO: 22.06.17
READOPTED: 28 July 2020
MINUTE NO: 03.07.20





EXECUTIVE SUMMARY

The New South Wales State Government introduced an Integrated Planning and Reporting Framework for Local Government that includes a requirement that local Councils develop and adopt a Workforce Management Plan in keeping with the framework shown below: The Integrated Planning and Reporting Framework requires all NSW Councils to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Plan forms part of the Resourcing Strategy and outlines how Junee Shire Council will implement the priorities and strategies within its Delivery Program, in line with Council's budget.

Councils are required to undertake workforce planning to support the achievement of the Delivery Program. The Workforce Management Strategy is a four-year plan. It addresses the human resources required to achieve the activities identified in the Delivery Program.

WHAT IS WORKFORCE PLANNING?

Workforce planning and development is a management technique used to effectively manage **workforce demand and supply**. It is the process used to align the needs of a business with those of its workforce.

An effective Workforce Plan is a continuous process of shaping the workforce to ensure that it is capable of delivering the Council's objectives now and in the future. The plan aims to provide Council with the workforce best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services consistently, effectively and efficiently.

For the process to be truly effective, workforce planning needs to be recognised as a business-driven process, which is a fundamental component of the integrated planning and reporting framework.

Workforce planning and development is an urgent issue in the Australian business community. It is strategic and operational and needs to be successfully integrated into overall business strategy and corporate objectives.

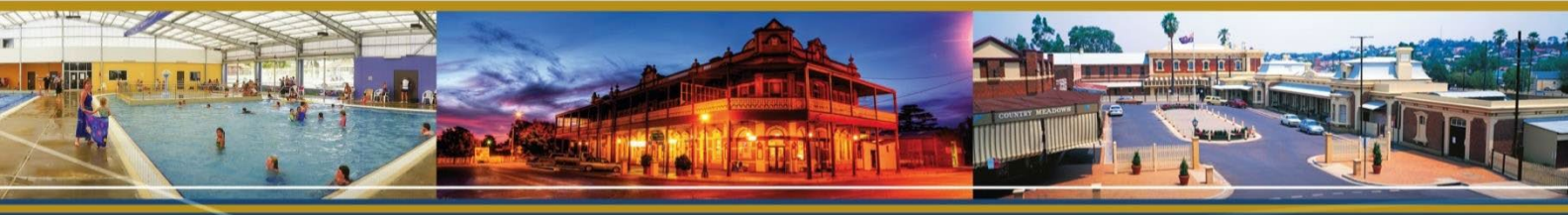
Whilst Workforce Planning is the key to forecasting future labour requirements, it is also used for:

- Identifying staff concerns
- Developing new workforce skills
- Monitoring and containing workforce costs
- Ensuring that there is adequate service delivery into the future.

WHAT IS WORKFORCE DEVELOPMENT?

Workforce planning in Australia, particularly in rural Australia has a number of challenges:

- There are more women working than ever before
- There are fewer young people entering the job market each year
- The workforce is ageing
- In 2011 more people exited the workforce than entered it
- Over the next 40 years the proportion of Australians aged over 65 will double
- Australia will have shortages of more than 200,000 skilled workers over the next five years, with many of these prominent in the local government sector
- Aboriginal, the Cultural and Linguistically Diverse communities and people with disabilities are under-represented in the workforce.



VISION & VALUES

This Workforce Plan is one of the resourcing strategies that address the requirements in the Community Strategic Plan (CSP). In doing so, it is informed by the CSP especially the Council's **Vision** and **Values**.

OUR VISION

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.”

“Junee will be prosperous and existing services and businesses will have been preserved and grown. The shire will have economic development strategies recognising the different circumstances of urban and rural areas.”

“Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.”

“It will be an independent Local Government area with a strong sense of identity.”

OUR COMMUNITY

PROUD AND WELCOMING

We are proud of our shire and as a friendly community we encourage and support new residents and business owners.

INNOVATIVE AND PROGRESSIVE

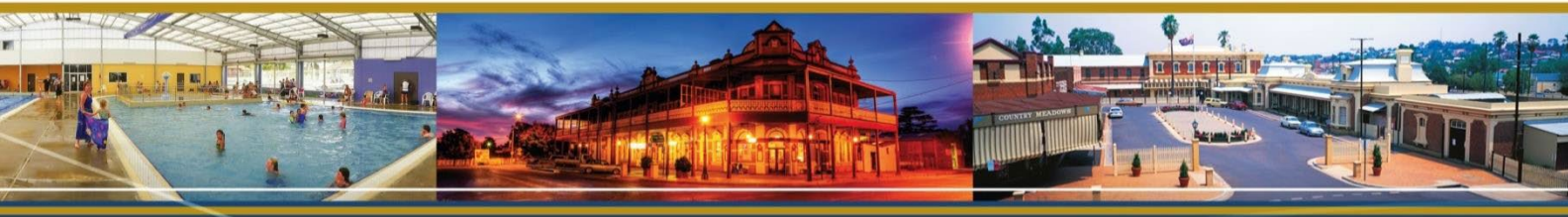
We welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

INCLUSIVE

We have a perspective broader than the shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

LEADERSHIP AND WISDOM

We listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.



FRAMEWORK

The Workforce Plan must complement the other resourcing strategies within the Integrated Planning and Reporting Framework.

COMMUNITY STRATEGIC PLAN

Identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.

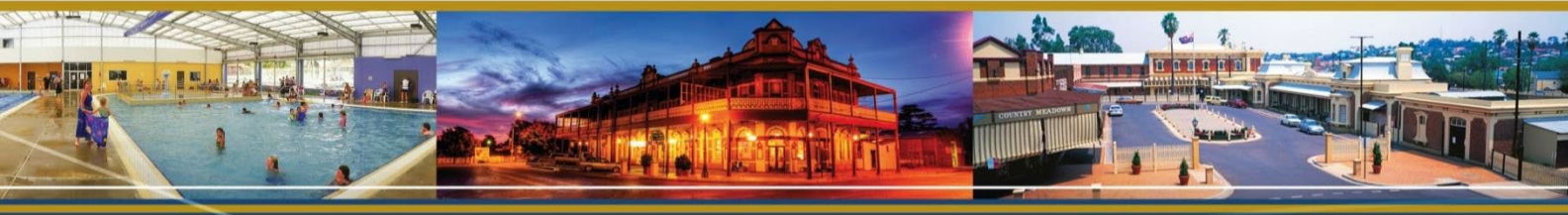
COMBINED DELIVERY PROGRAM AND OPERATIONAL PLAN

Describes the activities and outlines the details of the specific projects we will undertake over the next four years to achieve our long term goals and outcomes.



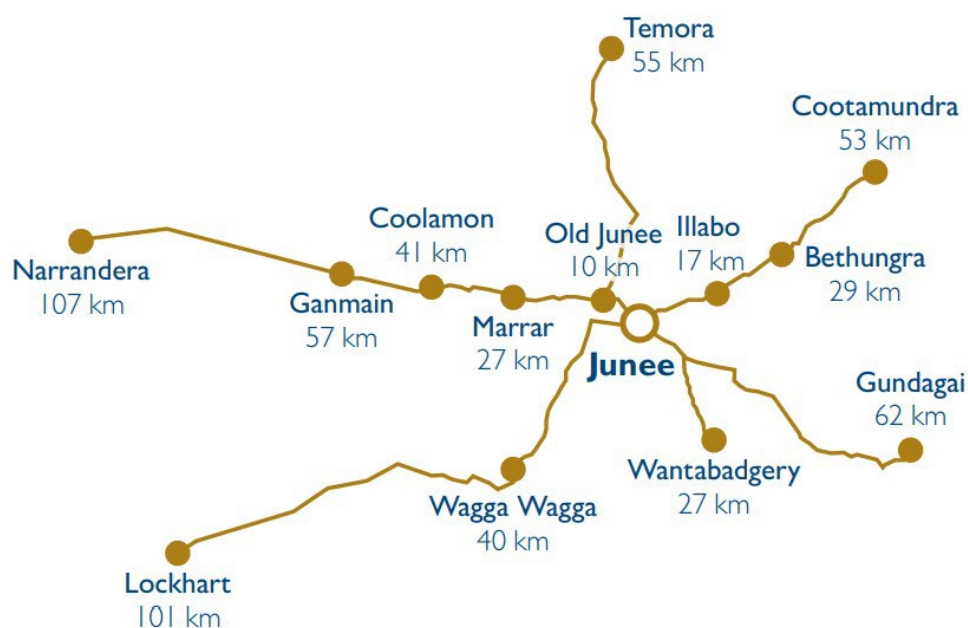
The Workforce Plan, together with the Council's Asset Management Strategy, Asset Management Plans and Long Term Financial Plan, provide the resources necessary to achieve the Delivery Program.

The Workforce Plan aligns with and supports Junee Shire Council's other key planning documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community. The Plan is designed to cover a rolling four-year period, however it also focuses on specific outcomes required in the next 12 months.



JUNEE SHIRE

Junee Shire is a rural shire of 6,631 (ABS as at 30 June 2018) people and 2031 square kilometres on the South West Slopes of New South Wales. The township of Junee is 41 kilometres from Wagga Wagga. The Junee township has a population of 4,762 (ABS Census 2016). There are four villages: Bethungra, Illabo, Old Junee and Wantabadgery.



Junee is not typical of rural shires in New South Wales due to its proximity to the Wagga Wagga which is the largest inland city in NSW. The rural sector does not rely on the township for services to the same extent as happens in shires more remote from regional centres. Junee proximity also has substantial recruiting attraction and other advantages which Junee has benefited from.

Junee Shire Council must take into consideration the changing labour market environment, even if it has appeared unaffected over recent years. There is a growing trend within working environments of people being more nomadic throughout their working life and the recruitment, training and most productive employment has assumed a much greater importance in the delivery of services by local government to the Community.

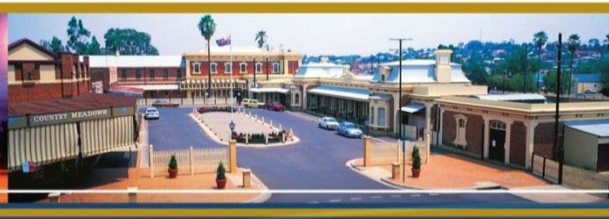
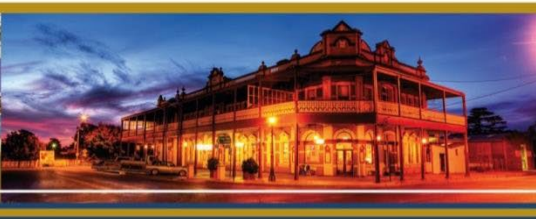
ORGANISATION

Junee Shire Council has four departments overseen as follows

- | | |
|---------------------------------------|-------------------------|
| • Executive Services | General Manager |
| • Community and Business Services | Director |
| • Finance and Administration Services | Chief Financial Officer |
| • Engineering Services. | Director |

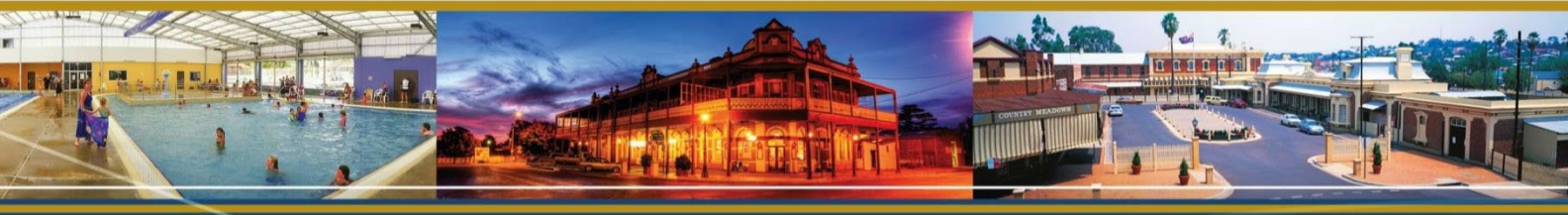
The General Manager and the three Directors make up the Management Executive Team (MANEX).

The Council has determined the following Service Areas within each Directorate:



ORGANISATIONAL STRUCTURE





WORKFORCE PROFILE

Junee Shire Council employs some 86 across its diverse range of functional areas, with the equivalent full-time at 74. The status levels as at May 2023 were as follows:

	Permanent Full-time	Permanent Part-time	Traineeships	Casuals
Female	12	3	0	14
Male	45	0	2	9
Total	57	3	2	23

The two school based trainees currently engaged with Council are undertaking the following qualifications:

- Cert. II in Sport and Recreation
- Cert. III in Local Government (Facilities Maintenance)

Casual employees are primarily based at the Recreation Centre (16), the balance based at the Library (5) and Council Office (2).

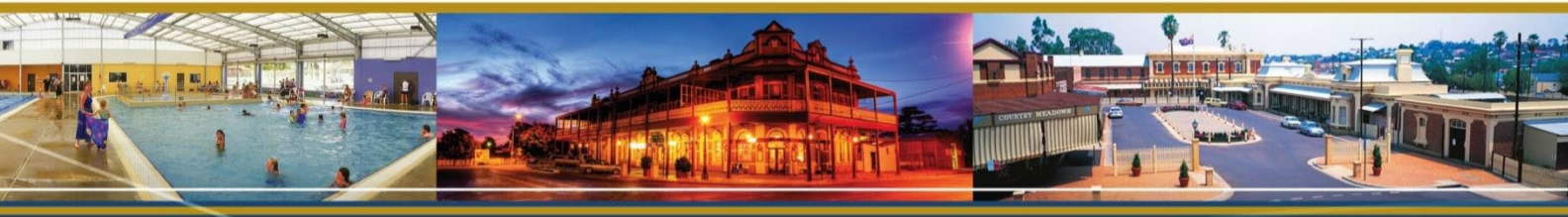
Council's workforce is comprised of 56 males (66%) and 30 females (34%).

The proportion of females as part of the full-time workforce is 15.2%.

The workforce of Council is an ageing one, evident across both female and male sectors, with the majority being represented by males undertaking positions in the outdoor workforce.

Age profile by gender:

	20 and under	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61 and over
Male	7	4	8	0	4	5	4	7	9	8
Female	4	3	1	1	4	2	2	2	4	7



ISSUES

GENDER BALANCE

It is highly desirable to increase the proportion of women in the workforce with full consideration of the characteristics of Equal Employment Opportunity. Council's situation is that there are few recruiting opportunities, which in turn impacts on the opportunities for innovative recruitment.

STRATEGY:

To recruit women to positions whenever opportunities occur, other things being equal. Specifically target female demographic by identifying specific professional areas such as finance, engineering, human resources, Information Technology etc. and build this aspect in to council's long term succession planning.

LONGEVITY

The permanent full-time workforce has an average length of service of 20 years. This is relatively high and indicates a high level of stability. It fosters the virtues of institutional knowledge and job skilling through experience. It also saves on recruiting costs. It generally means that there is always someone to step up to a vacant position. However, because those vacant positions are so few and infrequent, succession can take time to achieve.

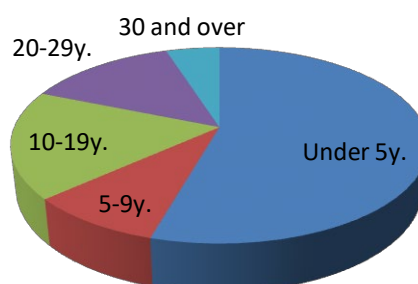
It can be seen that the workforce is lacking young people, and this is a result of the high stability; the older are crowding out the young looking for opportunities in a workplace such as ours.

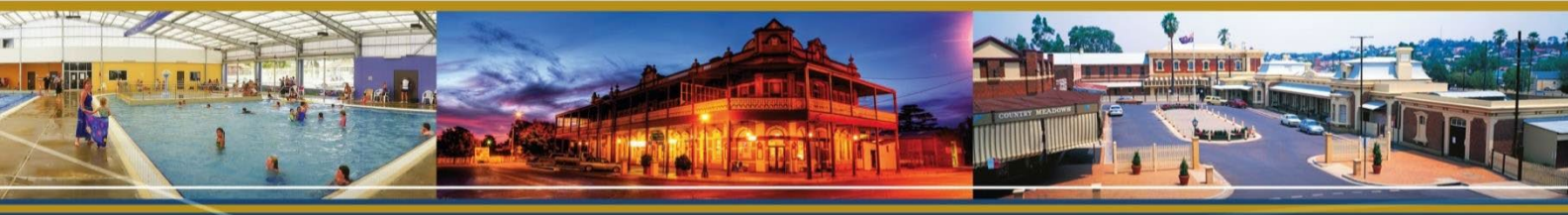
It can be seen that the workforce would benefit from the engagement and/or promotion of young people as this would assist with succession planning and the uptake of cross-integration of skills.

STRATEGY:

While providing the conditions for the experienced employees to maintain their productivity, take opportunities that vacancies provide to refresh the workforce from below with younger people – other things being equal. Utilise graduates, cadetships, traineeships and apprentices to their best potential to entice a younger generation of employees to the council workforce.

YEARS OF SERVICE ACROSS WORKFORCE





CRITICAL POSITIONS

The following may be categorised as critical positions in terms of supply or availability for recruitment purposes.

- Executive Management Positions
- Finance and Business Professionals
- Engineering Professionals
- Building Surveyors
- Human Resource Professionals
- Risk Manager
- Rates Officers
- Tourism and Economic Development
- Treatment Plant/Wastewater Operators

These are the positions where there is a shortage industry wide.

Junee has not historically had great difficulty in recruitment generally because of its inherent attractiveness and proximity to a regional centre. However, there are shortages in key areas, and they promote the desirability of 'growing your own'.

Council's previous experience through the engagement of an Engineering Cadet and Trainees/Apprentices has been met with positive outcomes.

STRATEGIES:

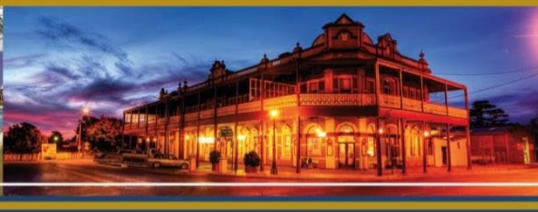
- Wherever feasible, nurture our own talent by way of student placements (engineering), traineeships (eg. building surveying, IT, Library services) and apprenticeships.
- Provide structured and specialist training programs.
- Promote employment within a small rural council as opportunity to be in a more hands-on environment, to have broad exposure to Council operations and the opportunity for workplace flexibility.

RETENTION

Retention has not generally been a concern however Council needs to complement its desirable location and amenities with preferred employer status and the retention of high quality employees.

STRATEGIES:

- Provide flexible working hours.
- Ensure that pay and conditions are competitive.
- Enrich and enlarge jobs wherever feasible.
 - Transfer knowledge to appropriate staff in order to enable the Council's succession plans.
- Provide for flexible Salary Sacrifice and Salary Packaging.



WORK HEALTH AND SAFETY

Junee Shire Council has an enviable record compared to other Council workplaces which it strives to maintain.

STRATEGIES:

- Vigilant approach to workplace safety and risk management.
- Active WH&S Committee that works to reduce workplace hazards.
- Continuation of Employee Assistance Program

WORKING CONDITIONS

Junee Shire Council's workplace is ageing and suffers by comparison with other Council workplaces around the region. There can be no major improvements to this due to resource restraints however there should be a process of continuous incremental improvements to improve the status.

STRATEGIES:

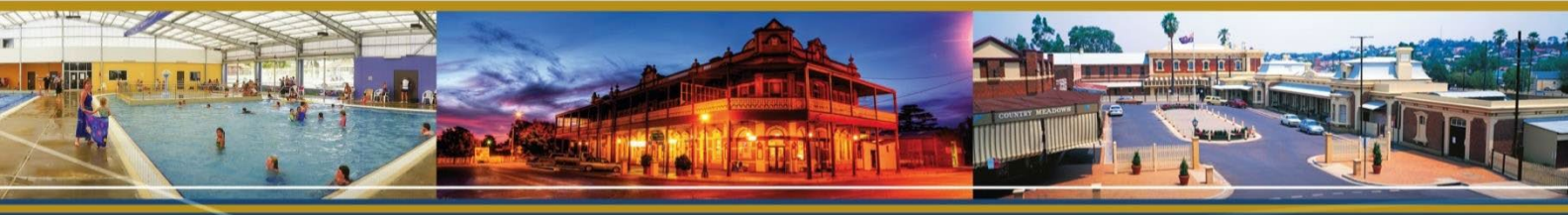
- Keep abreast with modern technology to ensure high standards of efficiency and productivity are retained.
- Renew computer equipment/upgrade systems to ensure that such equipment/systems are in place to enrich the workplace experience.
- Maintain a modern fleet including construction equipment, vehicles and miscellaneous plant.

DETERMINING SUCCESS

Junee Shire Council has previously set a base line with a major employee attitude survey. There is a need to continue this survey process and complement that with additional actions.

STRATEGIES:

- Seek employee views through an attitude survey where possible.
- Conduct and document exit interviews.
- Conduct regular employee appraisals.



CONCLUSION

The Workforce Plan needs to be considered from the perspective of determining what and how to forecast for the future needs of employment within Council. These needs are determined by such elements as an ageing workforce, attraction and retention of employees, community expectations, funding restraints. Included in these elements are challenges and issues around the development and management of the human resources of Council and the relationship that this has with Council's ability to deliver on its strategic objectives.

This Plan should be read in conjunction with Council's various employee policies which expand on its obligations towards employee engagement.

This Plan provides the opportunity to achieve its Delivery Program, to complement the other resourcing plans and to be a vital document in itself.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023

Item 2 **COUNCIL INVESTMENTS AND BANK BALANCES**

Author Manager Finance and Business Services

Attachments Nil

RECOMMENDATION:

That Council note the Investment Report as of 31 May 2023, including the certification by the Responsible Accounting Officer

PURPOSE

To provide a report setting out all money that the Council has invested under Section 625 of the *Local Government Act 1993*.

EXECUTIVE SUMMARY

In accordance with Clause 212 of the *Local Government (General) Regulation 2021*, a report stating the details of money invested must be presented to the Council monthly.

The report must include certification as to whether the investments have been made in accordance with the Act, Regulations, and Council's Investment Policy.

The Investment Report shows that Council has total cash and investments of \$8,781,215 comprising:

Trading Accounts -	\$741,139
At Call Accounts -	\$1,790,076
Investments -	\$6,250,000

Certification – Responsible Accounting Officer

I, Lloyd Hart, hereby certify that the investments listed in the attached reports have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005*, and existing Investment Policies.

BACKGROUND

In accordance with Clause 212 of the *Local Government (General) Regulation 2021*, a report stating the details of money invested must be presented to the Council monthly.

The report must also include certification as to whether the investments have been made in accordance with the Act, the Regulations, and Council's Investment Policy

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023

LINK TO STRATEGY

The report relates to the Community Strategic Plan Outcome of:

- Sustainable – Strategy 6.1 – Council is accountable and financially sustainable.

FINANCIAL CONSIDERATIONS

Actual investment income for the period from 1 July 2022 to date was \$105,356.35.

SOCIAL CONSIDERATIONS

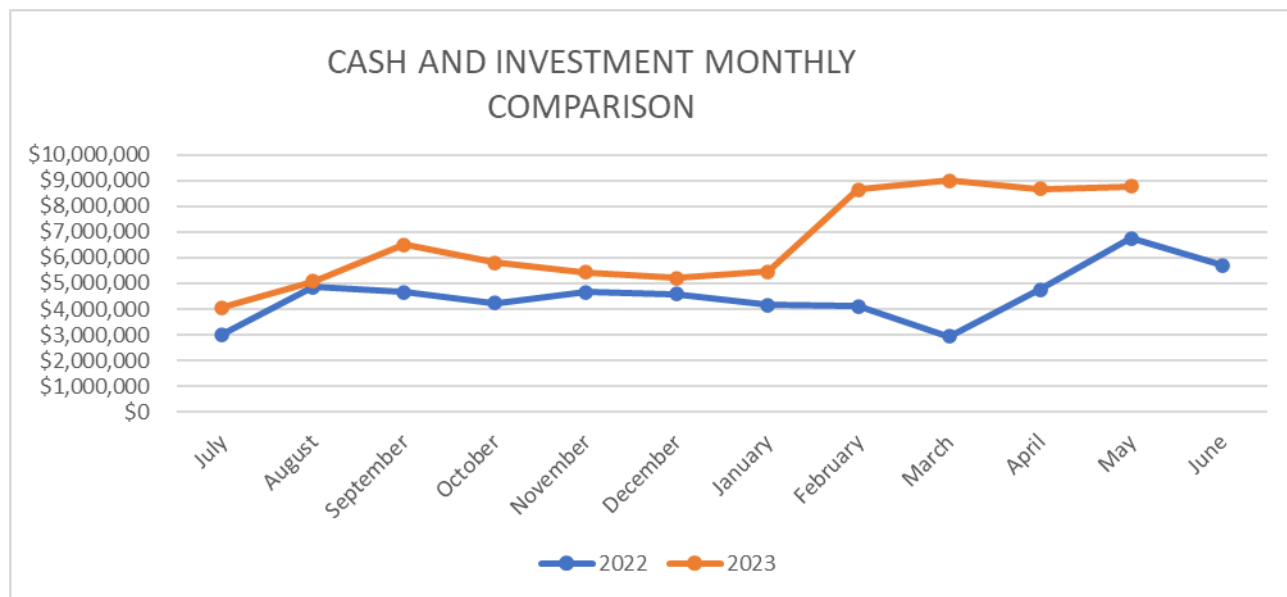
Council's investments are managed in accordance with Council's Investment Policy. Council's Investment Policy requires consideration of social responsibility when making investment decisions.

INVESTMENT BALANCES

INVESTMENT BALANCES						
As of 31 May 2023						
INSTITUTION	RATING	AMOUNT (\$)	MATURITY DATE	INTEREST RATE	INTEREST AT MATURITY (\$)	BENCHMARK – AusBond
Trading Accounts						
Commonwealth Bank of Australia	A1+	741,139	-	-	-	-
		741,139				
At Call Accounts						
Commonwealth Bank of Australia	A1+	1,790,076	At Call	3.65%	24,288.43	3.60%
		1,790,076			24,288.43	
Term Deposits						
Judo Bank	A3	-	Matured	-	872.60	-
Macquarie Bank	A1	-	Matured	-	1,495.89	-
MyState Bank	A2	-	Matured	-	2,864.38	-
AMP Bank	A2	-	Matured	-	4,506.16	-
National Australia	A1+	-	Matured	-	4,776.17	-
Judo Bank	A3	-	Matured	-	8,068.49	-
MyState Bank	A2	-	Matured	-	5,598.63	-
Australian Unity Bank	A2	-	Matured	-	10,504.10	-
Bank of Queensland	A2	-	Matured	-	13,836.99	-
AMP Bank	A2	-	Matured	-	10,068.49	-
AMP Bank	A2	-	Matured	-	11,818.49	-
MyState Bank	A2	-	Matured	-	6,657.53	-
Members Equity Bank	A2	500,000	2-Jun-23	3.25%	16,205.48	3.89%
AMP Bank	A2	500,000	14-Jun-23	4.10%	15,332.88	3.89%
The Mutual Bank	A3	500,000	19-Jun-23	4.40%	5,424.66	3.89%
National Australia Bank	A1+	1,000,000	28-Jul-23	4.38%	18,000.00	3.71%
National Australia Bank	A1+	750,000	8-Aug-23	4.30%	15,904.11	3.71%
National Australia Bank	A1+	500,000	14-Aug-23	4.40%	10,969.86	3.71%
AMP Bank	A2	1,000,000	11-Sep-23	4.65%	23,058.90	3.47%
AMP Bank	A2	500,000	04-Oct-23	4.75%	11,842.47	3.47%
AMP Bank	A2	500,000	31-Oct-23	5.00%	12,397.26	3.47%
MyState Bank	A2	500,000	08-Nov-23	5.00%	12,328.77	3.47%
		6,250,000			222,532.31	
Total Cash and Investment		8,781,215				

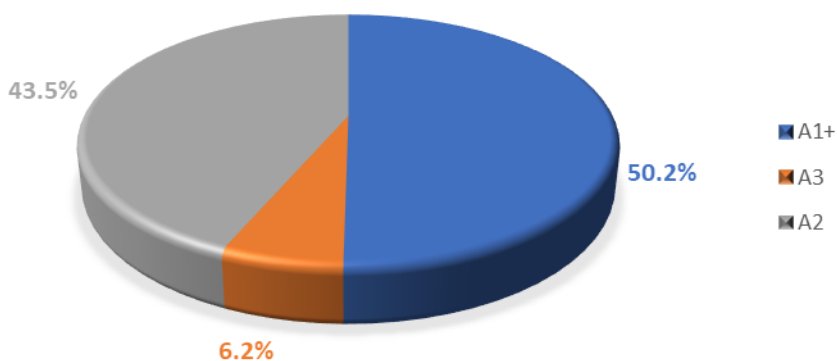
GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEESHIRE COUNCIL HELD ON 27 JUNE 2023.

Cash Comparative Analysis



Portfolio Analysis

COUNCIL INVESTMENT PORTFOLIO BY INSTITUTION RATING

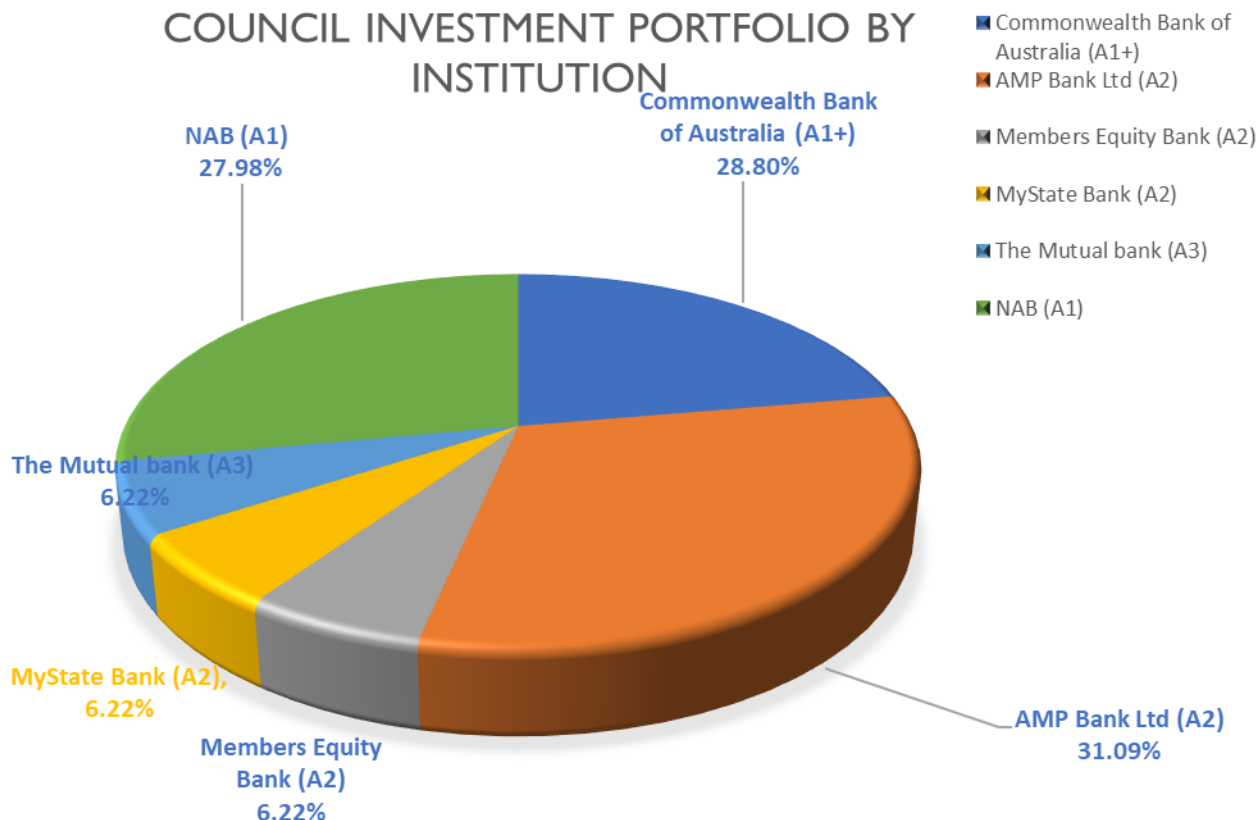


Portfolio Credit Framework – Compliance with Investment Policy Requirements

Clause 9a of the Council’s Investment Policy requires that the total percentage exposure within the market to any particular credit rating category be limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Maximum %	Portfolio Complies with Policy?
AAA	A1+	100%	Yes
AA+	A1	100%	Yes
AA			
AA-			
A+	A2	75%	Yes
A			
A-			
BBB+	A3	40%	Yes
BBB			
BBB-			
Unrated	Unrated	25%	Yes (\$Nil)

COUNCIL INVESTMENT PORTFOLIO BY INSTITUTION



Overall Portfolio Credit Framework – Compliance with Investment Policy Requirements

Clause 9b of the Council’s Investment Policy requires that exposure to an individual institution be restricted by their credit rating so that single entity exposure is limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Maximum %	Portfolio Complies with Policy?
AAA	A1+	50%	Yes
AA+	A1	50%	Yes
AA			
AA-			
A+	A2	35%	Yes
A			
A-			
BBB+	A3	20%	Yes
BBB			
BBB-			
Unrated	Unrated	20%	Yes (\$Nil)

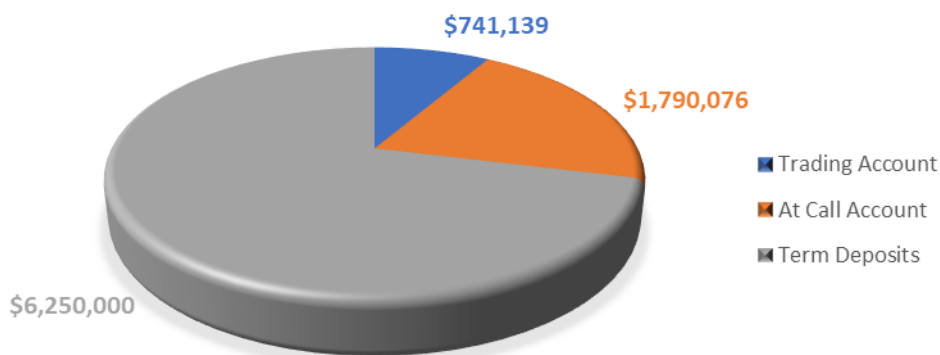
GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

Term to Maturity Framework – Compliance with Investment Policy Requirements

Clause 9c of the Council's Investment Policy requires Council's investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Term to Maturity Limited			Portfolio Complies with Policy?
Portfolio % < 1 year	Min 65%	Max 100%	Yes
Portfolio % > 1 year < 3 years	Min 0%	Max 20%	Yes
Portfolio % > 3 years < 5 years	Min 0%	Max 15%	Yes
Portfolio % > 5 years	Min 0%	Max 0%	Yes

COUNCIL CASH AND INVESTMENT PORTFOLIO BY TYPE OF INVESTMENT



Statement of Investment Policy Compliance

Legislative Requirements		Compliant
Institutional Exposure Limits	Yes	Fully compliant
Portfolio Credit Rating Limits	Yes	Fully compliant
Term to Maturity Limits	Yes	Fully compliant

Item 3 DRAFT JUNEE SHIRE COUNCIL INFRASTRUCTURE DEFERRED PAYMENT POLICY

Author General Manager

Attachments Development Infrastructure Deferred Payment Policy

RECOMMENDATION:

That Council adopt the Junee Shire Council Infrastructure Deferred Payment Policy.

EXECUTIVE SUMMARY

The Council's owned residential land stocks have been fully developed and there remains a demand for residential land for new housing. Council's financial capacity to purchase and develop land for urban release is limited at this time. There is currently a buoyant private property sector stepping into the property development space given the regional housing shortage, a resurgent economic outlook and the emerging employment opportunities in rural communities.

One obstacle for private investment is the high cost of providing the necessary upfront infrastructure services. The provision of Infrastructure costs vary depending on the development. For estate scale property development this cost can be in the order of \$40k to \$70k per developed lot, depending on land topography and distances from major utility services.

Council developed a draft Infrastructure Deferred Payment Policy to encourage private investment in developing multi lot residential land in Junee. Council has placed a high strategic priority on facilitating population and local economic growth and the policy provides one option that may facilitate that objective.

The public exhibition period calling for public submissions on the draft policy has ended and the Council is now in a position to determine if the policy should be adopted or not.

BACKGROUND

The development of the draft policy was considered at a Councillor workshop held on the 17 April to establish how Council could play a more active role in assisting landowners to develop land that is deemed strategically important to the future growth of Junee Shire.

A deferred infrastructure payment arrangement for the provision of Council managed infrastructure was preferred.

This mechanism for support includes Council providing a percentage of upfront costs for public infrastructure (sewer, roads, stormwater) with a repayment obligation placed on the property developer to reimburse the Council as individual lots are sold.

The aim of the policy is to encourage projects to progress more quickly, by freeing up capital so that it can be diverted into other sunk costs associated with the property development.

At the Council meeting held on 16 May 2023 it was resolved that:

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEESHIRE COUNCIL HELD ON 27 JUNE 2023.

1. Council exhibit the Draft Juneeshire Infrastructure Deferred Payment Policy for public submissions for a period of 28 days commencing 18 May 2023.
2. Council receive a further report following the public exhibition period.

The exhibition period closed on the 15 June 2023. No public submissions were received.

Councillor Clinton submitted the following questions on notice regarding the draft policy:

1. Turning to the fourth paragraph at point 2 titled "Background" it talks of "other rural councils". Other than Temora Council and Goldenfields Water, what other councils offer something similar?

Response: The purpose of acknowledging both Temora and Goldenfields Water in the report was to demonstrate that such policy practices existed within the public sector. We have made further enquiry with our regional counterparts on this matter, there were no additional like for like policies discovered.

There are many examples of NSW councils and utility providers having deferred payments for other matters such as headworks charges. Examples varied; some public authorities have a policy framework in place while others deal with matters on a case-by-case basis. Headworks charges are not related to construction of infrastructure but rather the cost of maintaining that infrastructure into the future. Headworks policy frameworks are not comparable with the Council's draft policy.

There are other development incentive policies which primarily deal with inward investment attraction which are linked to bringing new jobs to towns. In the main, the responses received indicated that most inquiries are dealt with individually or on the merit of each proposal, which is consistent with how Juneeshire has dealt with such matters.

2. There is a large development near the soccer fields of some 50 odd sites that is community titled. In Clause 3 of the 'application' the policy specifically excludes Strata or Community Title developments. Why are we restricting such large developments in the future from taking part in this scheme?

Response: Community title development infrastructure is typically constructed and maintained into the future by a body corporate or private management plan. In other words, the infrastructure is not owned or maintained by the Council. It also is constructed to a somewhat less required standard than public infrastructure, for example internal road may be narrow, sewer pipe diameter smaller.

The draft policy's purpose is directed towards activating mainstream residential land release. Strata title and community land development were considered out of scope in meeting the objective and intention of the policy. The other consideration is the Council's ability to meet a request to support one or more multi lot residential developments is not without limitation tied to its available cash to provide support at the time of considering a request.

The Council could remove the exclusion within the policy for strata and community title if there is strong support for it.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

3. *In clause 5 on page 4 of the policy it states that an applicant is entitled to only one scheme. If a developer achieves the desires of this policy, why would you limit the developer to only one scheme?*

Response: The limitation to a single use of the policy was that presumably after attaining profit margins from selling all their land, the developer would/could reinvest those profits into new residential development without the need for further support. The intention of the policy is to stimulate opportunities for additional residential lots coming to market as soon as possible.

The Council will be constrained by the quantum of available cash reserves it can allocate to developers under this policy. If the Council were to assist a multi lot development that brings residential land to the market the policy will have met its intended purpose.

4. *If we have a developer who wants to pay \$80,000 a lot for civil works through this scheme for say 50 lots the cost is \$4,000,000. They chip in a million and the council advances him three million. The lots sell for say \$150,000. Looking at page 5, clause 6. b) ii) it states that "it will be at Council's discretion whether all of the complete deferred payment (some 3 million) is required to be paid on the sale of the first lot (some 150k)"*

Is this a risk that you think that a developer would accept? This runs contrary to the concept expressed throughout the policy that the repayments will occur as the lots are sold. Why are these words in the policy?

Response: The May report included a utility service figure of between \$40,000 and \$80,000/lot for all infrastructure, water, electricity, gas, telecommunications as well as Council owned infrastructure roads, sewer, and stormwater. The policy only deals with providing financial assistance for Council's own infrastructure which would be significantly less than \$80,000/lot. Realistically, it would be out of reach for the Council to extend support of \$3m to a private development. The policy provides for the Council to determine what the level of support might be on a case-by-case basis.

However, the question refers to the sentence itself. *"it will be at Council's discretion whether all of the of the complete deferred payment is requires to be paid on the sale of the first lot"*. The sentence has been removed from the policy to avoid ambiguity.

Another matter suggested at the May Council meeting was to reduce the minimum of 5 new lots to permit smaller type development "mums and dads property owners" to access the policy.

Response: There are reasonable costs associated with preparing legal advice, land title registrations or caveats plus the interest to be applied, all of which is passed onto the developer. These costs would be reasonably substantial and are likely to outweigh the advantage of the developer seeking a bank loan that would deliver a better financial proposition for smaller development.

Council is also mindful that the threshold requiring sufficient information up front to assess an application is high and targeted towards more larger scale property developers or those who engage a consultant to manage their property development for them.

The other issue to consider is that smaller developments typically already have access to existing public roads and Council infrastructure so the effect of a contribution would be much smaller than larger developments. This calls into question the need to access the

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

policy by smaller developers. The intention of the policy is targeted towards larger scale development which would derive multi lot residential outcomes.

CONSIDERATIONS

Policy

The policy (attached) has been prepared for Council consideration. The objectives of the Policy are to:

- Support the provision of a sufficient supply of residential land ready to meet demand in Junee.
- Assist with the progression of large-scale subdivision development that otherwise may not occur without financial assistance.
- Ensure that new subdivision development is appropriately designed to respond to reasonably expected future infrastructure needs and avoid future adverse impacts upon other development.
- Ensure that property developers within urban release areas are not unreasonably burdened by the up-front costs associated with major development infrastructure and that costs are shared by those who benefit from the infrastructure provision.

Risk Assessment

This adoption of this policy presents a financial risk to Council.

Council's Risk Appetite Statement indicates that Council is **resistant** to taking risk in this area and therefore prefers safer options when it comes to finance. However, the risk appetite statement says that Council will be more **receptive** to risk where there is a strong potential for beneficial outcomes.

Therefore, where council believes that a development will provide a benefit to the community it is reasonable for it to take on a greater level of risk.

The following legal mechanisms would assist Council to mitigate some of the risks associated with the scheme so that they would be within Council's Risk Appetite:

Funding Deed -An agreement between Council and the Developer that outlines the terms of the agreement will be required. This will include a list and cost of the works to be undertaken by Council and outline the value of the works to be repaid and the mechanism for repayment.

Registration of Caveat - Council would require the registration of a caveat on the title of the land to be developed. The caveat will be shown when a title search is conducted by the purchaser's solicitor. The caveat will be released at the time of sale after the deferred infrastructure repayment has been provided.

Registration of Interest - A registered interest provides protection to Council in the event that the developer is placed into administration. With this protection, the Council, along with other registered interested parties, will be prioritised for payment from the disposal of

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

assets owned the developer. A registered interest in the title provides security that the developer cannot assign the debt to the purchaser as part of the sale.

Where applications are assessed as complying with the policy framework a report would be prepared for Council's consideration. The elected Council being the body to determine whether any deferred infrastructure payment should proceed.

The risks associated with entering into a process can be mitigated with the introduction of prudent controls being place on the developer. The policy provides for a range of controls that can be applied. During the assessment of any application if the risks are high then the Council can decline a request. Should unknown risks emerge during the assessment process of an application additional mitigation measures can be introduced at the discretion of the Council.

Governance

Where an application involves Council staff or Councillors who are directly involved with the assessment process, they would need to exclude themselves for any involvement in the process. If this is not practical the application will be referred to an external assessment process.

Property development would naturally involve a development application process. The policy clearly indicates that development consent must be obtained prior to consideration of the deferred infrastructure application. To further separate these two issues the Chief Financial Officer would be responsible for managing any application made under the policy with responsibility for the development applications being managed via Planning and Community Development directorate.

The development infrastructure deferred payment agreement would be confidential between Council and the applicant. No details of the agreement may be disclosed by the applicant to another party without the written authorisation of Council.

FINANCIAL

The Council ability to enter into an agreement would be limited to having sufficient cash to support the practical application of this Policy.

Legal expenses in preparing documentation are proposed to be borne by the property developer.

There is a proposed interest charge to be levied on the approved funded amount to offset any opportunity costs Council may have received through bank deposit interest.

CONCLUSION

The determination of the policy is a discretionary matter that rests with the Council.

The policy basically provides a statement of the Council's intention to facilitate and/or support for multi lot residential development which can be used in a proactive manner to attract interest from would-be property developers.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 3

27 JUNE 2023





JUNEE SHIRE COUNCIL

**DEVELOPMENT
INFRASTRUCTURE
DEFERRED PAYMENT
POLICY**

Policy No:
Version 1.0
Adopted by Council:
Minute No:
Review Date:

PART A – OUTLINE

I. OBJECTIVES

This policy is aimed at fulfilling the following objectives:

- (a) Support the provision of a sufficient supply of residential ready land, to meet demand.
- (b) Assist the progression of large-scale subdivision development that may not occur without financial assistance.
- (c) Ensure that new subdivision development is appropriately designed to respond to reasonably expected future infrastructure needs and avoid future adverse impacts upon other development.
- (d) To ensure that property developers within urban release areas are not unreasonably burdened by the costs associated with major development infrastructure and that costs are shared by those who benefit from infrastructure provision.

2. BACKGROUND

The residential population of Junee is currently increasing. Alongside improving economic conditions and emerging employment opportunities, the demand for new subdivision development is high.

This policy aims to facilitate new multi lot residential land being made available for sale to support existing and future residents to build a new home to support ongoing population retention and growth, whilst contributing to employment opportunities in the construction industry over the short to medium term.

However, the high cost of servicing new development remains a constraint to opening up vacant urban zoned land to new subdivisions. This policy provides a framework for Council to consider requests from developers of proposed subdivisions to assist with managing the costs associated with Council owned infrastructure, specifically new roads, sewer and stormwater infrastructure.

The opportunity exists for Council to play a more active role in assisting landowners to develop land that is deemed strategically important to the future growth of Junee Shire. This could involve funding some or all of the upfront costs of infrastructure components over which the Council has responsibility for.

A portion of these costs, (as identified and costed during the planning stage), can be repaid to Council at the point at which the subdivided lots are sold. This releases capital to be redirected to ensure the project can progress more quickly. This initiative is similar to other schemes offered by Goldenfields Water County Council and other rural councils that place a high strategic priority on facilitating population and local economic growth.

3. APPLICATION

This policy applies to proposed residential land within Junee Shire. The Council offers this scheme to residential developers of land. Applications are assessed on a case-by-case basis.

The focus of this policy applies to major Council infrastructure that services multi lot development that creates five (5) or more additional lots excluding Strata or Community Title lots. The policy does not apply to the costs associated with servicing private owned or managed infrastructure.

Council officers will confirm that the proposed subdivision is permitted with consent in the land zone that applies to the subject land.

The application for deferred payment will not be finalised by Council until the proposal has a relevant development application approved by Council.

The applicant must agree in writing to statutory or legal controls that are specified in any deferred payment agreement.

PART B - PROCEDURES

4. APPLICATION PROCEDURE

A written application for consideration by Council for Development Infrastructure Deferred Payment is made by the land developer. The letter of request is considered on a preliminary basis by Council officers. Council officers will consider the following factors in assessing the request:

- Strategic importance of the site
- Current zoning of the land
- Proposed timeframe, start and end date for the residential property to be developed
- Estimated cost of Council infrastructure to service the development - roads, kerb and gutter, sewer, stormwater infrastructure
- Demonstrated demand for new development and/or demonstrated future lack of supply
- Provision of a business plan by the developer detailing development staging (if applicable), forecast development costs, forecast lot sale price and estimated sales period
- Financial capacity and level of financial commitment offered by the developer towards the residential property development
- Capability of the developer to undertake the project
- Proposed infrastructure design and response to reasonably expected future infrastructure needs (sewer and stormwater capacity, integration with existing road network)
- Current availability of Council funds to support a deferred infrastructure payment
- Current borrowing interest rates available to Council (if applicable)

Each of these factors will be considered as part of a written assessment report by Council officers.

Where Council officers consider that a request has reasonable merit, the request will be referred to Council for their consideration and determination.

The applicant will be notified of the outcome of Council's decision in writing.

Where an application involves Council staff or Councillors who are directly involved with the assessment process, the application will be referred to an external assessment process.

5. OPERATIONAL PROCEDURE

The developer of the subdivision is responsible for payment to Council of the initial \$50,000 (or 10% of infrastructure value, whichever is greater) of Council infrastructure costs (road, kerb and gutter, sewer and stormwater infrastructure) before works commence. Council will only consider to deferred payment of infrastructure costs above the initial \$50,000 (or 10% of infrastructure value, as applicable).

The repayment by the property developer to Council for the agreed amount of financial support offered is intended to be progressively repaid as individual lots are sold to the public.

If Council has been engaged to carry out the infrastructure work and it is determined that the value (less the initial \$50,000 or 10% of the infrastructure value) cannot be supported in full, the Council may require a higher initial payment prior to works commencing.

As a public utility provider the Council is required to approve infrastructure designs that it will ultimately be responsible for, to ensure services that are provided are of sufficient standard to meet current and future expected demand.

The timeframe for repayment of the deferred infrastructure payments is a maximum of five (5) years from the date of signing the agreement, or the completed sale of all lots proposed to be delivered subject to the Agreement, whichever is sooner.

Only one Development Infrastructure Deferred Payment will be granted per applicant, irrespective of whether development is staged or not.

The applicant will cover all legal costs incurred by Council in discharging responsibilities under this policy. The outstanding balance of advancements under this Policy may attract an administration fee equal to the T-Corp 5 year borrowing rate plus 0.5%. The administration fee will be calculated daily and invoiced quarterly to the developer, commencing on the day the maximum agreed advancement is reached, or the date from which it is determined that no further advancements will be required, whichever is sooner. Administration fees will not form part of the agreed maximum advancement amount.

The Development Infrastructure Deferred Payment agreement will remain confidential between Council and the applicant. No details of the agreement may be disclosed by the applicant to another party without the written authorisation of the Council.

6. LEGAL PROTECTIONS

The following legal mechanisms may be included to assist Council to mitigate the risks in providing a deferred payment to the Developer:

a) Funding Deed

An agreement between Council and the Developer that outlines the terms of the agreement. This will include a list and cost of the works to be undertaken by Council, or another contractor, and outline the value of the works to be repaid and the mechanism for repayment. The agreement will also detail arrangements to protect the interests of Council in instances where there is a transfer of ownership of the subject land, situations where the developer falls into administration, or the subject land value becomes unviable to develop.

b) Registration of Caveat

- i. Council will register a caveat on the title of the land to be developed. The caveat is disclosed on title searches by a purchaser's solicitor. The caveat being released at the time of sale coinciding with the repayment made to Council's solicitor reflected in the Agreement.
- ii. Council would require registration of a caveat on title of the land to be developed, that is, prior to development. The caveat is a registered secured interest that appears on any title search. The Council requires the consent of landowner as Caveator. The Council would remain as Caveator on individual lots once subdivided. Council would be an interested party in the conveyancing transactions until such time as the debt owed to Council is repaid.

c) Registration of Interest

A registered interest provides protection to Council in the event that the developer is placed into administration. With this protection, Council, along with other registered interested parties, will be prioritised for payment from the disposal of assets owned the developer. A registered interest on title provides security that the developer cannot assign the debt to another purchaser as part of the sale.

7. LIMITATIONS TO THIS POLICY

This policy does not include the following:

- a) Development infrastructure that is not within the control of Council, such as water, electricity, telecommunications infrastructure.
- b) Development costs that are the direct responsibility of the developer, including site studies to support rezoning, Environmental Impact Statements, surveying, design costs, legal costs, land purchase, private driveways, servicing connections to new development.

7. REVISION HISTORY

Revision number	Minute No	Date Adopted
0	Draft policy Include in Council business papers for May 2023 meeting	
1	27 June 2023 Council meeting	
2		

Item 4 LOCAL GOVERNMENT NSW CONFERENCE 2023

Author Chief Financial Officer

Attachments Nil

RECOMMENDATION:

That the Mayor, Deputy Mayor and General Manager attend the Local Government NSW Conference 2023 with associated costs being paid by Council.

SUMMARY

The purpose of this report is for council to resolve who will attend the 2023 Local Government Conference. It is recommended that the Mayor, Deputy Mayor and General Manager attend at Council's expense, and that other Councillors can attend should Council resolve to allow this.

Consideration of motions is also encouraged. Although no decision needs to be made regarding these until the September Council meeting.

BACKGROUND

The Local Government NSW (LGNSW) Conference will be held at Rosehill Gardens Racecourse in Paramatta across three days from 12 November 2023.

The Conference is the annual policy-making event for NSW councils. It is where councils come together to share ideas and debate issues that shape the way we are governed.

CONSIDERATIONS

Council will need to determine attendance at this year's annual conference and any motions which it may want to put up.

The Council is normally represented at the annual conference by the Mayor (Delegate), Deputy Mayor (observer) and General Manager (observer).

The convention has been that if an additional Councillor wishes to attend the conference, registration fees (unknown at this stage but approximately \$1,000) are reimbursed while accommodation and travel is self-funded.

Should the Council wish to send an additional observer to the Conference, an additional resolution is required.

The conference will debate a range of issues in accordance with motions that are put in advance. Submissions for motions will be accepted from July with a closing date of 15 September. The latest date that motions can be accepted for inclusion in the business paper is Sunday 14 October 2023.

The Mayor is the voting delegate at the conference. While there may be a range of issues up for discussion, Council's voting pattern would typically support motions that have alignment with

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

recent Council submissions or submissions Council has supported through the Riverina Joint Organisation or Riverina Easter Organisation of Council.

Policy

Payment of Councillor expenses for this conference will be in accordance with Sect 6.30 of the Councillor Expenses and Facilities Policy.

Financial

In previous years the cost for three attendees at this conference has been approximately \$8,780 including registration, accommodation and travel by motor vehicle. The budget for training and conference expenses for Councillors can accommodate such an expense.

CONCLUSION

The Conference is the annual policy-making event for NSW councils. The Conference is the major event on the local government calendar where local councillors come together to share ideas and debate issues that shape the way we are governed.

Attendance at the LGNSW Conference is therefore recommended.

Item 5 RIVERINA MURRAY REGIONAL PLAN 2041

Author Town Planner; Directorship: Planning and Community Development

Attachments Riverina Murray Regional Plan 2041

RECOMMENDATIONS:

Based on the findings and analysis presented in this report, it is recommended Council:

- 1. Acknowledges the adoption of the Riverina Murray regional Plan 2041***
 - 2. Endorse and support the Riverina Murray Regional Plan 2041***
-

SUMMARY

The Riverina Murray Regional Plan 2041 provides a comprehensive framework for the sustainable development and management of the Riverina Murray region over the next two decades. It aims to balance economic growth, environmental conservation, and social well-being to ensure a prosperous and resilient future for the region. The plan identifies key priorities, policies, and strategies to guide decision-making and investment in areas such as land use, infrastructure, transportation, environment, and community development.

This document will assist with future strategic planning for Junee Shire Council.

BACKGROUND

The Riverina Murray region is known for its agricultural productivity, natural landscapes, and vibrant communities. However, the region also faces various challenges, including population growth, changing climatic conditions, infrastructure demands, and limited resources. To address these challenges and capitalise on opportunities, the Riverina Murray Regional Plan 2041 has been developed through extensive consultation and collaboration with stakeholders, including local government councils, community organisations, businesses, and residents.

Councillors were previously informed of the exhibition period for the plan during the December 2021 ordinary Council meeting, which outlined the purpose and objectives of the Riverina Murray Regional Plan 2041.

This briefing paper was exhibited for a period of 45 days, with feedback provided to the Department of Planning and Environment (DPE) to assist with the finalisation of the plan. Council were involved in the feedback process by attending workshops hosted by the DPE and providing additional written feedback.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEESHIRE COUNCIL HELD ON 27 JUNE 2023.

The Riverina Murray Region Plan 2041 was adopted in January 2023, and is available as a public document on the DPE website.

CONSIDERATIONS

Policy

The Riverina Murray Regional Plan 2041 serves as a replacement for the previous Riverina Murray Regional Plan 2036. The new plan builds upon the previous version and incorporates updated goals, strategies, and priorities to address the changing needs and challenges of the region. By replacing the earlier plan, the Riverina Murray Regional Plan 2041 ensures that the region's development and management align with current and future aspirations, considering emerging trends, opportunities, and potential risks.

No changes are anticipated to the Junee Shire Council's Local Environment Plan 2012 (LEP 2012) or Development Control Plan 2021 (DCP 2021) because of the Riverina Murray Regional Plan 2041, and Council will continue to operate within the existing guidelines established.

Risk Assessment

No risk is anticipated because of the implementation of the new Riverina Murray Regional Plan 2041.

Financial

There are no immediate financial implications of the new Riverina Murray Regional Plan 2041.

CONCLUSION

The Riverina Murray Regional Plan 2041 provides a vision and strategic direction for the sustainable development and management of the region. By endorsing and supporting this plan, Junee Shire Council will contribute to the long-term prosperity and resilience of the Riverina Murray region.

There is no further action required to be taken by Council at this stage.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 5

27 JUNE 2023





Riverina Murray Regional Plan 2041



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Riverina Murray Regional Plan 2041

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Acknowledgement

The Department of Planning and Environment acknowledges the Traditional Owners and Custodians of the Barapa Barapa, Nari Nari, Ngarigu, Ngunawal, Wolgalu, Wemba Wemba, Wiradjuri, Yita Yita and Yorta Yorta countries that make up the Riverina Murray region.

Aboriginal people have lived in the region for at least 60,000 years. Until colonisation, the environment was sustainable, threatened only by natural hazards which were met with resilience gained from generations of life on Country. The Aboriginal economy was tied to the land, which provided spiritual, cultural and physical sustenance.

Colonisation profoundly altered the lives of Aboriginal people and their land. Aboriginal people were dispossessed of their land and prevented from practising culture. Land was cleared, new flora and fauna were introduced and the movement of water across landscapes was modified.

The Riverina Murray Regional Plan 2041 recognises that, as part of the world's oldest living culture, Traditional Owners and Custodians share a unique bond to Country – a bond forged through thousands of years travelling across lands and waterways for ceremony, trading and seasonal migration.

Aboriginal people maintain a strong belief that if we care for Country, it will care for us. This requires Country to be cared for throughout the process of design and development. A Connecting with Country approach can help us to meet statutory requirements to sustainably manage Aboriginal culture and heritage.

Using comprehensive and respectful approaches, planning for the Riverina Murray can build capacity and pathways for knowledge sharing between Aboriginal and non-Aboriginal communities.

Image on front cover: Edward River, Deniliquin.

Credit: Destination NSW.

Image on this page: Wagirra Trail and Yindyamarra Sculpture Walk, Albury. Credit: Albury City Council and Destination Riverina Murray.

Artwork (left below) by Nikita Ridgeway.



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River Red Gum Forest, Barham
Credit: Murray River Council

Foreword

Known as Australia's food bowl, the Riverina Murray contains large areas of irrigation and is one of Australia's most productive agricultural regions. Wholly located within the Murray Darling Basin, it is home to the nationally significant Murray and Murrumbidgee River corridors. Anchored by three regional cities, the region has excellent freight connections servicing the eastern seaboard of Australia, including direct access to the Port of Melbourne, Port Kembla and Port Botany.

Recent years have seen the people of the Riverina Murray region continue to confront challenges such as drought, bushfire, the global pandemic and 2022's floods. These challenges highlight the importance of strategic planning and the need to adapt to meet changing needs and circumstances.

This Plan builds on the region's first Regional Plan in 2017 by reviewing the original actions and ensuring new outcomes respond to current issues and government priorities. It recognises the need to maintain and improve the resilience of the region's important natural assets that underpin its communities and economy. It strives to align state and local government strategic planning to support ongoing prosperity and growth. We've collaborated closely with the region's twenty local governments and consulted with the community and stakeholders to develop the updated plan.

Aboriginal people, as the original custodians of the region, will be supported and engaged as we plan for the region's economic, social and environmental future.

The region's proximity to Victoria provides opportunities to strengthen links between cross-border communities and support the movement of agricultural produce to export markets in Melbourne.

The Plan provides a framework for recent government priorities around improving regional housing delivery while taking a risk-based approach to natural hazards and the findings of the Bushfire and recent Flood Inquiries. It promotes more housing and greater housing choice in strategic locations throughout the region.

This Regional Plan will improve access to public spaces, enhances biodiversity and recognises the urban and rural lifestyles that people so highly value. It has a strong focus on harnessing the region's enormous potential in many ways, including working with government agencies and councils.

This Plan resets priorities for the area and provides a path for sustained progress and prosperity for the Riverina Murray community for the next 20 years.



The Hon. Anthony Roberts
Minister for Planning
Minister for Homes

Introduction

Figure 1: Local government areas in the Riverina Murray region



The *Riverina Murray Regional Plan 2041* is an update to the *Riverina Murray Regional Plan 2036*, which provided the NSW Government’s vision for land uses in the Riverina Murray region. That plan saw the NSW Government work with councils, stakeholders and the community to achieve priority actions.

The updated regional plan is a 20-year land use plan with a targeted delivery focus on the next 5 years. It was prepared under the *Environmental Planning and Assessment Act 1979* (EP&A Act) and applies to the local government areas (LGAs) of Albury, Berrigan, Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Edward River, Federation, Greater Hume, Griffith, Hay, Junee, Leeton, Lockhart, Murray River, Murrumbidgee, Narrandera, Snowy Valleys, Temora and Wagga Wagga.

Since the release of the *Riverina Murray Regional Plan 2036*, amendments to planning legislation have elevated the importance of strategic planning at a regional and local level in managing population growth and change, and require higher-level planning to account for local strategic planning statements.

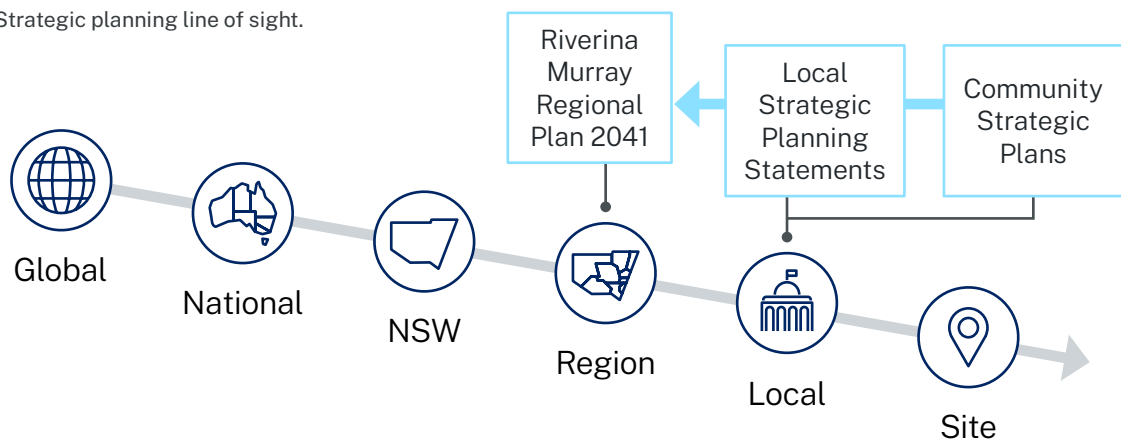
The regional plan draws from local strategic planning statements prepared by each council for their LGA, acknowledging where there are

common interests without duplicating effort. It also recognises the interconnections with Victoria and ACT, as well as the relationships and commonalities with adjoining regions of NSW.

In undertaking this review, the department considered how the region has changed in the last 5 years, the challenges ahead and how best to respond. The review included:

- council and agency surveys, as well as online engagement sessions and one-on-one workshops
- analysis of issues and challenges, regional plan actions and government policy changes
- audits and analysis of all 20 local strategic planning statements in the region
- analysis of planning proposals
- investigation into region shaping major projects and development
- analysis of interstate policy and investment
- a 45 day public exhibition period with four consultation sessions targeting the community, council staff and key State Government agencies.

Figure 2: Strategic planning line of sight.



The regional plan covers all facets of land use planning, including the natural environment, future hazards, housing and related infrastructure, industry, employment areas and town centres.

The sense of place within the Riverina Murray region underpins the plan and makes this region unique. It influences regional cities and surroundings areas, supports the opportunities of major transport improvements and digital connections, housing choices and lifestyle needs, and it welcomes the significant capital investment for construction and agricultural production.

The recent drought, floods, bushfires and COVID-19 pandemic will have a lasting impact on the natural environment, community wellbeing, infrastructure and the economy.

The regional plan focuses on a more ambitious and targeted land use planning approach, drawing on the concepts of:

- sequencing planning and infrastructure
- creating great places
- enriching community character
- unlocking sustainable growth opportunities that come from the region's proximity to Victoria and Canberra and its existing endowments.

Other recent strategic work has been incorporated into the regional plan. This includes the regional economic development strategies, the *NSW 2040 Economic Blueprint*, regional water strategies, Future Transport Strategy, the establishment of renewable energy zones (REZs), and the Government's response to the Regional Housing Taskforce Findings Report. The regional plan complements this work with land use responses that will help to meet NSW Government objectives, while also supporting land use planning undertaken by councils and development proponents in the region.

Key outcomes in the regional plan

- Capitalise on a changing regional economy and catalyst projects such as the Wagga Wagga Special Activation Precinct, Albury Regional Job Precinct, Inland Rail, South-West Renewable Energy Zone (South West REZ) and multiple Murray River bridge projects
- Understand the region's relationships with other NSW regions and states and territories, particularly Victoria, and how to optimise investment and policy decisions that impact the border area and broader Riverina Murray communities
- Recognise stronger than expected population growth, particularly along the Murray River, and related housing pressures
- Better understand and provide more guidance to manage growth pressures in regional cities, commuting towns, border communities, along waterways, and in areas where there is demand for rural residential living.
- Plan for different types of housing to meet changing demographics and to meet demand from temporary workers and visitors without impacting availability and affordability for residents
- Continue to assist Local Aboriginal Land Councils to better utilise the planning system and removing obstacles to achieve the objectives of the *Aboriginal Land Rights Act 1983*
- Focus on rivers and riverine corridors as places for cultural connection, activation, recreation, conservation and economic activity
- Align water and land use planning early, as residential or industrial growth must come from within existing water allocations in the context of more frequent and prolonged drought and floods
- Ensure the aims of the *Biodiversity Conservation Act 2016* are considered early in the strategic planning and development process
- Plan for efficient, sustainable and cost-effective infrastructure and services early in the development process
- Support the transition to a net zero carbon emission State by 2050, including enabling the establishment of the South-West REZ
- Plan for the implications of climate change and the need for resilient and sustainable communities.

Reading the regional plan

The vision for the region to 2041 will be implemented through objectives, strategies and actions for the three sections of the plan (the environment, communities and places, and the economy). In this regard:

- **Objectives** are high-level goals and include a summary of the relevant issues and usually include strategies, actions or collaboration activities to work towards achieving these goals.
- **Strategies** identify policy positions or directions to achieve the relevant objective that will be implemented through strategic planning, statutory planning or state agency planning to inform land use outcomes
- **Actions** will be implemented and led by the Department of Planning and Environment (the department) in the next 5 years.
- **Collaboration activities** are joint initiatives between the department and state agencies, councils or other organisations which support the objectives

- **Council activities** are those actions identified in local strategic planning statements that relate to the implementation of the regional plan. Their inclusion highlights the links between the plan's policy outcomes and local strategic planning and are located on the Riverina Murray Regional Plan webpage.
- **Resources** are documents or websites located on the Riverina Murray Regional Plan webpage. They provide further guidance for the implementation of the regional plan that link in with other government strategies and policies.

Implementation

With leadership, commitment, collaboration and a clear delivery framework, the regional plan will be implemented in accordance with an implementation plan, displayed on the Riverina Murray Regional Plan webpage, that prioritises actions and collaboration activities. These priorities allow governments to focus resources to best address land use planning issues.

Credit: Margie McClelland-Hay



Governance

Department of Planning and Environment – Western Planning Region

The department will coordinate the implementation of the final regional plan and monitor and report on progress. It will communicate this to the Riverina Murray Regional Leadership Executive (RLE), councils, state agencies and the community.

Regional Leadership Executive

The RLE supports NSW Government priorities in the Riverina Murray Region. It is comprised of regional directors from state government agencies and the joint organisations in the region. The purpose of the RLE is to respond to emerging opportunities and issues, lead cross-government or multi-agency actions, provide strategic advice, broker solutions and make decisions using a whole-of-region and whole-of-government lens.

The RLE is a forum to discuss and resolve any identified issues with the plan's implementation.

Supporting groups

Relevant stakeholders will be invited to participate in outcome-specific working groups to implement collaboration activities.

Planning forums

Bi-annual planning forums including the department, key land use planning agencies and councils will focus on regional plan performance and collaboration opportunities. Councils will be updated on key actions while having the opportunity to discuss emerging issues and trends and to identify where support would be beneficial. The forums may see the reprioritisation or change to regional plan implementation, rather than waiting until the plan is reviewed.

Monitoring and review

The department will regularly monitor and review the progress of the regional plan and will publish the findings on the department's website. This will include updates on:

- progress towards the plan's actions and collaboration activities
- indicators of relevance to the regional plan
- links to relevant resources and to general tracking tools in the NSW Planning Portal.

Planning legislation requires reviews of regional plans as directed by the Minister. Reviews are currently undertaken every 5 years. Reviews revisit regional performance, challenges and opportunities and incorporate updated Census data and local strategic planning statement priorities.

Implementation priorities will be updated as required.

Resourcing

The Riverina Murray region experiences skill shortages and recruitment difficulties in the strategic planning industry and skilled professionals that can advise governments and the community on issues critical to economic vitality, environmental enhancement and community wellbeing.

The NSW Government will work with the region's councils and organisations to identify the resources needed to facilitate growth that meets the needs of a changing environment and population. Resourcing strategic planning could include:

- reprioritising strategic planning expenditure
- pooling resources across councils
- sharing consultants across multiple councils and/or projects
- consulting with tertiary organisations and professional organisations to provide regionally specific planning courses
- sharing or exchanging resources between the department and the region's councils
- growing the capabilities and number of workers with these capabilities
- providing standardised datasets to inform the preparation of strategic planning documents.

Action 1



The department will work with and advocate on behalf of councils and agencies in the region to ensure appropriate resources are provided to strategic and statutory planning.

A vision for the region in 2041

A diversified economy founded on Australia's food bowl, iconic waterways and a network of vibrant connected communities

The Riverina Murray's environment – including major rivers, waterways and wetlands – are protected and managed for the ongoing enjoyment of residents and visitors. Adaptation and resilience to a changing climate and natural hazards has made the region a renowned leader in sustainable and equitable water management for industries, communities and the environment.

Wagga Wagga, Albury and Griffith provide a range of job opportunities, housing, education and health services. The region's cities and towns remain the key to vibrancy and prosperity.

The region is connected, attractive, healthy, safe and prosperous. Regional places have a strong sense of community identity, resilience and respect for Country. People can access a range of jobs, housing, events, festivals, education, health, recreational and other community services, all within beautiful natural and rural environments.

The population is growing, particularly in and near regional cities and along the NSW-Victorian border and demographic changes see a greater focus on supporting the older population.

Aboriginal culture, heritage and aspirations for land and water and their management are acknowledged, respected and supported.

With greater global demand for food and resources, the Riverina Murray's highly diversified economy draws from its reputation as one of Australia's premium agricultural areas. Irrigated agriculture continues to be a significant part of the regional economy and supports communities in the Western Riverina and near the Murray River. Agricultural diversification, innovation and value-adding leverages advanced and

automated technologies to maximise agribusiness diversification. The region is a well-connected export conduit to Melbourne and ports in NSW. Good strategic planning is minimising the challenges of the interface between residential and agricultural areas.

The expansion of intensive agriculture and food processing has attracted new families to a diverse and expanding economy, with flow-on demand and benefits for population-focused business and services.

The region's economy also benefits from links to adjoining regions, particularly access to Sydney, Melbourne, Canberra, Adelaide and Brisbane. Cross-border and cross-region opportunities drive strategic planning and economic development.

The region is a major freight and transport distribution hub with investment in essential infrastructure generating more efficient and higher capacity freight routes, better access to air and sea ports, competitive freight costs and higher regional productivity.

The Wagga Wagga Special Activation Precinct, Albury Regional Job Precinct and initiatives like the WR Connect industrial hub and freight terminal and the South West Renewable Energy Zone have set the foundation for the region to capitalise on the agricultural endowments and manufacturing opportunities for our major production areas. The region is a leader in both production and manufacturing, while helping to progress the state's goal of achieving net zero by 2050.

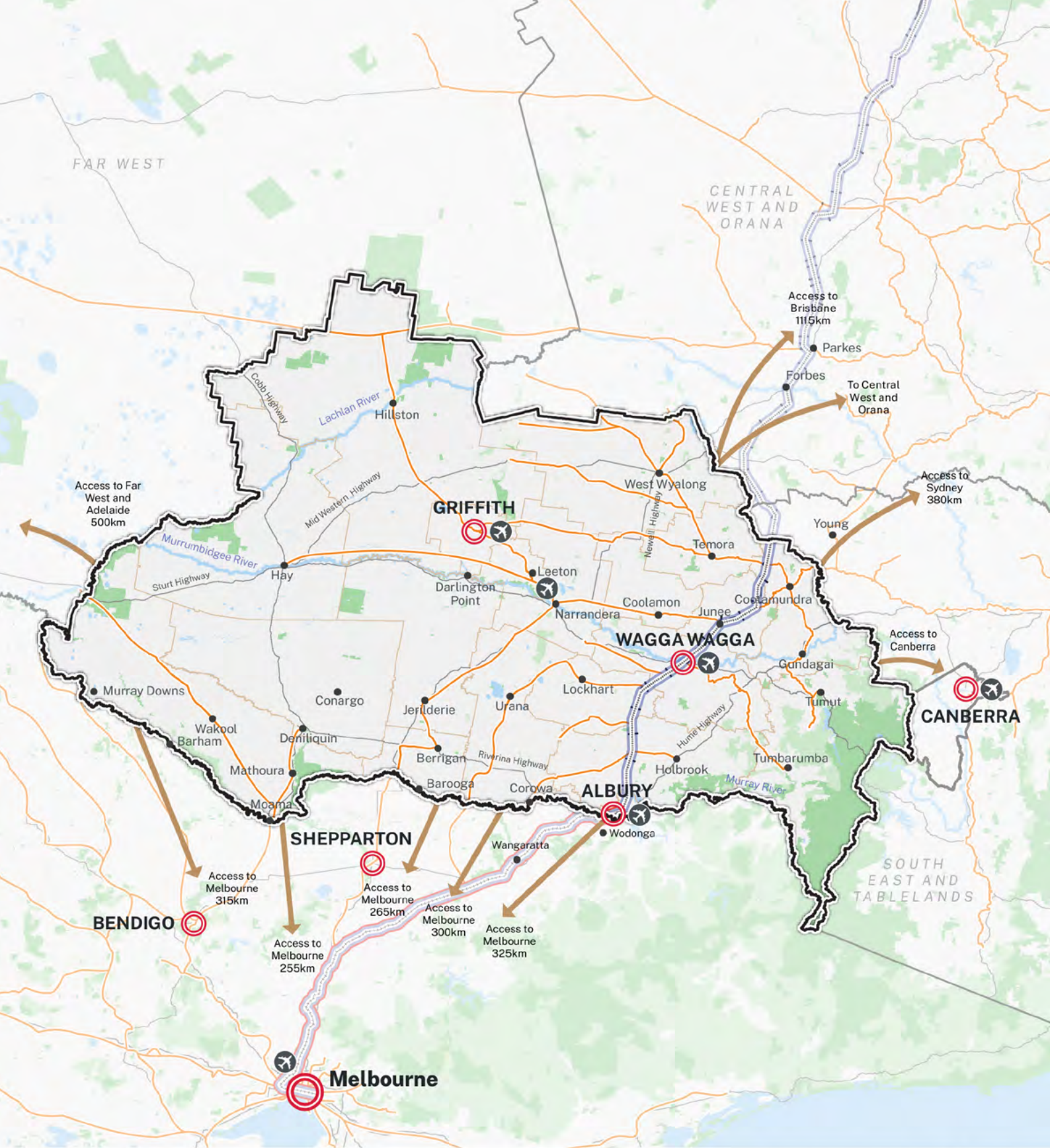















Figure 3: Riverina Murray Region Context



- | | | | | | |
|---|-------------------|---|--|---|---------------------------|
|  | Regional boundary |  | Roads |  | Local government area |
|  | Metropolitan city |  | Railway |  | National park and reserve |
|  | Regional city |  | Inland rail |  | State forest |
|  | Town |  | Possible Melbourne to Albury-Wodonga faster rail |  | Water body |
|  | Airport | | | | |

PART

1

Environment



Cocoparra National Park,
Wiradjuri Aboriginal Country.
Credit: John Spencer/DPE



Barmah Lake. Credit: Murray-Darling Basin Authority

PART

1

Environment

The Riverina Murray's environment, river systems and natural water assets shape settlement patterns, the economy and continue to attract people to live and invest in the region.

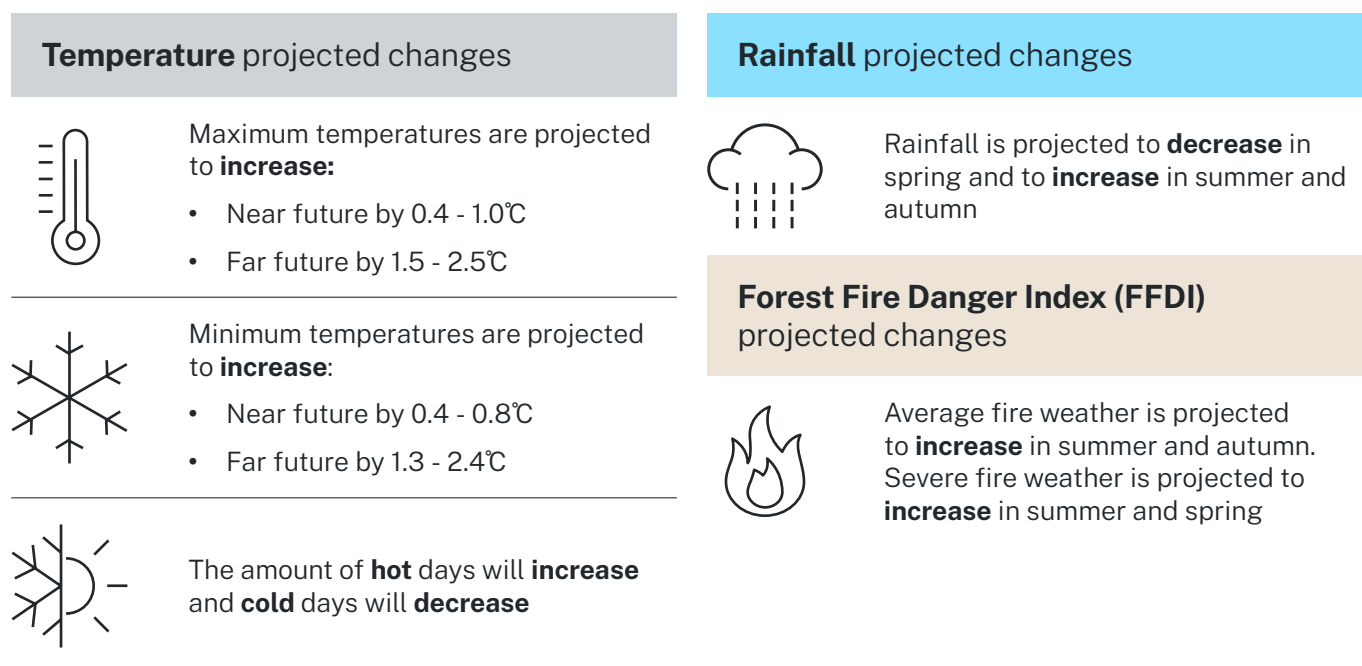
Biophysical features (landforms, soils, hydrology, bioregions and ecological communities) influence the type and distribution of the region's multiple landscapes within the Murray Darling basin, from the sub-alpine Snowy Mountains sweeping down the western flanks of the Great Dividing Range to form riverine valleys along the Murray and Murrumbidgee rivers to the south-western slopes and semi-arid plains in the west.

Soil and water influence the type and distribution of the region's ecological communities, including alpine forests, river red gum forests, open woodlands and grassy plains.

Rivers and waterways influence the lifestyle and prosperity of the region's communities, with many towns and villages established alongside the same rivers and waterways that also sustain agricultural enterprises that need irrigation and access to water. These industries must have the availability and security of water provided by the river systems.

Located west of the Great Dividing Range, the Riverina Murray is home to the Oolambeyan, Kosciuszko, Cocoparra, Yanga, Woomargama, Livingstone, Murray Valley and Murrumbidgee Valley national parks and The Rock and the Nombinnie nature reserves. It is dominated by large floodplains, river valleys and some of the longest rivers in Australia including the Murray, Murrumbidgee and Lachlan rivers. The Murray, Edward/Kolety-Wakool, Tumut and Murrumbidgee rivers are home to wetlands reliant on the presence and timing of water, including flood events. This includes Ramsar-listed wetlands such as the NSW Central Murray Forests and the Fivebough and Tuckerbil Wetlands.

The region's topography results in large spatial variations in climatic conditions. Climate projections indicate warmer temperatures and considerable seasonal and annual rainfall variability.¹ The changing climate is increasing or likely to increase the frequency, intensity and extent of floods, bushfire and droughts and could bring about cumulative or concurrent large-scale events or new hazards such as urban heat islands and increases in extreme poor air quality events (see Figure 4). These changes could affect resilient and sustainable future development outcomes.

Figure 4: Projected temperature and rainfall changes in Riverina Murray Region²

The Riverina Murray's diverse landscapes support a mosaic of native flora, fauna and aquatic habitats for more than 180 threatened species and 11 threatened ecological communities (TECs).

The region's bioregions are shown in Figure 5. The cooler mountain climates support the TECs of Monaro Tableland Cool Temperate Grassy Woodland and the Montane Peatlands and Swamps in the South Eastern Highlands Bioregion. These cooler mountain communities also contain threatened flora and fauna including the Southern and Northern Corroboree Frogs, Booroolong Frog and Smoky Mouse.

The fertile slopes and low plains of the region's centre are dominated by agriculture, industrial uses, regional towns and associated services. Once widespread, open grassy woodlands are now endangered and critically endangered TECs include White Box Yellow Box Blakely's Red Gum Woodland, Inland Grey Box Woodland and Weeping Myall Woodland. These and other grassy woodland communities support threatened species subject to landholder, community and government-based protection initiatives. They include Squirrel Gliders, Sloane's Froglet, Bush Stone-curlew and woodland bird species.

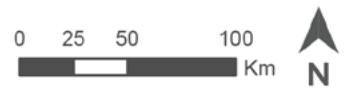
The west and north west of the region are dominated by the open plains of native grasslands, semi-arid shrublands, with areas of mallee in the far north west. These lower rainfall regions include unique species that occupy niche habitats including the critically endangered Plains-wanderer, Malleefowl, Red-lored Whistler and Southern Bell Frog.



Corroboree Frog, Kosciuszko National Park
Credit: John Spencer/DPE



Figure 5: Environmental features of the Riverina Murray Region



- | | | | | | |
|--|-------------------|--|-------------------------------------|--|-----------------------------------|
| | Regional boundary | | Ramsar wetlands | | South Eastern Highlands bioregion |
| | Metropolitan city | | Murray Darling Depression bioregion | | Australian Alps bioregion |
| | Regional city | | Cobar Peneplain bioregion | | Water body |
| | Town | | Riverina bioregion | | |
| | | | South Western Slopes bioregion | | |

OBJECTIVE 1:

Protect, connect and enhance biodiversity throughout the region



Inland Grey Box Woodland.
Credit: Steve Lewer/DPE

The region's multiple biophysical layers have created significant natural environment assets that are important to the biophysical environment while providing positive human experiences and interactions. This can benefit the nature-based visitor economy especially along the river systems and highlands, and support agricultural livelihoods through the provision of ecosystem services (e.g. shade, shelter, pest control or pollination).

In areas likely to experience population and/or economic growth, biodiversity values could be further compromised through clearing of native vegetation. While local strategic planning statements acknowledge the benefits of the natural environment, we can better identify biodiversity values to:

- inform land use decision-making throughout the development process
- avoid and minimise biodiversity loss;
- identify land for environmental conservation, including on land zoned for development
- manage the intersection between the *Biodiversity Conservation Act 2016* (BC Act) and the EP&A Act to achieve the objectives of both.

Strategic planning must identify biodiversity values in the high growth areas of regional cities, Murray River communities, and smaller towns and villages. Providing future growth potential while protecting biodiversity values is best achieved at the strategic planning stage to avoid unnecessary costs and delays at the development application stage.

Strategy 1.1



Strategic and statutory planning should aim to first avoid, then minimise impacts on biodiversity and the natural environment. Biodiversity offsetting (through the BC Act) should only be used when 'avoid' and 'minimise' principles are not feasible. To assist with this:

- local strategic planning statements will include:
 - an overview of the LGA biodiversity values and corridors
 - biodiversity protection/enhancement strategies and actions, in consultation with LALCs
 - opportunities for restoration of biodiversity values and strengthening landscape linkages such as green infrastructure networks
- strategic and statutory planning will:
 - identify the broad biodiversity attributes/values of zoned and/or strategy-identified urban investigation areas
 - identify existing zoned urban areas that may be difficult to develop due to biodiversity values
 - protect high environmental value land through conservation zones and conservation agreements
 - ensure land uses adjacent to high environmental value land and land containing regional and locally significant corridors are compatible with conservation outcomes or have adequate buffers to separate incompatible land uses
 - integrate biodiversity values into new and existing developments through water sensitive urban design, green infrastructure and walking and cycling networks
 - consider biodiversity certification for precinct-scale developments and rezonings
 - review and update biodiversity mapping and best practice provisions in the LEP.

Councils will engage with the department (environment division) when developing their local strategic planning statement, or in the early stages of strategic planning, to achieve this strategy.

Collaboration Activity 1



The department (planning and environment divisions) will help councils to develop and review development control plan controls/principles for environmental land to manage the intersection between the EP&A Act and the BC Act during development assessment.

Collaboration Activity 2



The department will ensure the NSW Planning Portal can capture validated spatial data on biodiversity values, including data collected to inform local strategies and local, regional and state significant development proposals. This data will support any future identification of biodiversity corridors and climate refugia across LGA boundaries.



Birds take flight over Tuckerbil Swamp, Murrumbidgee Valley.

OBJECTIVE 2:

Manage development impacts within riverine environments



Wiradjuri Trail, Wagga Wagga
Credit: Destination NSW

Managing the cultural, environmental and economic importance of rivers requires coordinated and consistent approaches to land use planning from all levels of government. This includes how water resources are managed and planned, how new development interacts with rivers and waterfront areas and the connectivity of riverine environments across the regional landscape.

Managing urban growth and land use in riverine areas such as the Murray and Murrumbidgee rivers is essential to enhancing environmental values and other lifestyle benefits (see Objective 9). However, within riverfront towns, desirability for waterfront development (residential, rural-residential development and visitor economy accommodation), combined with outdated and inconsistently applied policies has resulted in poor outcomes. These can include:

- ribbon development and riverfront fragmentation
- a decrease in public access to rivers and waterways
- a decrease in natural amenity
- a cumulative impact of increased clearing in the river corridors and water extraction.

The *Murray Regional Environmental Plan No. 2 (MREP)* was introduced in 1998 along the Murray River to manage inappropriate riverfront development that can result in increased flood hazards, conflicts among recreational users, boating congestion, loss of riparian vegetation and wildlife habitat, visual impacts and declining water quality. While the plan's principles remain relevant, it has been inconsistently applied. *The State Environmental Planning Policy (Biodiversity and Conservation) 2021* supersedes the MREP and includes guidance for development on or near riverine land.

As the region's climate and communities change, better guidance is required for councils and communities to ensure that development on riverine land will conserve waterways, enhance ecological functions and respond to and plan for future natural hazards.

Strategy 2.1



Strategic and statutory planning for riverine environments will be consistent with the department's waterfront development guidelines to:

- incorporate waterfront areas into open space networks and prioritise public access to riverine lands and waterways
- prioritise subdivision of urban waterfront land for public access
- ensure adequate building and development setbacks from waterways to accommodate natural river processes and reduce the need for future hazard protection
- take account of natural hazards, including flooding and climate change
- ensure nearby land use intensification is sympathetic to riverine land values
- encourage opportunities for restoration of biodiversity values and strengthening landscape linkages
- integrate riverine land into new and existing developments through water sensitive urban design, cool green cities and walking and cycling networks.

Action 2



The department will develop waterfront development guidelines to inform development as well as strategic and statutory planning to better manage the competing land uses along river corridors and riverine land. The guidelines will provide best practice design principles to support a regionally consistent approach to the design and siting of development and land uses on riverine land.

Action 3



The department will continue to review waterfront planning controls in State Environmental Planning Policies and Local Environmental Plans to reflect best practice waterfront planning.



Wagirra Trail and Yindymarra Sculpture Walk. Albury
Credit: Albury City Council and Destination Riverina Murray

OBJECTIVE 3:

Increase natural hazard resilience



Wagga Wagga levee banks. Credit: John Spencer/DPE

Varying climate conditions adversely impact vulnerable regional systems such as small communities, agricultural productivity, water, transport, energy, the visitor economy and telecommunications and digital connectivity.^{3,4,5} For example:

- The 2019-2020 bushfires burnt around 5,000 km² within the Albury-Wodonga, Snowy Valleys and Greater Hume LGAs, caused extensive damage to property, infrastructure and the environment, and severely impacted the forestry, viticulture, the visitor economy and hospitality industries. This also led to substantial health impacts from smoke exposure.⁶
- Severe droughts between mid-2017 and 2020 saw towns and industries face the prospect of running out of water.⁷
- The 2012 Murrumbidgee flood inundated homes, businesses and land from Jugiong to Darlington Point,⁸ with almost 9,000 people evacuated and more than \$37 million in flood damage to Wagga Wagga.⁹
- The late 2022 flood event in NSW and Victoria resulted in significant flooding in communities along the Murray, Murrumbidgee and Lachlan Rivers and their tributaries. A number of communities experienced evacuations and flooding in parts of their urban areas.

2022 NSW Flood Inquiry

Following the February-March 2022 flood event, the NSW Government commissioned an independent expert inquiry to investigate issues related to the preparation for, cause of, response to, and recovery from the 2022 floods. The report of the NSW Independent Flood Inquiry included 28 recommendations, across a broad range of areas, including emergency management arrangements, land management and planning, equipment and technology, capacity and capability building and research.

The NSW Government has supported either in full or in principle, the recommendations of the Inquiry and noted some will require further work on implementation, including further consultation with local and Commonwealth governments.

Consistent with the outcomes of the Inquiry, the NSW Government has established the NSW Reconstruction Authority. The Authority will have the responsibility and power to facilitate the protection, recovery, and reconstruction of affected communities following a natural disaster. Once fully operation, the Authority will also be responsible for:

- Developing a state disaster mitigation plan and material to guide councils to prepare adaptation plans, and
- Ensuring development needed to prevent or recover from a natural disaster can be delivered quickly.

2019-20 NSW Bushfire Inquiry

Following the catastrophic bushfires across NSW in late 2019 and early 2020, the NSW Government commissioned an independent expert inquiry to understand how the 2019-20 bushfire season was different and make recommendations for future improvements to how NSW plans and prepares for, and responds to, bushfires.

The Final Report of the NSW Bushfire Inquiry (2020) reinforced the need to shift to a strategic approach to planning for bushfire. This includes developing a new NSW Bushfire policy to accommodate changing climate conditions, build greater resilience for current and future communities and to decrease the costs of recovery. The Inquiry also highlighted the importance of embedding Aboriginal land management practices in planning and preparing for bushfires.

Regional growth pressures can increase demand for development near floodplains, high saline and bushfire hazard areas and place additional pressure on water security for all water users.

As climate conditions change, the interface between new development areas and natural environmental features will require careful management to ensure there is an acceptable hazard risk to the local community that does not increase the exposure of people and property to natural hazards.

To reduce hazard risk and build resilient places and built form, most local strategic planning statements identify priority actions to prepare and/or review flood studies, floodplain risk management plans, bushfire prone land mapping, climate change adaptation plans and urban forest strategies. The statements also look to increase resilience in the built form.

The planning system can be utilised to limit the exposure of development to natural hazards and climate change through a risk-management approach. This approach acknowledges that a natural process has the potential to turn into a natural hazard when three elements interact:

- there is a presence or probability of a natural hazard
- people and/or property are exposed to the hazard
- the characteristics of a community make it vulnerable to the damaging effects of the hazard.

Risk is reduced by decreasing the contribution from one or more of the 3 components while not increasing other components or increasing them to a lesser extent. Considering natural hazards early in decision-making limits exposure and vulnerability to risk.¹⁰

However, the strategic identification and review of hazard prone lands and their associated risks is a challenge for many councils, particularly given resourcing constraints. This means many councils rely on site-by-site analyses that accompany rezoning or development applications.

To reduce exposure to natural hazards and build resilient communities/places, the impacts of natural hazards need to be considered and addressed early in the land use planning and decision-making process. Reducing the level of vulnerability and risk for communities will involve adaptation and mitigation for existing urban areas and avoiding and mitigating risks for new development.

Strategy 3.1



Strategic and statutory planning will:

- be consistent with applicable NSW policies or guidelines
- take a risk-based approach that uses best available evidence in consultation with the NSW Government, emergency service providers, local emergency management committees and bush fire risk management committees
- ensure new development is located in a way that is commensurate to the risks of unacceptable bushfire, salinity and flooding
- encourage opportunities for co-location of compatible land uses such as open spaces, biodiversity conservation areas and nature-based visitor economy developments in high hazard risk locations
- design communities that:
 - provide public spaces that build community cohesion and interaction
 - include green infrastructure networks at precinct and landscape scales to help avoid hazards such as the urban heat island effect and exposure to air pollution
- provide easy to understand information to increase public awareness of potential natural hazard risks and climate change impacts when consulting on possible future developments.

Collaboration Activity 3



The department (planning and environment divisions) will investigate priority areas in need of floodplain risk management planning.

PART

2

Communities and places





Streetscapes, Gundagai. Credit: Destination NSW

PART

2

Communities and places

The Riverina Murray is a great place to live, work and visit. A growing population requires not just more housing, but a greater choice in housing to accommodate older people, smaller households, seasonal and temporary workers, and tourists. It also requires better public transport networks to keep up with growth, support economic activity and reduce the impact of disadvantage in the region.

The regional cities of Albury, Wagga Wagga and Griffith are home to more than 50% of the region's population and many more people commute to work in the cities from surrounding areas. Around 60% of people in the region only travel less than 10 km for work.¹¹

The regional cities provide commercial, residential, cultural and industrial opportunities and higher-order services to catchments that can be as much as two hours away. For example, people in Young, outside the region, access health and education in Wagga Wagga.

There's a variety in the type of housing and services offered in the region's towns and cities. Smaller towns influenced by the growth of larger towns and regional cities tend to offer larger lots and lifestyle benefits. The growth of Wagga Wagga, Griffith and Albury reflect the broad range of economic and social opportunities on offer in these cities.

Population growth and housing needs are likely to be influenced by the expected investment in major capital projects in the region over the next 5 years, attracting permanent and temporary workers.

Demographic changes, such as tree change migration, more flexible work practices, housing affordability and more young people staying in regional areas, particularly regional cities, continue to influence population projections.

Albury, Griffith, Wagga Wagga and cross-border communities are expected to accommodate a large proportion of the growth over the next 20 years. These areas will require effective strategic planning to achieve sustainable development.

Household size is likely to continue to decline and single-person and couple-only households could make up over 60% of all households by 2041. Almost 1 in 5 people are 65 or older today; this is expected to increase to 1 in 4 people by 2041. The number of people aged 85 and older is projected to more than double by 2041. These trends will require a greater proportion of smaller dwellings to be built across the region.

The Australian Bureau of Statistics publishes an annual estimated resident population (ERP) that is rebased off the Census every 5 years. The ERP shows the region has grown consistently by over 17,000 new residents over the last 10 years and is now home to more than 283,300 people.¹²

Since the 2016 Census, many parts of the Riverina Murray region have seen stronger than expected population growth, particularly along the Murray River. The COVID-19 pandemic, however, exacerbated housing pressures.

Collectively the regional cities account for most new residents (more than 1,100 people a year since 2016), yet when smaller towns see relatively substantial and/or consistent population increases, there can be greater pressure on infrastructure and services, as well as housing supply and affordability in these communities¹³.

For example, the population of Moama (twin town to Echuca in Victoria) increased by an average 145 people per year for the last 20 years (between 2-4% per annum), and an additional 225 people between mid-2020 to mid-2021¹⁴.

Similarly the small towns around Corowa (including Mulwala, the twin town to Yarrawonga in Victoria) collectively grew by an average of 45 people per year over the last 20 years. The small towns around Albury welcome an average of 68 people a year and those around Wagga Wagga, including Junee, welcome an average of 202 new residents a year.

COVID-19 and housing

During the COVID-19 pandemic, less people left the regions for capital cities and more people left capital cities to live in regions, resulting in record high net increases of people living outside Greater Sydney.

Strong housing sales and increased demand for rental properties in regional areas led to higher housing prices in 2020-21 and rents in regional NSW grew at a faster rate than Sydney. Pre-COVID, house prices in regional NSW were less volatile than in Sydney and rental vacancy rates were steady but tight. Since COVID-19, average regional rental vacancies have dropped to below 1%.¹⁵ These trends have increased pressure on the availability and affordability of housing across the region.

Development activity across the Riverina Murray region has been strong with some towns and cities experiencing above-average population growth in 2020-21, when the total dwellings approved in the region increased by 15% compared to the previous 4 years.¹⁶ This was significantly higher in some LGAs, such as Greater Hume (26%), Albury (43%) and Coolamon (65%).

In addition, the value of approved residential development increased by 25% during 2020-21 compared to the average value over the previous 4 years.

What was expected of housing, public areas, urban design and open spaces in Australia 50 years ago is different from communities' needs, preferences and expectations today. As a result, the supply and diversity of dwellings, as well as public spaces, do not necessarily support the community's aspirations and needs. With agile workforces, changing population structures and climate conditions, strategic planning must consider these issues while directing how development and investment is coordinated to help create high quality, resilient and liveable communities.

Land use planning must also protect distinctive features such as historic buildings and tree-lined streets. These scenic and cultural landscapes provide unique settings and are essential to the region's identity.

Medium density housing, Wagga Wagga



OBJECTIVE 4:

Support Aboriginal aspirations through land use planning



Wagirra Trail and Yindyamarra Sculpture Walk, West Albury.
Credit: Destination NSW

The *Aboriginal Land Rights Act 1983* (ALR Act) provides for the return of land to Aboriginal people as compensation for past dispossession. Local Aboriginal Land Councils (LALCs) work to improve, protect and foster the best interests of all Aboriginal people in their area. There are 20 LALCs in the Riverina Murray region straddling multiple LGAs and regional boundaries (see Figure 6).

Native title represents the traditional ownership of land and waters that have always belonged to Aboriginal people according to their traditions, laws and customs. The *Commonwealth Native Title Act 1993* sets out how to recognise and protect native title rights, which differs from the statutory right of LALCs to make claims for land under the ALR Act.

The land and environment are deeply entwined with Aboriginal culture and Aboriginal people's connection to Country. As the first managers and carers of the region's lands, Aboriginal people have rights and a moral obligation to care for it under their lore and customs.

LALCs and native title holders wishing to leverage economic development of their land usually need to engage with the NSW planning system. However links between land rights and planning legislation have been limited until recently, meaning the benefits of land rights for Aboriginal people have not been fully realised.

On request, the department conducted assessments of land held by LALCs in NSW since 2019. These assessments, bring together information about landholdings (including mapping and aerial photos), planning controls and constraints, and information about the suitability of land for development. Assessments need to be accelerated in the region to provide base-level planning system information to all LALCs about their land.

Further, strategic planning needs to reflect aspirations of Aboriginal people for Aboriginal land to aid progression through statutory planning processes such as rezonings and development approvals.

There is also opportunity for Aboriginal land owners to capitalise on other NSW Government policy and initiatives such as biodiversity offsetting, providing water to meet Aboriginal cultural and economic aspirations and public infrastructure.

Improving the cultural competency of all planning practitioners benefits the whole community and should be promoted and accelerated.

Community, Land and Business Plans

The ALR Act requires LALCs to prepare and implement community, land and business plans (CLBPs).

CLBPs describe the LALC aims and how these will be achieved. They give LALC boards and staff an understanding of members' expectations and set benchmarks to be met over the period of the plan. They can also support LALC applications for funding from state agencies or through commercial arrangements.

Collaboration Activity 4



The department will work with LALCs, native title holders, councils, the Commonwealth Government and state agencies to better reflect Aboriginal aspirations in plans by:

- involving LALCs and native title holders in strategic planning and improving consultation processes
- supporting and partnering with Aboriginal communities to identify opportunities to activate land, including through biodiversity offsets
- identifying where land returned to LALCs and native title holders has suboptimal planning controls and facilitating amendments of planning instruments
- supporting Aboriginal land holders to better understand the planning system, including preparing planning assessments of Aboriginal land
- promoting opportunities for cultural awareness training for all involved in planning
- incorporating Aboriginal knowledge into planning considerations and decisions
- providing planning information to Aboriginal people to prioritise unresolved Aboriginal land claims on Crown land
- coordinating initiatives to improve cultural and economic opportunities associated with water resources.






The Rock Nature Reserve - Kengal Aboriginal Place
Credit: Destination NSW



Figure 6: Local Aboriginal Land Council boundaries and Local Government Areas



-  Regional boundary
-  Local Aboriginal Land Council
-  Local government area

OBJECTIVE 5:

Ensure housing supply, diversity, affordability and resilience

Stronger than anticipated population growth has exhausted serviced land supply in some areas and new growth opportunities will be required to meet demand. In addition to strong growth in the manufacturing sector, the COVID-19 pandemic has contributed to this growth.

New housing supply in regional areas is dominated by large, detached dwellings that do not align with demand for smaller, accessible and affordable housing. While many councils identify the need for more diverse and accessible housing, most report limited take-up of infill development opportunities despite supportive planning provisions and community demand.

Not all factors affecting housing shortages and diversity can be directly addressed through the planning system, however solutions still need to be investigated. Examples of these factors include:

- financial costs and disincentives relating to infill development, and affordable and diverse housing products in regional areas
- the impact of planned major projects on rental and short-term accommodation markets
- meeting thresholds for upgraded or new public infrastructure and services (particularly health and education) faster than expected in some locations
- increased visitors and the uptake of short-term rentals, that reduce the availability of long-term rental housing stock
- the older population and larger proportion of single or couple households
- a lack of tradespeople to meet construction demand, delaying housing supply
- an unwillingness to develop urban zoned land until land prices increase (land banking).

Regional Housing Taskforce

In June 2021, the NSW Government established the Regional Housing Taskforce in response to increasing pressures on the supply and affordability of housing in regional NSW. The Taskforce identified 8 principles and made 5 key recommendations to support regional housing delivery. The strategies, actions and collaboration activities in this Regional Plan have been informed by the recommendations of the Taskforce and establish a strategic framework for localised responses.

In August 2022, the NSW Government adopted all recommendations of the Regional Housing Taskforce as part of a comprehensive response to support delivery of 127,000 new homes needed to house the growing population of the regions over the next 10 years. The whole-of-government response includes:

- support for regional councils to plan for housing through the Regional Housing Strategic Planning Fund
- the expansion of Urban Development Programs into high-growth regional areas
- improvements to regional housing data and evidence to better inform decision making
- delivery of infrastructure funding for the regions
- delivery of homes for key workers that are needed in the regions, such as teachers, nurses and police.

The department will work with councils within the Riverina Murray region to ensure they have support to plan and deliver housing, to meet their community's needs.

Regional Housing Delivery Plans

The Department of Regional NSW is developing a series of place-based Regional Housing Delivery Plans for targeted Functional Economic Regions (FERs). These plans will:

- **Respond** to local housing needs and assist regional communities to facilitate new housing supply, thereby alleviating housing pressure and helping communities face future demand
- **Identify** the specific constraints and barriers to the delivery of new housing supply in that FER and practical solutions to overcome these barriers
- **Provide** clear actions that, if funded and implemented, help deliver new housing and relieve pressure on housing markets.

The region was home to 3,254 affordable housing properties in 2017.¹⁷ The 2021 Census found around 3% of all households (and 16% of Aboriginal households) live in social housing, with waiting times for affordable and public housing properties in the region ranging from 2 to 10 years for one-bedroom properties to more than 10 years for 4-bedroom properties.

We need to better understand current and future demographics and corresponding housing needs in all areas experiencing growth, including opportunities to provide the diversity of housing that meets community need, and the location and timing of new infrastructure. Staged urban development will help to achieve efficient, appropriate and sustainable housing development processes.

In addition to regional cities, rural towns and centres need investment in enabling infrastructure to support housing development.

To meet supply and diversity challenges, housing should look for:

- infill opportunities in regional cities, including higher density residential housing such as terraces and apartments near CBDs and public spaces (see Objective 6)
- infill opportunities and other low impact residential products such as villas and townhouses in towns and villages near main streets, open spaces and services.

The region's housing needs to be more energy efficient and resilient to natural disasters to protect occupants from events such as flooding, bushfire and climate extremes such as heat waves (see objective 3).

Making houses more thermal and energy efficient with light-coloured roofing materials, double-glazing, natural light, rooftop solar, heat-pump hot water or making them solar and battery-ready will provide

financial and quality of life benefits. Identifying areas for small-scale clean electricity generation, microgrids and related transmission infrastructure in development areas will allow this infrastructure to be installed upfront or be added without significant disruption.

The diversity of challenges and influences across the region means there is no one-size-fits-all housing solution. A range of solutions will ensure the region's towns and regional cities remain vibrant and productive places to live.

Strategy 5.1



Local strategic planning statements will:

- overview demographic trends, major projects and industries, and other influences shaping housing demand
- identify high-level constraints and opportunities for growth, including hazards and biodiversity
- identify key infrastructure and servicing requirements for future populations
- identify next steps and commit to preparing or updating strategies for diverse and affordable housing in strategically appropriate locations.

Councils are required to prepare local housing strategies (standalone or included in other strategic work) that will:

- identify the drivers of housing need
- analyse constraints and opportunities to the provision of housing
- identify future housing needs
- identify opportunities or initiatives to provide more resilient housing that responds to hazards and climate change
- identify the preferred type and location of housing
- identify the staging and release of new housing
- commit to timely and orderly provision of infrastructure to service housing and future populations (see Objective 11).

Strategies will accord with state government guidance for preparing housing strategies, including the need to provide a clear evidence base. They will enable assessment of the implications of various locations for new housing and identify required infrastructure. State government agencies (including infrastructure providers) should be consulted during the review or preparation of these strategies.

Strategy 5.2

Councils should consider local affordable housing needs, either separately or as part of a local housing strategy, to identify potential community, council and State government solutions and actions that could support low-income renters and purchasers.

Strategy 5.3

New urban development will:

- avoid constraints and hazards
- minimise land use conflict with other uses, including agricultural land, freight corridors, industrial uses, and energy developments and corridors
- protect sensitive land uses from sources of air pollution such as major roads, freight routes, and railway lines, using appropriate development controls and design solutions
- protect areas of high environmental value and, ideally, avoid removal
- be integrated with existing urban areas
- provide a variety of housing that reflects community need
- integrate land use and transport planning, including outcomes that support public and active transport opportunities
- protect the viability of city and town centres
- protect and enhance local character
- consider access to existing, or provide new, services and infrastructure as an area is developed
- be designed to support walking and cycle-friendly neighbourhoods and connect to existing active transport networks
- accord with staging and release plans.

Action 4

The department will (in consultation with state agencies and councils) identify and clarify the approval process for local housing strategies to streamline rezoning processes.

Collaboration Activity 5

The department will work with relevant local and state agencies to investigate the issues and extent of housing affordability across the region and identify opportunities for land use planning to improve housing affordability outcomes.

Collaboration Activity 6

The department will work with state agencies, councils and other housing stakeholders to implement the adopted recommendations of the Regional Housing Taskforce and the Department of Regional NSW's Regional Housing Delivery Plans.

Aerial overlooking Tumut.
Credit: Destination NSW



OBJECTIVE 6:

Support housing in regional cities and their sub-regions



Aerial, Albury.
Credit: Destination NSW

The regional cities of Albury, Wagga Wagga and Griffith provide commercial, residential, cultural and employment opportunities and higher-order services to residents and to surrounding areas. They house more than 50% of the region's population and provide 58% of all jobs in the region, supporting those who commute to the cities from surrounding areas.

Conversely, the areas surrounding regional cities provide the agricultural and industrial base for many regional economies, alternative lifestyle opportunities and support tourism and access to recreation.

Redevelopment and higher residential densities will be a focus of urban growth in regional cities and should be supported by strategic planning. Existing urban areas have capacity for infill and revitalisation, particularly near commercial centres. All three regional cities have or will provide medium and high-density housing in or near CBDs.

The continued provision of rural residential development in the three regional cities needs to be managed to protect future urban growth areas from fragmentation and ensure that infrastructure and service provision is economically efficient and effective for the whole city (see Objective 7). Some rural residential areas within or adjoining regional cities have the capacity to increase residential densities to take advantage of their access to infrastructure and services and to promote a more compact urban form.

There are economic benefits for surrounding areas when regional cities grow, particularly in areas within commuting distance. These areas could offer affordable housing and a country lifestyle for residents still seeking the benefits and opportunities of a nearby large city.

Recognising regional cities and their surrounding areas as a single housing market will provide opportunities for these communities and enable local and state governments to focus on appropriate growth, rather than competition between the cities and smaller nearby townships.

Wagga Wagga

Wagga Wagga is NSW's largest inland regional city, home to more than 67,000 people and the central hub for much of the region's east. Approximately 88% of people in the city of Wagga Wagga live and work in the city; others commute from areas within an hour, including from Junee, Coolamon and Lockhart LGAs.¹⁸

Wagga Wagga also provides commercial, health, education, civic and social services to a catchment of approximately 190,000 people, as far away as Young in the Hilltops LGA.

While medium density development will increase, the main form of new housing will be in identified urban release areas. The Northern Growth Area will provide more than 6,000 new homes varying in diversity and affordability (approximately 17 years of supply). Council is committed to an integrated master planning process for this area including the NSW Government and infrastructure providers to ensure services are provided in a timely and efficient manner.

Council continues to support urban growth areas to the south of the city, such as the Lloyd development area and increased densities in some existing large lot residential areas, to meet its future urban housing needs.

Wagga Wagga City Council is planning for a transition to a more densely populated city of 100,000 people. This will require a shift in focus for existing rural residential areas on the urban fringe of the city to a more standard housing product, including medium density housing. Council has committed to directing rural residential development away from urban fringes to nearby villages.

In addition, towns and villages like Coolamon, Junee, Culcairn and The Rock could be suitable for standard urban housing at a different price point, as well as lifestyle rural residential development opportunities.

Albury

Albury is home to around 56,000 people on the NSW side of the Murray River. With Wodonga in Victoria, these twin cities are home to almost 100,000 people.

The combined City is a central hub for south east Riverina Murray and for the north east of Victoria – a broader catchment of around 200,000 people. Nearly two-thirds of Albury's workforce live and work in the city and a further 20% travel from Wodonga. Greater Hume and Indigo (Victoria) LGAs house the most commuters outside Albury/Wodonga.¹⁹

Albury is the fastest growing centre in the Riverina Murray region, and this will continue with the Thurgoona/Wirlinga Growth Area in the north east expected to provide more than 22,000 new homes (approximately 40 years supply). Growth in this area is supported by comprehensive structure planning.



Figure 7: Influence of Wagga Wagga Regional City on surrounding areas



Figure 8: Influence of Albury Regional City on surrounding areas

Albury is unique due to its intrinsic links and interdependence with Wodonga. While the two cities function separately, there is a focus on “two cities, one community”.²⁰ Development of both needs to balance growth, competition and sustainable urban outcomes.

In addition to some rural residential opportunities within the Albury LGA, there are opportunities for towns and villages within commuting distance, such as Jindera, Corowa, Howlong, Culcairn and Holbrook, to also provide rural residential development.

Griffith

Griffith is home to approximately 27,000 people. It is a major commercial centre providing higher order goods, services, jobs and facilities to a wider sub-region of approximately 50,000 people. Most people living in Griffith (90%) live and work there. It sits within the Murrumbidgee Irrigation Area, one of the most diverse and productive agricultural regions in Australia.

Griffith City Council’s urban release areas at Lake Wyangan and Collina are likely to supply most standard housing for the foreseeable future however some additional housing in the city centre and on the urban fringes of Griffith are being supported while the urban growth areas are strategically planned for houses and infrastructure. Council’s housing strategy focused on housing diversity and affordable housing options and opportunities to increase housing in and close to the city centre, where there are substantial redevelopment and mixed-use opportunities for apartments. To allow for this to occur, Council has actively supported the relocation of the Griffith freight terminal to a more appropriate location in order to reduce potential land use conflicts on new infill residential development. If relocated the site could be master planned to facilitate medium density and affordable housing close to the CBD.

Given the increasing costs of housing in regional cities, there are still opportunities for commuting-distance towns and villages like Yenda, Hanwood, Leeton and Darlington Point, particularly for rural residential development.

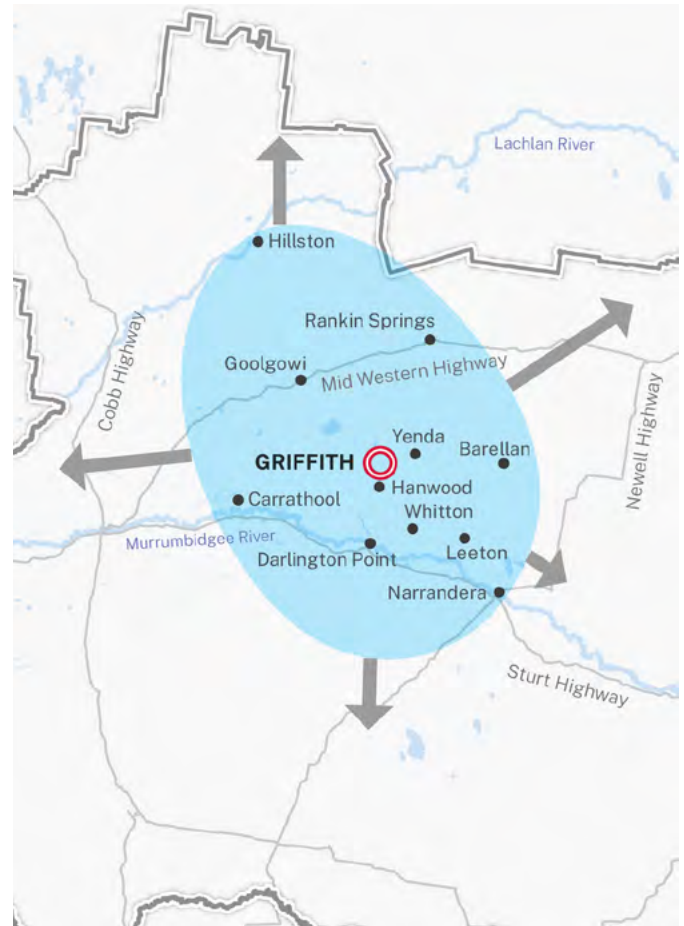


Figure 9: Influence of Griffith Regional City on surrounding areas

Strategy 6.1

Strategic and statutory planning for the regional cities will aim to:

- coordinate appropriate urban growth and development through structure and master planning, particularly in new urban release areas
- increase infill and residential densities within or close to the CBD, in consultation with relevant government infrastructure and service providers (such as schools and transport), where appropriate.
- where strategically justified, transition rural residential development to a standard residential product
- set targets, timeframes and staging for servicing urban land; identify infrastructure requirements and priorities; align infrastructure plans; and audit residentially zoned land to identify development barriers
- review the supply of zoned and strategy-identified land to understand constraints, priorities and development pathways.

Collaboration Activity 7

The department will work with:

- Coolamon, Cootamundra-Gundagai, Greater Hume, Junee, Lockhart, Narrandera and Snowy Valleys councils to respond to potential housing and economic impacts and opportunities from the growth and development of Wagga Wagga
- Federation and Greater Hume councils to respond to potential housing and economic impacts and opportunities from the growth and development of Albury, in consultation with Albury City Council, adjacent Victorian councils and the NSW and Victorian cross-border commissioners
- Carrathool, Leeton, Murrumbidgee and Narrandera councils to respond to potential housing and economic impacts and opportunities from the growth and development of Griffith.

Collaboration Activity 8

The department will work with Wagga Wagga, Albury and Griffith city councils and relevant government agencies to coordinate appropriate urban growth and development through structure and master planning, particularly in new urban release areas.

Collaboration Activity 9

The department will work with Griffith City Council and other relevant agencies to consider the relocation of the Griffith freight terminal to a more appropriate location with less potential land use conflicts, to provide greater housing choice near the CBD.

Streetscapes, Wagga Wagga. Credit: Destination NSW



OBJECTIVE 7:

Provide for appropriate rural residential development



Springvale, Wagga Wagga.
Credit: Destination NSW

Rural residential development provides an option for people who want to live in a semi-rural or urban fringe setting where the dwelling is the primary use of the land. This type of development is known by many names, including ‘rural residential’, ‘rural lifestyle’, ‘rural living’ and ‘large lot residential’ development. It is usually on the edge of or near villages, towns and regional cities. There are many towns in the region that provide rural residential development that support a larger urban centre, including Jindera (15 minutes from Albury), Coolamon (30 minutes from Wagga Wagga), Moama (10 minutes from Echuca, Victoria) and Yenda (15 minutes outside Griffith). It does not include smaller lots with dwellings that are intended to be used for commercial farming enterprises (such as intensive agriculture).

Demand for rural residential development within commuting distance of regional cities and towns is expected to continue. Population and employment opportunities will increase in the regional cities and many towns across the region, enabling smaller communities to provide lifestyle opportunities without competing with the regional cities or larger towns. In addition, rural residential development offers housing options in smaller towns where there is low or no growth.

Rural residential development supports growth in rural communities and contributes to housing diversity. However, it must be planned to minimise or avoid unnecessary and irreversible impacts as it can:

- increase potential for land use conflict with nearby or adjoining productive agricultural, industrial, mining or energy uses
- fragment rural or agricultural land, creating dwelling opportunities that can increase the value of rural land and potentially reduce the ability of farming enterprises to amalgamate
- place pressure on infrastructure and services, resulting in an economic burden on councils
- contribute to a greater reliance on private vehicle transport to access essential services
- cause biodiversity losses, weed control issues or erosion, or in waterfront areas, water quality issues, vegetation loss or impacts on infrastructure in and adjoining the waterway
- restrict future urban growth opportunities due to multiple landowners and competing priorities.

Strategy 7.1

New rural residential development areas must be identified in a local housing or other strategy, approved by the department, prepared in accordance with Objective 5 and:

- be near existing urban areas to maximise the efficient use of existing infrastructure and services, such as roads, water, sewerage and waste services, public transport and social and community infrastructure, (including access to education facilities)
- not reduce future urban development options
- protect the economic use of rural land and be located away from significant agriculture, forestry, extractive resources or energy production or distribution areas or other air pollution emission sources (see Objective 12)
- not be located on areas of high environmental value or areas of cultural or heritage significance or not adversely affect nearby land with those values
- avoid fragmentation of waterfront areas, and not proliferate additional water rights to water bodies
- avoid areas that could pose a risk to public safety, including flood, landslip, bushfires, proximity to hazardous or offensive industry uses or contaminated land
- be suitable for on-site effluent disposal (if required), or ensure treatment systems that can avoid overflow during storms
- avoid locations that could adversely impact surface water or groundwater resources
Note: where onsite sewer is being proposed, the cumulative impacts on groundwater must be considered.
- provide an adequate water supply for domestic purposes
- offer permanent and safe all-weather access, avoid ribbon development along main roads and minimise access off major roads
- provide a lot size and zone that ensures a dwelling is the primary use of the land.
Note: The RU4 Small Lot Primary Production Zone is not suitable for rural residential development.



Rural residential development, NSW



OBJECTIVE 8:

Provide for short-term accommodation

The Shamrock Hotel Motel, Temora
Credit: Destination NSW



Major projects and industries require temporary and permanent workers during construction and operation. These workers contribute to local economies and communities through direct and indirect employment opportunities and support growth and other investments across the region.

There has been significant housing stress in some towns and villages from an influx of workers during the construction of large-scale developments, such as renewable energy projects, mining, Murray River bridge crossings and Inland Rail. Seasonal agricultural employment and the visitor economy also create demand for short-term accommodation.

In some instances, major projects and seasonal housing needs are met locally, without analysis of any impacts, nor any remediation, which affects the availability of housing for residents and the visitor economy.

Workforces need to be accommodated appropriately to support local economic development. This requires a coordinated and ongoing process to understand the scale of major projects and workers and where they will occur, to enable appropriate planning for the right types and locations of housing.

Councils need to plan for a range of housing and accommodation options, particularly where demand for temporary accommodation is high. For example, councils could:

- consider seasonal and itinerant worker accommodation needs in local housing strategies and local strategic planning statements
- review LEPs to provide for temporary worker accommodation, caravan parks, manufactured home estates or moveable dwellings
- implement short-term rental accommodation policies
- review planning controls to identify barriers to the provision of suitable accommodation
- partner with the community housing sector to provide affordable housing supply suitable for worker accommodation and longer term affordable rental housing
- apply for low-cost loans for infrastructure to support private sector housing
- encourage better utilisation of existing dwelling stock.

Strategy 8.1



Strategic and statutory planning should consider:

- the provision of housing for workers by employers, including state agencies, by providing flexible controls
- the capacity of existing and planned infrastructure to service accommodation for workers
- provision for workers' accommodation sites such as caravan parks, manufactured home estates, tiny homes and manufactured homes on land in or adjoining existing centres, new development areas and publicly owned land.

Strategy 8.2



Development applications for large-scale projects should be supported by a workforce accommodation strategy that:

- assesses anticipated impacts on the local housing market, including cumulative impacts associated with other large scale projects in the area
- shows how potential employees can access accommodation, without detrimentally affecting existing housing availability and affordability
- illustrates how the project will contribute to the supply of local housing, and support the nearest centre or centres
- allows for the plan to be monitored and updated over the life of the project.

Collaboration Activity 10



The department will work with Department of Regional NSW, joint organisations and councils to:

- quantify housing demands from major projects and infrastructure investments, including mining, renewable energy, transmission, and road and rail projects
- understand the cumulative impacts of major projects on the region and affected communities
- determine suitable planning mechanisms to ensure the project design and development assessment process considers these impacts early.

Collaboration Activity 11



The department will work with councils to review LEPs to facilitate workforce accommodation associated with major projects.

OBJECTIVE 9:

Plan for resilient places that respect local character

Streetscapes, Coolamon.
Credit: Destination NSW



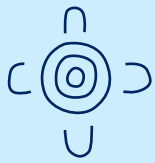
Main streets, rural landscapes and vistas, interactions with the natural environment and waterways, open spaces and cultural and heritage places can contribute to unique, locally recognisable places.

Well-designed places are usually great places to live and visit. When planning places, the urban design strategies for NSW can assist efforts to represent community values and ambitions and build resilience (see Figure 10).

Understanding what resonates with people and makes an area special can help to retain and celebrate local character.

Figure 10: Extract from Government Architect NSW (2020) *Urban Design Guide for Regional NSW*

Urban design strategies for regional NSW



Engage with the history and culture of places

Urban environments in regional NSW are defined by non-Aboriginal cultural heritage, which was preceded by places and landscapes tied to Aboriginal culture. Different histories and shared stories play out across regional cities, towns and villages. Acknowledging and caring for assets and landscapes that represent histories and cultures supports community wellbeing and helps to define places.



Integrate with the natural environment and landscape

Most regional cities, towns and villages have a strong connection with the natural environment and with stories and experiences of Country. Careful planning and design is required to integrate urban development sustainably and appropriately.



Revitalise main streets and town centres

Main streets and town centres typically contain the biggest concentration of public and commercial facilities. Main street buildings and public spaces record stories and histories, carry a sense of local identity, or host major events, parades and festivals.



Prioritise connectivity, walkability, and cycling opportunities

Private cars are likely to remain the dominant form of transport in regional areas. Car dependency can be reduced near urban centres through good urban design, planning and better public transport connections.



Balance urban growth

While there is pressure for new housing development on greenfield sites outside town centres, the long-term impacts of dispersed and sometimes isolated fringe development can have high economic and social costs. Urban design and strategic planning should balance the consolidation and distribution of new development.



Increase options for diverse and healthy living

Rethinking housing forms and densities and providing new options should allow for the needs of older people, proximity to essential services and well-designed public areas



Respond to climatic conditions and their impacts.

Varied climate zones, landscapes and topographies affect different regional urban settlements in different ways.

Aboriginal heritage

Conserving Aboriginal heritage and respecting Aboriginal people's rights to determine how their heritage is identified and managed can help to uphold some of the world's longest standing spiritual, historical, social and educational values. Incorporating local Aboriginal knowledge, culture and traditions into centres, places and developments will embed cultural awareness and build respect for the region's cultural history. Respectfully and authentically combining history and heritage with modern design creates places with shared values and a clear sense of place, identity and offers unique opportunities for the visitor economy.

Non-Aboriginal heritage

Heritage conservation attracts businesses and residents and supports the visitor economy. Better promotion and targeted community education initiatives can increase community support for managing and protecting heritage assets.

Heritage is distinct from local character; it is not just about managing the material culture of the past, it is also about understanding how heritage influences and shapes communities today. Heritage buildings can be re-used as both cultural infrastructure and modern economic activities.

Heritage is irreplaceable and should be valued and protected. Appropriate heritage management mechanisms developed with communities, such as Aboriginal and cultural heritage studies can inform strategic and statutory land use planning.

Strategy 9.1



Councils will identify, conserve and enhance cultural heritage values by:

- engaging with the community early (including Traditional Owners) in the planning process to protect, preserve and nurture Aboriginal cultural heritage
- undertaking heritage studies to inform conservation and development opportunities
- encouraging adaptive re-use or sympathetic new design in heritage settings
- managing and monitoring the cumulative impact of development on heritage values and character of places
- creating opportunities for Traditional Owners to manage and protect Aboriginal heritage.



Leeton Township.
Credit: Destination NSW

Waterfronts

Rivers and waterfront areas can be the centrepiece of waterfront communities, allowing people to visually connect and sensitively interact with the water. Stronger links between towns and waterways can optimise the heritage and character of a place, make waterway areas more attractive, and potentially provide new public space and areas for recreation. Riverfront master planning processes such as the Wagga Wagga Riverside Strategic Master Plan, Albury Murray River Experience Master Plan, Hay Shire Council's Murrumbidgee River Master Plan 2021 and the Deniliquin CBD Master Plan create better connections between towns, rivers and people.

Reorienting commercial and retail frontages to waterfronts could help to create waterfront connections for pedestrian and cycle networks between centres, residential areas, employment areas, cultural facilities and transport nodes. This can occur alongside improvements to riparian zones and river channels across the Riverina Murray region.

To do this, councils and public land managers need support to fund the ownership, embellishment and ongoing maintenance of waterfront lands and the preparation of waterfront activation strategies to identify key sites.

The region's waterfront sites have extensive Aboriginal and non-Aboriginal histories. The celebration of these historic values in interpretive design elements and cultural activities will create new destinations, experiences and stories. Collaboration and partnerships with Aboriginal communities and Traditional Owners can help to identify opportunities for cultural practice, better recognition of culture and place and economic opportunities for Aboriginal people, including the cultural visitor economy.



Strategy 9.2



Strategic and statutory planning will consider:

- areas that can be embellished for recreation and public open space opportunities, aligned with the principles of the *NSW Public Spaces Charter*
- environmental values to be protected (in accordance with Objectives 1 & 2)
- opportunities to integrate with urban areas, pedestrian and cycle networks and irrigation channels
- preferred land uses and planning controls for waterfront areas
- opportunities to integrate activation strategies with planning for hazards such as drought and floods (in accordance with Objective 3)
- mapping river corridors in LEPs to increase protection
- connecting waterfront walks and trails
- opportunities for cultural practice and economic uses for Aboriginal people (see Strategy 9.1).

Action 5



The department will develop a management framework for western NSW rivers to guide:

- priority areas for activation
- mechanisms to fund public ownership of waterfront land
- the preparation and implementation of waterfront activation strategies
- mechanisms to ensure waterfront areas provide long-term public and environmental benefits
- councils on the planning and management of waterfront lands.

Marrambidya Wetlands, Wagga Wagga
Credit: Chloe Smith Photography; Visit Wagga Wagga

Built environments

The region's places offer distinctive features such as historic buildings and tree-lined streets that help to create a unique character and sense of place. These characteristics are essential to the region's identity, visitor economy, and regional economy.

The CBDs of Wagga Wagga, Albury and Griffith provide well designed mixed-use, residential, retail and commercial development within and adjacent to the CBDs, and quality public spaces that encourage more diverse, vibrant and interactive community and business areas.

The region's busy and attractive main streets contribute to the regional economy and social wellbeing. They provide for day-to-day needs and act as a hub for surrounding communities. Examples include:

- Junee's distinctive two main streets either side of the railway line, preserved heritage buildings and streetscapes, accessible public open space and community facilities within an idyllic rural setting
- Temora's main street precinct, providing local shopping, dining and services within a preserved heritage streetscape
- the townships of Barooga and Tocumwal and their landscape and urban form that is central to their identity of towns on the banks of the iconic Murray River framed by magnificent Red Gum trees
- Leeton's main street, with beautifully restored and maintained art deco buildings, including the Roxy Community Theatre

- Sheridan Street in Gundagai, which features new tourist and information facilities and greater foot traffic from well-designed civil works and the repainting of buildings.

The revitalisation and development of built environments throughout the region will contribute to the growing population's health and wellbeing.

Many of the region's town centres would benefit from strategic planning to fully appreciate the opportunities of vibrant built environments.

Strategy 9.3



Councils should undertake strategic, place-based planning of CBDs and main streets to:

- identify opportunities to diversify land uses and activate and/or revitalise centres
- be walking and cycle-friendly and manage the competing needs of movement and place outcomes
- recognise and celebrate the local character of the place and its people
- enhance vitality and economic viability
- consider public domain improvements, public art, community events, markets and festivals, local housing and night-time options such as restaurants and bars.

Streetscapes, Temora
Credit: Destination NSW



Public Spaces

Vibrant neighbourhoods feature green infrastructure, and walkable and attractive public spaces.

Public spaces should be high quality, well maintained and integrated with the surrounding environment. They need to be designed and managed so they remain comfortable places to be as the region gets hotter. This can lead to healthier communities, where people are more connected and participate more in community activities, while mitigating climate change impacts, providing habitat for wildlife and improving air and water quality.

Initiatives to improve public spaces include increasing planting of trees and other vegetation in developed areas, maximising shading and using materials with greater reflectivity, less heat capacity and (in the case of paving materials) more permeability.



Public Open Spaces

Both active and passive (including parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and publicly accessible bushland).



Public Facilities

public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities



Streets

streets, avenues and boulevards; squares and plazas; pavements; passages and lanes, and bicycle paths

Strategy 9.4

Strategic and statutory planning should encourage retaining existing trees and planting new street trees along main streets.



Strategy 9.5

Councils should analyse public space needs and develop public space strategies to improve access and quality of all public spaces, including planning new and improved public spaces that align with the 10 principles for quality public space of the *NSW Public Spaces Charter*.



Smart Places

Smart technology can contribute to quality, productive, resilient and adaptable places and infrastructure. For example, electric vehicle charging infrastructure, smart CCTV, smart lighting, predictive analytics, 'push to talk' emergency systems, smart screens and smart tour guides can improve public spaces and encourage greater use.

Similarly, embedding smart technologies into utility infrastructure and environmental monitoring systems enables real-time management decisions and actions. Land use and infrastructure in new communities or precincts, infill or urban renewal areas should embed smart solutions and technologies.

Strategy 9.6

Major commercial, residential and community infrastructure developments should consider ways to enable and incorporate smart technology infrastructure, where appropriate.



Strategy 9.7

Statutory planning should be reviewed to support adaptation to new and emerging technology driven-land uses, particularly smart infrastructure.



Murrumbidgee River, Hay
Credit: Margie McClelland



OBJECTIVE 10:

Improve connections between Murray River communities

Most towns and localities on the Murray River are co-located with a Victorian counterpart (see Figure 11). These twin towns often share housing markets and operate as a single provider of services, employment and retail.

Some Victorian towns and cities within commuting distance of the border are likely to grow significantly over the next 20 years. For example, Bendigo (an hour south west of Moama) and Wodonga (adjoining Albury) are projected to grow by 50% by 2036, taking their populations to over 153,000 and almost 59,000 respectively.²¹ Other cities such as Echuca, Shepparton and Wangaratta are projected to grow steadily to 2036.²²

Albury/Wodonga is a regional centre, highlighted by Victorian Government projections that Wodonga will be one of the top five fastest growing regional LGAs in Victoria over the next 20 years. In addition, the Albury-Wodonga Regional Deal between both councils and the Australian Government will provide funding and support for economic development and infrastructure and connectivity priorities.

NSW Murray River communities have stronger economic and social connections to communities in northern Victoria than other parts of NSW (see Figure 11). Commuting across the border occurs both into and out of NSW communities. For

example, almost 8,400 people live in the Victorian LGAs of Wodonga, Indigo, Moira or Towong and commute to work in the eastern NSW border towns. Just over half the people that live in Moama travel into Victoria to work and over half the number of people that work in Moama live in Victoria.²³

Melbourne is only 2.5-3 hours from most border communities (by road and rail) and major towns and regional cities in Victoria are within 30-60 minutes. Conversely, the regional cities of Griffith and Wagga Wagga are 2-3.5 hours from most border communities and Albury is nearly 3 hours drive from Moama. People in the central and western parts of the border areas connect to parts of Victoria and Melbourne for work, education, recreation, and services and facilities such as specialised health and high-order retail.

Bendigo's importance to NSW cross-border communities could increase as it is one of three regional cities in Victoria that are projected to account for around half of all Victorian regional growth in the next two decades.²⁴

The strong commercial and industrial links between the Riverina Murray region and Victoria are primarily from freight moving through to Melbourne Airport and the Port of Melbourne. Victoria is expecting freight volumes to nearly triple in the next three decades.²⁵

Figure 11: NSW-Victoria cross-border towns and area of influence



Growth in Victoria's regions is guided by regional growth plans endorsed by all Victorian regional councils. The plans will see housing, jobs, transport and community facilities provided when and where they are needed.²⁶

Residents and workers along the Murray River do not always appreciate the different legal and administrative requirements of each State. While this can increase opportunities for funding or leveraging off the success of a cross-border counterpart, it can limit coordination of service and infrastructure delivery, fragment government, duplicate resources, and result in varying approaches to rules and regulations.²⁷ Cross border commissioners in NSW and Victoria are looking to develop common approaches and resolve issues unique to cross-border communities.

Some of the challenges unique to land use planning in this sub-region include:

- different forms of riverfront ownership. Much of the Victorian side of the Murray River is Crown land, which limits private development opportunities, yet provides visitor economy and amenity opportunities; most of the NSW side of the river is in private ownership
- different state legislation and requirements for development that often result in more favourable conditions in one area over another
- the combined housing markets for twin towns that operate over separate jurisdictions
- better integrating transport and land use planning between jurisdictions (see Objective 17)
- addressing pressure for holiday homes and rural residential developments in small NSW towns and communities where house prices are increasing and rental markets and affordable housing opportunities are tightening.

There are already examples of collaboration between state agencies, such as the Victoria and NSW Memorandum of Understanding (MoU) and other more specific MoUs, for example the NSW Department of Primary Industry MoU for Biosecurity and Emergency Management and other more specific MoUs. These MoUs have associated actions that require specific activities to be designed to address cross-border anomalies in legislation, regulation and government policy. Other NSW and Victorian agencies and NSW and Victorian councils could draw from these MoUs and Albury-Wodonga's collaboration experiences and outcomes. Regular dialogue is essential to identify issues, points of difference, best practice examples and potential collaboration activities.

Two Cities – One Community

In preparing individual community strategic plans, the respective Albury and Wodonga communities identified that the two councils should work more closely to achieve community aspirations and ambitions, value for money and a regional perspective.

A combined community strategic plan 2017-2021 adopted by both councils sets out long-term goals and actions to guide collaboration to realise community benefits and to build on an enduring partnership. The plan is due to be updated in late 2022.

Strategy 10.1



Local strategic planning statements for LGAs adjoining the Murray River should:

- overview cross-border issues including inter-relationships, inter-dependencies and drivers of change
- recognise opportunities for a cross-border housing and employment lands market
- identify infrastructure and servicing constraints and opportunities in a cross-border environment.

Strategy 10.2



The LGAs of Murray River, Berrigan, Federation and Albury City should collaborate with their Victorian cross-border local government counterparts through strategic planning for the cross-border towns of Murray Downs/Swan Hill; Barham/Koondrook; Moama/Echuca; Barooga/Cobram; Mulwala/Yarrowonga; Corowa/Wahgunyah; and Albury/Wodonga and investigate shared housing markets to understand demand and supply for housing in the area.

Collaboration Activity 12



The department will work with relevant councils and agencies to share successful cross-border land use planning collaboration through workshops, practice notes, lessons learnt, or sessions with Joint Organisation planners' groups.

Collaboration Activity 13



The department will work with NSW and Victorian councils, agencies and stakeholders to understand the servicing and infrastructure catchments for cross-border communities.

OBJECTIVE 11:

Plan for integrated and resilient utility infrastructure



Hume Dam.
Credit: Dave Taylor

The region relies on quality utility infrastructure, including water supply, sewerage, stormwater, electricity, gas and telecommunications. With growth and climate change, infrastructure should be well designed, more resilient and located in the right place at the right time.

The Regional Housing Taskforce (and other government programs, such as the Town Water Risk Reduction Program) identified deficiencies in utility infrastructure and inadequate alignment between strategic and infrastructure investment planning. These are barriers to urban development and industry diversification or expansion. Many councils highlight the need to prepare or review infrastructure master plans, housing strategies and infrastructure contributions plans to align infrastructure and service provision with anticipated growth.

Strategic planning provides a way to coordinate utility infrastructure that minimises expenditure or duplication of services. It prioritises infill growth opportunities to maximise existing infrastructure and identifies urban growth areas in locations with access to existing infrastructure or where new infrastructure is cost-effective.

Water

The region sits wholly within the Murray Darling Basin and water management and water sharing are subject to the provisions of the Murray Darling Basin Plan.

Water within the region is finite and water licences are fully allocated. The expected population growth and industry development, coupled with the pressures of drought and climate change, require integration of long-term planning for water resources.

The region's water sources include:

- the regulated Murray and Murrumbidgee rivers
- dams and lakes
- unregulated rivers and creeks
- groundwater sources
- recycled water from local water utilities
- local runoff captured in farm dams
- water captured through floodplain harvesting.

Access to water is critical for some land uses but not

always considered upfront in the planning process. This can lead to population and industry growth in areas with water availability constraints, creating greater pressure on stressed water resources.

In some areas, councils are the local water authority and often draw water supplies from major rivers; in other areas, there are county water authorities, such as Riverina Water, that provide water to multiple LGAs.

There are opportunities to better integrate water resources in strategic planning to optimise water use efficiency, water re-use and recycling, sharing of existing or new water infrastructure or understanding the impact of land use planning decisions on water sources in the context of a capped system.

Telecommunications

Access to telecommunications is inconsistent across the region. While the regional cities and some parts of the region have established NBN fibre networks, more remote parts have limited access to affordable and reliable digital communication infrastructure or endure mobile phone blackspots. This can limit business growth, the ability to attract skilled workforces and online health and education programs in remote areas. Online health services are essential for different communities, for example, the older populations in smaller centres who require regular, accessible care as they age. Further, a lack of consistent mobile connectivity could be a barrier to the uptake of more autonomous and connected vehicles in the future.

Growing innovation and market competition in communication satellites will improve affordability and reliability of telecommunication services in remote parts of the region.

Electricity

Ensuring the region has a sustainable and reliable power source will ensure new residential and economic development can be accommodated. Whilst the South-West REZ, Snowy Hydro 2.0 and Energy Connect projects, identified in Objective 13, will contribute to this, aligning electricity infrastructure with identified growth in local strategies will be the most cost effective way to ensure that future areas have readily available electricity.

Greater engagement and collaboration between electricity suppliers and councils through the development and implementation of council-led strategic planning is required. This will ensure electricity infrastructure is fit for purpose and meets the needs of growing communities.

Strategy 11.1



Strategic and statutory planning will:

- focus development around existing infrastructure and/or promote co-location of new infrastructure, where appropriate
- undertake infrastructure service planning and cost-benefit analysis for land identified for development, to establish whether the land can be efficiently and feasibly serviced
- understand and identify necessary infrastructure upgrades to accommodate additional growth in the immediate to short-term
- include staging plans that:
 - identify the thresholds and timelines for major land release and infrastructure provision
 - identify infrastructure capacity for growth and potential take-up scenarios, including a baseline assessment of extent, type and capacity of existing infrastructure
 - evaluate the cost-effectiveness of the infrastructure required to service the area
 - align with capital investment plans/priorities of infrastructure providers or public authorities, where possible
 - consider resilience in infrastructure planning at a local, intra-regional and cross-border scale
 - identify and assess appropriate sites and capacity to provide for water security, wastewater service capacity, electricity supply, and emergency services
- optimise development controls to ensure development does not hinder the ongoing operation of infrastructure
- consider and identify infrastructure funding and delivery arrangements such as cross-jurisdictional/sector funding, planning agreements or public private partnerships
- assist public and private providers in aligning infrastructure and service provision with strategically identified growth.

Strategy 11.2

Strategic planning will optimise water use by:

- considering water supply and quality issues and opportunities throughout the planning process in the context of climate variability and change, planned growth, integrated water cycle management (or equivalent), and water sensitive urban design and environmental needs
- locating, designing and managing new developments to minimise impacts on water, including downstream impacts and groundwater resources
- encouraging the re-use of water in existing and new development
- improving provision for stormwater management and green infrastructure
- ensuring sustainable development of higher water use industries by supporting more efficient water use and re-use in locations where water can be accessed without impacting other water users or the environment
- identifying and protecting drinking water catchments and storages.

Collaboration Activity 14

The department will work with councils and public and private infrastructure and service providers to better align utility infrastructure delivery with strategic growth, particularly electricity providers.

Collaboration Activity 15

The department and relevant state agencies will investigate land use and population change impacts on water resources to:

- understand the impact of land use and water management decisions on industries, the environment and communities, in the context of a capped water management system
- assess projected population growth, and regional and local development trends to identify spatial changes in water demand and growth in town water demands
- better link approvals for land use with approvals for water access
- inform councils and joint organisations in the development of strategic plans, integrated water cycle management strategies and regional town water strategies
- enable early consideration of how to better integrate water supply, stormwater management and wastewater management
- improve communication and early engagement to inform councils and proponents about existing or emerging risks to water resources in their area
- improve access to information about water availability, critical water-dependent ecosystems and cultural values to guide strategic and statutory planning processes
- identify any water-related gaps in the planning system and assess the adequacy of current land use planning controls to protect water resources.

Township, Narrandera
Credit: Destination NSW



PART

3

Economy





Berton Vineyards, Yenda. Credit: Destination NSW

PART

3

Economy

Rural lands and natural resources are the foundations of the region's economic growth, employment and development. They support agribusiness and primary industry sectors such as agriculture, forestry, manufacturing and mining.

The regional cities also contribute to economic growth through retail, commercial and industrial development and hosting assets such as hospitals, tertiary education facilities and airports.

The region is known as Australia's food bowl and is the largest value-adding agricultural region in NSW. The region's competitive advantages are its location between Australia's biggest metropolitan cities and international airports and ports, its links with Victoria, and its agribusiness and value-added manufacturing sectors.

Figure 12 shows the region's economic assets and includes the major freight routes of the Hume, Newell, Sturt and Cobb highways, important freight railway lines, Wagga Wagga Special Activation Precinct (SAP), Albury Regional Job Precinct (RJP), regional hospitals and regional education precincts. The region will also generate renewable energy in the future within and outside a future Renewable Energy Zone.

Almost two-thirds of resident workers are employed in industrial (32%) or population-serving jobs (27%). Most industrial jobs are agriculture related, which highlights the importance of agriculture and manufacturing.²⁸ In Carrathool, for example, 60% of residents are employed in the industrial sector.

Planning for the region's economy needs to:

- protect rural land uses from potential land use conflict and fragmentation
- strategically plan for industrial and commercial growth
- grow CBDs and town centres
- provide health and education for local communities
- support well located renewable energy industries and the consequent transition away from fossil fuels
- encourage developments that support the visitor economy
- integrate transport and land use
- protect freight corridors and logistics facilities.

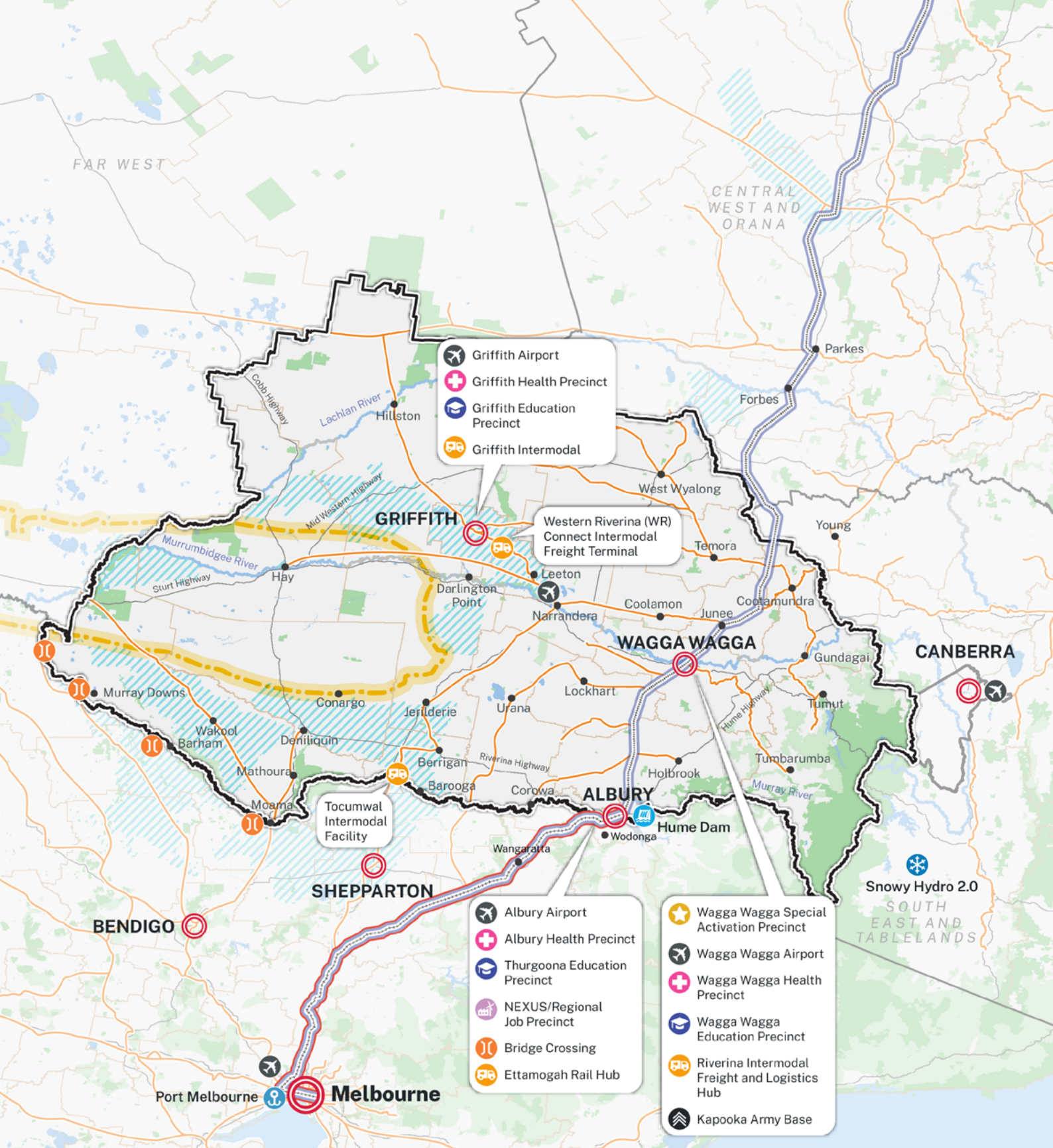


Figure 12: Major economic assets of the Riverina Murray Region



- | | | | |
|-------------------|--|---|---------------------------|
| Regional boundary | Airport | Local government area | State forest |
| Metropolitan city | Roads | Proposed south west renewable energy zone | Water body |
| Regional city | Railway | Irrigation areas | National park and reserve |
| Town | Inland rail | | |
| Bridge crossing | Possible Melbourne to Albury-Wodonga faster rail | | |

OBJECTIVE 12:

Strategically plan for rural industries

Local Rice Grower, Deniliquin.
Credit: Destination NSW



Rural lands are valued for agricultural production, employment, renewable energy production, the visitor economy, rural industries, extractive industries, forestry, cultural uses, recreation, conservation and rural residential development. These can be competing uses; planning needs to consider the priorities and pathways for the future use and protection of rural land.

Understanding the diversity of rural land use, considering emerging influences, and providing land use responses to protect, support and leverage rural enterprises is essential to protect and plan for rural lands.



Agriculture

Agriculture is worth over

\$2 billion each year

– the most valuable agricultural region in NSW²⁹

18,400 people

are employed in agriculture and related manufacturing in the region³⁰

Agriculture is the primary use of rural land in the region due to its soil types, landscapes, availability of water and climatic conditions as well as the diversity of its production, supporting industries and access to markets. Agriculture drives secondary industries such as processing, milling, pressing, canneries and transport, as well as related industries like wineries, restaurants and the visitor economy.

Agricultural diversity contributes to the region's resilience, a major factor in the region's agricultural success, and includes:

- beef production, cropping, fruit and nuts, which are dominant in the region's east.
- cropping, beef, pigs, poultry and dairy, primarily through irrigated agriculture near the Murray River.
- the Western Riverina plains which support agriculture and associated industries enhanced by irrigation districts, such as cotton, rice and horticulture (citrus, grapes and nuts).

The historical investment and reliance on water for agriculture supports irrigation districts that benefit almost half the region's LGAs, including Berrigan, Carrathool, Edward River, Griffith, Hay, Leeton, Murray River and Murrumbidgee. In Berrigan LGA, for example, irrigation infrastructure services more than 75% of the area.³¹

With government policy separating land and water almost 20 years ago, planning for agriculture is complex and often driven by market forces, notably the price and movement of water.

Over time, farming operations have increased both physically and in value. Changes to water policy combined with technological advancements and economies of scale have changed farming practices.

Land use planning can support productive agricultural lands by:

- identifying and managing land use impacts on productive agricultural areas and areas with opportunities for economies of scale and access to assets such as processing or logistics
- avoiding the fragmentation of rural land from housing so that farms can cost effectively consolidate and minimise land use conflict or loss of highly productive agricultural lands
- locating value-add industries where they can support agricultural production
- ensuring land uses adjacent to highly productive agricultural land are compatible with agricultural production activities or have adequate buffers.

Supply chains, value-add industries and economies of scale are less secure with the market-driven movement of water from different uses and locations. While this has led to growth for some areas such as the nut industry around Tooleybuc, it has placed pressure on nearby areas to adequately service new communities, and in some areas it has also resulted in the underutilisation of existing infrastructure and services, such as within the Berrigan LGA.

Rural land use conflict between farming operations or rural industries and other uses such as urban development, tourism or recreation can stem from pests, noise, odour, dust, lighting or spraying. These conflicts can be minimised with appropriate zoning, permissible uses and development controls.

The BC Act includes requirements for land clearing and creates opportunities for stewardship of biodiversity assets, adopting the principle of avoiding the development of areas of high environmental value where possible. An unintended consequence of the avoidance principle is the need to locate development on environmentally unconstrained land, which is often used for agriculture. Strategic planning needs to balance the needs of communities, economies, developers and the environment when planning for land uses and development outcomes.



Forestry

Forestry, logging and associated manufacturing industry is worth

\$219
million

Forestry, logging and associated manufacturing³² employs over

1,700
people

The South West Slopes forestry sector in Snowy Valleys and Greater Hume LGAs is supported by timber processing facilities in Tumut and Tumbarumba. Timber is processed into structural frames, kraft paper and pulp and particle board products.

The growth of the forestry industry has increased the transport of logs and processed timber products to processing plants and export markets via Sydney, Melbourne and Adelaide. Regional road improvements are necessary to cope with the increased volumes and size of trucks.

Strategic approaches for forestry hubs could help to identify forestry transportation routes and address network gaps and inefficiencies to facilitate fast and efficient transportation of timber logs and products to processing plants, domestic markets and export portals.

Snowy Valley Council has identified the Riverina Intermodal Freight

and Logistics hub at Wagga Wagga as a strategic asset for the industry and the region as well as the need to upgrade specific freight routes to the hub.

Bushfire impacts on forestry

The 2019-20 bushfires burned about 492 km² of plantation forest and 8,300 km² native forests. Bushfire damaged forestry operation infrastructure and facilities such as workers accommodation, roads, bridges and fire trails. The lost timber supply affected the forestry processing and manufacturing industries; this combined with import delays and increasing local and international demand resulted in a wood products supply shortage.

Economic diversification and adaptability for communities with hubs such as Snowy Valleys LGA will be crucial with climate change expected to intensify the bushfire threat, affect water availability and soil quality.



Mining

The mining and construction material sector is worth

\$185
million

Over

500
people

are employed in mining and construction in the region³³

The region's extractive operations are mainly for construction materials (construction sand, road and concrete aggregates or roadbase) with the exception of a significant gold mining operation (Cowal Gold Mine), north of West Wyalong in Bland LGA that employs around 385 people.³⁴

Quarries in most LGAs provide local sources of construction materials for housing, roads and other infrastructure

Areas with known mineral and construction material resources should be managed to ensure the resources are not affected or sterilised by the encroachment of sensitive land uses. It may be possible to identify activities in key resource areas that enable productive use of the land without sterilising the potential of the underlying resource.

A strategic approach to rural land planning will enable communities and all levels of government to understand the importance of, and plan for, the future of rural industries, energy and mining.

Credit: Simon Freeman 2011



Strategy 12.1



Local strategic planning statements will:

- overview each LGA's rural land attributes, industries, assets (such as supply chain industries and infrastructure, and natural attributes such as soils, water, climate)
- identify confirmed or potential major projects and social and economic opportunities
- recognise trends and opportunities for rural land uses
- commit to preparing or updating local strategies to support rural land uses.

Strategy 12.2



Rural land strategies should be prepared when undertaking a review of rural zones and/or rural development controls, they should:

- set a vision for rural areas
- identify and detail key natural, cultural and economic assets
- analyse opportunities and constraints to the use and development of rural land, including any potential land use conflicts and proposed responses
- establish strategic directions, outcomes or policies for the management and development of rural areas
- incorporate consultation with state agencies, the community and industry groups
- include implementation mechanisms, such as planning instruments and policies.
- natural resources and environmental features and their importance, including known sites of archaeological or cultural significance
- environmental hazards that could affect how rural land is used and developed, such as flooding and bushfire risk
- settlement patterns and demographics of local communities in the area
- existing lot sizes and land use patterns, including holding sizes and trends in land amalgamation
- infrastructure capacities, constraints and thresholds for upgrades available for agriculture and other relevant land uses
- how to protect agricultural land and rural industries from land use conflicts and fragmentation
- areas strategically identified for urban expansion and options to protect rural land uses until the expansion is realised.

Rural land strategies should be tailored to each area and, where appropriate and data permits, assess:

- relevant state, regional and local strategic planning policies and objectives
- agricultural trends and opportunities, including agricultural productivity and land use (such as agricultural activities, manufacturing and value-add industries, resource extraction, renewable and other energy), drivers of change, changes in farming practices and processes, and farm investment patterns
- regional economic assets, such as railways and airports, transport routes, logistics hubs and infrastructure such as major irrigation assets and employment generated from rural industries

A defensible methodology should be utilised when reviewing lot sizes in rural areas. This should include the identification of the desirability of lots for rural living versus farming enterprises to ensure that rural lot sizes reflect their intended land use (ie. not rural residential development).

Strategy 12.3

Strategic and statutory planning will consider the life cycle of resource extraction opportunities, including:

- protecting potential mineral and energy resources from sterilising land uses
- protecting resource extraction projects from land uses that could impact operations
- protecting road, rail and freight routes from development that could affect extraction
- promoting opportunities for minerals processing
- addressing water resource constraints and impacts
- identifying future mine closure dates, potential changes to water, economic/skill profiles and demographics, and potential land use changes, mine rehabilitation activities and post-mining land use opportunities.

Collaboration Activity 16

Using the regional water strategies and the RAMJO Water Position Paper, the department (planning and water divisions) and councils will work together to understand the impacts of an open water market on rural communities and improve planning for resulting land use changes.

Collaboration Activity 17

The department and Department of Regional NSW (Mining, Exploration and Geoscience) will identify existing and proposed mining and extractive industry operations in the region and update/produce a map to inform the application of local planning direction 8.1 Mining, Petroleum Production and Extractive Industries.

Riverina farm. Credit: Destination NSW



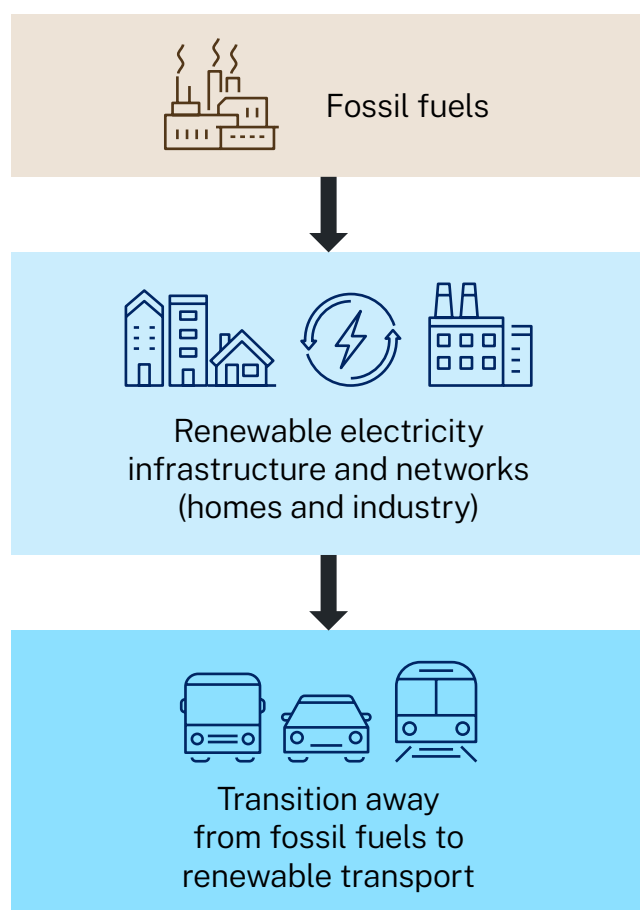
OBJECTIVE 13:

Support the transition to net zero by 2050

Renewable Energy

Within 15 years, 75% of the state's coal powered electricity generation is expected to reach the end of its technical life. Replacing these energy sources and building the infrastructure needed to connect new energy sources is essential. The NSW Government has committed to net zero emissions by 2050, requiring greater renewable electricity generation, transmission and storage. Renewable energy is now the cheapest form of new electricity generation and is key to the net zero target.

It is expected electricity demand will increase as people change how they power homes, transport, industry and business. The Australian Energy Market Operator forecasts a step-change in the transition away from fossil fuels and higher electrical demand.



This transition requires fundamental changes in how electricity is generated, transported, stored and used. Careful management will ensure the region benefits from employment opportunities and the potential for the new electricity systems to coexist with existing and future industries and residents. Land use planning can help to guide an orderly transition and maximise benefits.

The Riverina Murray's climate, resources and strategic connections to utility infrastructure place it in a strong position to contribute to and capitalise on the net zero target and electricity infrastructure plans. In recent years, large-scale solar farms account for more than 50% of major projects.

The **South West Renewable Energy Zone (REZ)** is in the early stages of planning. The South West REZ will connect multiple generators and storage in one location, capitalising on economies of scale to deliver cheap, reliable and clean electricity. While we expect the South West REZ to be developed in the medium to long term, it may be needed earlier if the transition away from fossil fuels is faster than forecast.

The region also includes the **EnergyConnect project**, an interconnector being built by Transgrid and ElectraNet between Wagga Wagga and Robertstown in South Australia, with a connection to Red Cliffs in Victoria. The project will upgrade the 33kV transmission line to 500kV between Wagga Wagga and Dinawan, which links to the eastern edge of the South West REZ and will unlock additional transmission capacity.

The region is also home to parts of **Snowy Hydro 2.0**, the largest committed renewable energy project in Australia that will pump water uphill through an underground pipeline into an existing Snowy Hydro dam and release it through an underground hydro-energy power station to create electricity when demand is high. The construction of Snowy Hydro 2.0 by around 2026 offers employment opportunities in parts of Snowy Valley LGA.

The Victorian and NSW Governments are co-delivering the **Hume Highway Hydrogen** initiative between Melbourne and Sydney to accelerate the development of a renewable hydrogen economy and promote its use by the heavy transport sector along Australia's busiest freight corridor.

Land use planning needs to manage several issues to help support the transition to net zero emissions.

Land use conflict and local impacts of renewable energy projects



- Some of the community benefits and land use conflict issues, include
 - diversification opportunities for agricultural enterprises
 - impacts or disruption to the production value of high-value agricultural land and mineral resources in the medium to long term
 - construction impacts such as increased truck movements (including oversize and over-weight loads) and traffic disruptions on local roads, providing supplies to the construction workforce and short term demand for housing (particularly in small communities)
 - biodiversity impacts
 - visual impacts, particularly multiple projects in the visual catchments of centres.
- Potential for waste generation during construction phase
- Decommissioning issues need to be addressed e.g. a need for recycling at the end-of-life of developments.

Solar farm solar panels.
Credit: DPE



Circular economy

Over the next 20 years, NSW waste generation is projected to grow from 21 million tonnes to over 31 million tonnes and waste-related freight in NSW is expected to rise by 43% by 2036. The *NSW Circular Economy Policy – Too Good to Waste* aims to support the transition to a circular economy to generate jobs, diversify the economy, increase the accessibility of goods, maximise the value of resources and reduce waste.

The regional plan recognises waste as an economic resource that supports a net zero emissions future. The circular economy is about avoiding materials being classified as waste through careful design and specification. This should be considered early in a development, from strategic planning to end of life. The Wagga Wagga SAP and the Albury RJP are examples of strategic precinct planning that promote and provide opportunity for circular economy projects to establish to minimise waste and maximise the use of materials.

Waste from natural disasters and new industries such as the solar energy sector are emerging issues. This is both a challenge for waste management and an opportunity for the region for better waste capture, processing and new specialisations. As the region's waste streams and quantities change, there is need for state agencies and councils to plan for future waste infrastructure needs.

A circular economy is also one where materials are retained in use at their highest value as long as possible and are then re-used, repurposed, remanufactured or recycled. The aim is to reduce the consumption of virgin and finite resources, and retain the value of materials with no residual waste to landfill. This requires transformational change in the way that buildings are designed, built, operated and deconstructed and ways to enable shared business models, low-carbon transport and material recycling infrastructure.

New employment opportunities will emerge from the re-use and recycling of waste and waste products as businesses transition to a circular-economy. Positioning the region to be an early adopter in the renewable energy and circular economy industries will support the diversification and value-add opportunities for existing industries, attract new industries and support an orderly land use transition while avoiding and managing associated impacts.

Strategy 13.1



To prepare for the transition to net zero emissions, strategic and statutory planning will:

- incorporate renewable energy into urban design and place-making projects
- provide opportunities for future buildings and urban release areas to be renewable-ready
- identify opportunities for potential high-energy industries, including manufacturing, materials processing
- identify opportunities for renewable energy vehicle refuelling networks/infrastructure
- appropriately consider opportunities to minimise land use conflict for the South West REZ, renewable energy generation and associated infrastructure outside the REZ.

Strategy 13.2



Strategic planning and waste management strategies should align with relevant state strategies and guidelines and when planning for waste and resource recovery, including:

- identifying waste infrastructure required to support new industry specialisations, including renewable energy generation
- the safe management of waste including associated with large-scale disasters
- a focus on precincts that support circular economy activities and industries
- planning instrument amendments required to make it easier to develop waste and circular economy infrastructure.

Collaboration Activity 18



The department will support Energy Corporation of NSW, the Renewable Energy Sector Board, councils and Aboriginal and community stakeholders to develop the South West REZ.

OBJECTIVE 14:

Protecting and promoting industrial and manufacturing land

Aerial, Griffith.
Credit: Destination NSW



The manufacturing sector is worth **\$1.7 billion**

Over **11,600 people** are employed in the manufacturing sector³⁵

Improved freight connections combined with economic and population growth will drive the need for additional industrial land and precinct opportunities. Already, several industrial precincts provide for a range of employment uses. Co-location or clustering compatible industries in these areas will improve efficiencies and productivity, reduce land use conflict, create new circular economy opportunities and maximise the benefits from infrastructure investment and supply and distribution networks.

Existing Precincts

Wagga Wagga SAP	Wagga Wagga SAP is a 4,500 ha business hub incorporating Bomen Business Park and the Riverina Intermodal Freight and Logistics Hub. It is supported by local, state and Commonwealth investment in infrastructure, master planning and streamlined planning processes. The SAP will be home to advanced manufacturing, recycling, renewables including hydrogen, agricultural processing and value-add industries.
Albury RJP	The Albury RJP is a 1,200ha employment precinct encompassing the existing NEXUS Industrial Precinct, Ettamogah Rail Hub, Inland Rail corridor and Hume Highway access. It will be a hub of manufacturing, agribusiness and freight and logistics and emerging circular economy industries.
WR Connect	WR Connect is an operational intermodal freight terminal and manufacturing and agribusiness hub on the border of Griffith and Leeton LGAs. If upgraded, it will be the newest and largest logistics hub for the Western Riverina, supported by a master plan prepared by Leeton, Griffith, Carrathool, Narrandera and Murrumbidgee councils and the NSW Government.
Griffith's main urban industrial area	Griffith's main urban industrial area in the city's south east is constrained by sensitive uses, fragmentation, small lot sizes and limited immediate connections to the classified road network. Council has plans to provide for larger-scale industrial uses along the proposed Link Road, south of the city.
Tocumwal Intermodal Terminal and Logistics Precinct	Tocumwal Intermodal Terminal and Logistics Precinct is zoned General Industry to facilitate future business development.
Deniliquin industrial precinct	Deniliquin industrial precinct is home to a thriving manufacturing and light industrial sector centred around engineering products for the rural and agricultural sector. Warehousing for rural products is emerging with businesses mostly relocating from Melbourne and Geelong.

Ongoing government-led strategic planning and infrastructure investment and development in the Wagga Wagga SAP and Albury RJP will grow existing and attract new businesses. They will leverage off the region's location, rural and agricultural endowments, to provide new and emerging manufacturing opportunities that have traditionally been undertaken overseas.

These regionally significant precincts will have broader implications for their host cities and the surrounding areas. Understanding the associated demand for housing, social infrastructure and land for complementary/secondary industries will inform future servicing decisions and increase leverage of business, industrial and residential growth opportunities in nearby LGAs.

Existing and future employment precincts in small and medium-sized towns such as Leeton, Corowa, Deniliquin, Lockhart, Moama and Jindera are already experiencing pressure for additional industrial land. Flexible planning and development controls can support these areas without undermining regionally significant precincts. This could involve the application of open zones or master planning that creates bespoke precincts to support existing industries, attract new businesses and respond to new opportunities and technologies.

Strategy 14.1

Local strategic planning statements will:

- include an overview of the LGA's key industrial land areas, industries (including major employers) and location and significance of strategic assets (such as supply and distribution chain infrastructure, key freight routes, supporting services and natural attributes)
- recognise trends and opportunities for industrial and/or employment land uses
- commit to preparing or updating local strategies for industrial and/or employment land.

Strategy 14.2

Strategic planning for existing employment lands and new opportunities will:

- locate new industrial land in areas accessible to inter-regional networks or in areas that could allow rail transport, unencumbered by natural hazards or environmental constraints while accessible to businesses and communities
- provide flexible and simplified planning controls that support the changing needs of industry, emerging industries and diversification, adaptation and innovation
- provide for the supply of diverse industrial land to meet the changing demands of industry
- encourage co-location and clustering of compatible industries to improve efficiencies and productivity, reduce land use conflict, maximise infrastructure investment and capitalise on supply networks
- drive competitive advantage by leveraging strengths, assets and attributes while maintaining integrity of existing industrial precincts
- investigate bespoke industrial precinct planning using targeted responses.

Strategy 14.3

Strategic and statutory planning will protect industrial land from potential land use conflicts arising from inappropriate and incompatible surrounding land uses.

Action 6

The department will use NSW Government geographic information systems and data tools to audit the region's industrial and business land to guide employment land strategies that will release, coordinate infrastructure and direct employment-generating opportunities.

Action 7

The department will consider the sphere of influence the Wagga Wagga SAP will have on land use in the broader region and the associated services and industries required to support its success.

Collaboration Activity 19

The department will work with Wagga Wagga, Coolamon, Junee, Lockhart, Temora, Cootamundra-Gundagai, Greater Hume, Narrandera and Snowy Valley councils to respond to potential housing and economic impacts and opportunities from the Wagga Wagga SAP.

Collaboration Activity 20

Using the learnings from the Wagga Wagga SAP and Albury RJP, the department will work with councils to undertake industrial land precinct planning to attract new and emerging industries and streamline statutory planning processes



Tocumwal Intermodal Terminal
Credit: Berrigan Shire Council

OBJECTIVE 15:

Support the economic vitality of CBDs and main streets

Streetscapes, Cootamundra
Credit: Destination NSW



Retail trade in the regional cities is worth

\$1 billion³⁷

Over

8,000 people

are employed in retail trade in the regional cities.³⁶

Wagga Wagga, Albury and Griffith CBDs and other town centres across the region are fundamental to communities, providing daily needs and acting as a social and economic hub for surrounding communities. They also support the freight network which in turn supports the economic vitality of main streets.

Some centres are experiencing declining business activity. Without planned intervention, this could reduce the critical mass of services and related business activities in these towns.

Retail and commercial investment should be focused in and around existing centres to strengthen the role and function of these areas and attract activity and investment, while respecting character and heritage values. Mixed use

developments, the efficient movement of people and goods, smart technology, quality public areas, cultural experiences and night-time uses can assist existing centres to respond to contemporary influences.

Smaller centres should be flexible and respond to community needs and development opportunities, protect the connectivity and functioning of commercial centres and minimise incompatible land uses.

New centres must be an appropriate size for their service catchment. They should only proceed if social and economic benefits can be demonstrated, to ensure the integrity of existing centres is maintained.

Strategy 15.1

Strategic and statutory planning for centres will:

- maintain and strengthen the economic vitality and function of established commercial centres and focus future commercial and retail activity in these centres, unless:
 - there is a demonstrated need;
 - there is a lack of suitable sites within or adjoining existing centres; and
 - there is positive social and economic benefit to locate activity elsewhere
- facilitate a range of uses through flexible and simplified planning controls to respond to the changing retail environment
- encourage redevelopment and appropriate higher density residential development in the CBDs of regional cities
- encourage infill and appropriate medium density residential development close to main streets and centres of small and medium sized towns
- conserve cultural heritage values and local character (see Objective 9)
- maximise accessibility and amenity, including support of public and active transport, and greening of buildings and open spaces
- consider freight access early in the planning process to balance the movement and delivery of goods with vibrant, healthy, and successful places.

Strategy 15.2

Strategic and statutory planning for new retail and commercial centres and development will demonstrate how they:

- respond to retail supply and demand, innovation and digital trends in the retail sector
- maximise existing public transport and community facilities commensurate with the scale of the proposal
- enhance public areas
- do not detract from established commercial centres.

Strategy 15.3

In collaboration with local communities, council strategic planning will recognise and celebrate the local character of places and people, the vitality of centres and 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.

Townscape, Narrandera
Credit: Narrandera Tourism



OBJECTIVE 16:

Support the visitor economy

Credit: Murray Downs Golf and Country Club



The visitor economy is worth

\$921 million

10,000 people are employed in the visitor economy sector⁴³

Visitors are attracted to the region's environmental, heritage and agricultural assets, and its strategic location. In river areas, visitors enjoy water sports such as water skiing, paddle boats, house boats, national parks, camping, cycling, mountain biking, hiking, golfing and fishing.

Attractions beyond the water include the Canola Trails, silo art, heritage places and activities, arts and culture, festivals and events - many relating to food and wine. Agritourism is a diverse and unique offering, including farm stays, farmers' markets and farm gate experiences.

Many communities benefit from regional sporting activities and events and Albury and Wagga Wagga attract regional conferences and business events.

NSW Government and council investment can prompt private investment and increase visitor numbers. Collaboration between the National Parks and Wildlife Service, Destination NSW, councils and local organisations will support a diverse visitor economy.

Other regional plan objectives will benefit the visitor economy industry, including riverfront activation (Objective 2), natural hazard resilience (Objective 3), Aboriginal aspirations (Objective 4), cross-border coordination (Objective 10) and enhancing commercial centres (Objectives 9 and 14).

2.2 million visitors to the region in 2017³⁸

Over **50%** of Murray River tourists are from Victoria³⁹

Providing **18,600** jobs and is the highest value tourism region and tourism employer in Victoria^{40,41,42}

In 2019-20, the combined NSW and Victoria Murray tourism region was worth **\$1.3 billion**

Strategy 16.1



Strategic and statutory planning will support and promote visitor activities and locations and ensure planning controls support and enable tourism developments and complementary land uses in appropriate locations.

Agritourism is supported as ancillary to agriculture, however other tourism in rural areas will need to be strategically justified and be located in areas appropriate for these types of activities. Potential land use conflict with other rural land uses must be taken into account when determining the suitability of a location for a rural tourism use.

Strategy 16.2



Strategic planning by councils adjoining the Murray River should include major tourism projects in Victoria. Tourism activities do not recognise state borders. Strategic planning by councils adjoining the Murray River should take into account the combined NSW and Victorian Murray River tourism market.

Collaboration Activity 21



The department and relevant councils will work with Destination Riverina Murray and Destination NSW to develop and implement riverfront activation strategies and the framework for the management of Western NSW Rivers (See Action 3).



Deni Ute Muster 2013. Credit: Destination NSW



The Murray River. Credit: Destination NSW

OBJECTIVE 17:

Strategically plan for health and education precincts

Streetscape, Griffith.
Credit: Destination NSW



The healthcare, social services and education sectors are worth

\$3.8 billion⁴⁴

26,700 people

(22% of all jobs) are employed in the healthcare, social services and education sectors

The healthcare, social services and education sectors are anchored by major health and educational facilities including Wagga Wagga Rural Referral Hospital, Albury-Wodonga Health, Griffith Base Hospital, Charles Sturt University, UNSW Rural Medical School, Notre Dame University Clinical School, Murrumbidgee Clinical Teaching and Learning Centre, 18 TAFE campuses and a range of smaller hospitals and medical/care facilities across the region.

Population growth increases demand for these facilities. With many LGAs experiencing faster than projected population growth and facing the challenge of sustaining skilled workforces, a coordinated approach to health and education precincts is required.

Master planning for regionally significant health and education facilities in Wagga Wagga, Albury and Griffith will increase quality and diversity of services, enable business synergies, attract private sector investment, improve community access to services and develop local skilled workforces.

Reliance on smaller health and education facilities will also grow with the population. Facilities such as the Narrandera, Junee and Temora hospitals and health services, as well as schools and tertiary education facilities in the Leeton, Deniliquin and Cootamundra LGAs, will be critical to supporting the future population of the region.

Health and Education Precincts

Wagga Wagga Health and Knowledge Precinct	<p>Wagga Wagga Health and Knowledge Precinct will support more than 300,000 people⁴⁵</p> <p>The precinct includes the Wagga Wagga Rural Referral Hospital, a private hospital, the universities of NSW and Notre Dame, and the largest number of medical specialists of any single location in regional Australia.⁴⁶</p> <p><i>Wagga Wagga Health and Knowledge Precinct Master Plan</i> outlines a vision to support additional specialist medical and health services along with short-term accommodation, commercial provisions and training and education services. This requires a transition from residential and industrial uses to land uses that will support health and education in the city.</p>
Griffith Health Precinct	<p>The Griffith Health Precinct around the Griffith Base Hospital and the St Vincent's Private Community Hospital is supported by master planning and ongoing redevelopment. This will promote complementary uses and minimise land use conflict. The precinct will support additional specialist medical and health services along with short-term accommodation, commercial operations associated with health uses, training and education services.</p>
Thurgoona Education Precinct	<p>The Thurgoona Education Precinct Master Plan will facilitate joint venture opportunities for shared school and community facilities, and the co-location of education (primary to tertiary), business, research, eco-tourism, recreation and residential uses.</p>
Albury Health Precinct	<p>A Health Precinct Master Plan for the Albury Hospital and the Regional Cancer Centre will be supported by the Albury-Wodonga Regional Deal, a collaboration between the Australian Government, NSW Government, Victorian Government, Albury City Council and City of Wodonga Council.</p>

Strategy 17.1



Councils and the NSW Government should work with social infrastructure and service providers on strategic planning that will:

- identify future health and education infrastructure and service needs, including appropriate locations for future facilities or impacts and issues for existing facilities
- determine when, where and what services are likely to be required in response to population growth
- include the growth and development identified in council strategies and plans, economic and employment forecasts, major project approval data and NSW population projections.

Strategy 17.2



Strategic planning and statutory planning should investigate opportunities to create mixed use precincts around locally significant health and educational facilities through planning controls that encourage co-location of complementary uses. The relevant NSW infrastructure and service providers should be consulted early in the planning process.

Strategy 17.3



Statutory planning will ensure that any development on land within a defined health and/or education precinct is consistent with a council-endorsed master plan.

Collaboration Activity 22



The department will support Albury, Wagga Wagga and Griffith councils as they prepare and implement health and/or education precinct master plans and appropriate planning provisions.

Collaboration Activity 23



The department will work with councils and service providers, such as School Infrastructure NSW, Health Infrastructure NSW Department of Education and NSW Health, to ensure education and health facilities are appropriately provided in growing areas.

OBJECTIVE 18:

Integrate transport and land use planning

Bethanga Bridge, Bellbridge.
Credit: Destination NSW



The freight and logistics sector is worth

\$1.8 billion⁴⁷

5,400 people

are employed in the freight and logistics sector⁴⁸

The region includes the convergence of major freight corridors between Adelaide, Melbourne, Sydney and Brisbane, providing opportunities to maximise economic growth and take advantage of freight air and/or sea ports at Canberra, Sydney, Wollongong and Melbourne.

Millions of tonnes of freight move in, out and within the region annually by road and rail. The region supports international and domestic supply chains and is home to major logistics and intermodal hubs such as Ettamogah Rail Hub just north of Albury, Western Riverina Intermodal Freight Terminal (WR Connect) in Wumbulgal (Leeton LGA), Tocumwal Intermodal and Logistics Terminal and the Riverina Intermodal Freight and Logistics Hub north east of Wagga Wagga in the SAP.

The freight industry is transitioning away from fossil fuels and establishing a network of hydrogen refuelling and electric vehicle charging stations. E-commerce is also increasing demand for warehouse and logistic properties such as automated warehousing.

The region's intermodal and logistic hubs and new infrastructure projects will support the expected growth of the freight and logistic sector, provide economic opportunities including jobs and enhance connections within the region and to surrounding regions.

In some towns, main streets are freight and transport corridors. Strategic and statutory planning needs to protect the effectiveness of the corridors and provide opportunities for local businesses to leverage the corridors. Planning for new or upgraded freight corridors should consider impacts on sensitive land uses.

Key regional transport projects

The following are new infrastructure projects that will improve connectivity and freight movement within and to the region.

Inland Rail is a 1,700 km freight rail line connecting Melbourne and Brisbane via regional Victoria, NSW and Queensland that is expected to be completed by 2027. It will connect to Wagga Wagga SAP and Albury RJP, and benefit the region's producers and manufacturers to export to domestic and international markets.

Inland Rail's connection with railways between Sydney, Adelaide and Perth at Parkes SAP will give agriculture and manufacturing industries better access to South Australia and Western Australia. The project will catalyse regional investment in agriculture, food processing, manufacturing and packing, and could create opportunities for intermodal facilities and inland ports at major rail junctions. As the Inland Rail is upgraded there will be an increase in larger trains traversing through towns and cities, placing pressure on at-level crossings and urban environments.

The **Newell Highway Program Alliance** involves around 40 additional overtaking lanes, widened shoulders and centrelines and audio-tactile line marking. In combination, it will improve safety and freight productivity, and reduce travel times by up to 33 minutes along the highway between the Victorian and Queensland borders. This will provide an efficient road connection to the Parkes SAP for the region's producers to then tap into markets in South Australia and Western Australia via rail.⁴⁹

Although Inland Rail will remove around 63,000 heavy vehicle trips a year from sections of the Newell Highway,⁵⁰ the improvement program's travel efficiencies create potential for a viable freight industry along the Newell Highway, which could support communities such as Tocumwal, Narrandera, West Wyalong and Jerilderie.



Freight Trucks on the Newell Highway
Credit: Geoff Ward

Major **Murray River river crossing** projects in the region include the second Echuca-Moama Bridge, Barham-Koondrook and Tooleybuc Bridge restorations and plans for the Swan Hill Bridge replacement. These crossings are more than transport functions -they bring social, economic, and environmental benefits to places, businesses and communities.

These projects will address heavy vehicle access restrictions associated with existing crossings and could stimulate investment in agriculture, food processing, manufacturing and packing as businesses leverage unconstrained and efficient access to the Port of Melbourne.

Riverina Intermodal Freight and Logistics Hub (RIFL)

is an 80ha inland port adjacent the Main Southern Rail Line and the future Inland Rail in the Wagga Wagga SAP. It has a 4.9 kilometer siding connected to the Main Southern Rail Line, to support the intermodal terminal, increasing the region's freight competitiveness in national and global markets.

Planned to service a diverse range of commodities, industries and freight types, the RIFL will drive business synergies by allowing freight to be transported close to where it is manufactured and processed. It will enable and attract development of approximately 300 ha of heavy and light industrial land and open secondary manufacturing and warehousing opportunities in adjoining LGAs. This will require appropriately located and serviced employment land.

The Australian, NSW and Victorian governments are investigating **fast and faster rail options** from Sydney to Canberra as well as Melbourne to Albury-Wodonga⁵¹ that could allow businesses to access an expanded workforce and markets, while residents could more easily access jobs and services outside the region.

Transport and land use planning

Integrating land use and transport planning is key to sustainable development and resilient communities. Early and strategic analysis of land use and transport interactions helps to identify implications and opportunities and provide appropriate place-based planning and responses.

Projects like the improved river crossings create opportunities to better integrate transport and land use planning, which could stimulate residential and commercial development. For example, the second Moama-Echuca bridge and associated Cobb Highway, Meninya Street and Perricoota Road intersection upgrades will see Moama's main street revitalised for new retail and business opportunities.⁵²

Freight and logistics clusters

Freight and logistics are the backbone of the region's economy. Supply chains, which increasingly operate 24 hours a day, can be impacted by the encroachment of residential areas and other sensitive land uses – these issues need to be considered early in land use planning.

Freight and logistics are being shaped by new technologies and systems such as autonomous vehicles, automated warehousing, aerial delivery and pick-up points, micro-manufacturing and advancements in e-commerce. These could impact how, where and when freight is moved. Land use planning responses need to embed flexibility to accommodate technological and industry changes while providing certainty that negative impacts on or from freight and logistics can be managed.

NSW Government-led strategic planning, technical studies and infrastructure development at Wagga Wagga SAP and Albury RJP, combined with council-led employment land planning and development initiatives in Griffith, Jindera, Leeton and Deniliquin will provide well-located, master planned and well-serviced industrial land. Other freight towns such as Tocumwal, Hay and Narrandera could establish appropriately located, master planned and well-serviced employment land that enable freight and logistics to move more efficiently to domestic markets and trade gateways.

Connections to the Port of Melbourne, Port Kembla and Port Botany are critical for the region's economy. Western Sydney International (Nancy Bird Walton) Airport and Canberra Airport could also provide freight opportunities.

As freight volumes grow, so will movements on local and regional roads. However, some roads are already either failing under the pressure of freight movements or offer poor condition or alignment. First and last mile freight issues are more prevalent in industry hubs such as the forestry sector in Greater Hume and Snowy Valleys LGAs or agricultural activities across the region and should be considered when identifying strategic opportunities for growth or investment.

Intra-regional connectivity

The economic and social relationship between regional cities and surrounding towns allows for an affordable housing market near regional cities. However, public transport services between regional cities and surrounding towns are poor, and private vehicles are often the only choice.

Better understanding of public transport needs, including in cross-border locations, is required. Connections should maximise accessibility to and from workplaces, educational institutions, health services, public transport hubs and retail centres.

Behavioural and technological change

The older population and changing travel behaviour to more healthy and sustainable options create demand for public transport, and walking and cycling connections. Many towns and urban areas in the region offer wide streets, grid patterned design, relatively low levels of traffic on local roads, and a gentle topography. These assets could support increased active and public transport.

However, the tradition of low density communities, separate land uses and car-prioritising infrastructure has impacted:

- public services and infrastructure costs
- public health costs associated with not actively designing healthy activity
- greenhouse gas emissions
- air pollutants
- social equity
- economic competitiveness and resilience.

Reduced car use and vehicle ownership lowers household costs, improves personal and environmental health, and lowers carbon emissions and air pollution. An active and public transport network integrates nature into neighbourhoods encourages people to enjoy the outdoors while providing corridors for wildlife movement and helping to manage clean stormwater.

The concept of the 15-minute neighbourhood looks to address these many public interests, both for developing new areas and retrofitting existing lower density residential areas. It aims to achieve as much variety in local supporting uses as possible, supported by as much density and variety of housing as is feasible.

In rural towns and villages, the intent for these places to be 15-minute neighbourhoods, where people need only walk, cycle or use micromobility to access one place for most of their daily needs. In more rural areas outside villages and settlements, opportunities to link outer residential subdivisions to village centres and connecting villages through walking and cycling networks could be feasible.

Air transport facilities

The region's air transport infrastructure supports the visitor economy, freight, medical and emergency services, aviation training, agriculture and recreational gliding. Airports in Albury, Griffith, Wagga Wagga and Narrandera-Leeton also provide regular passenger services. With the growth of e-commerce and increased expectation for faster delivery of goods, airports and aerodromes could become more important in the region's freight and logistics sector.

The Albury airport has been identified for a \$25 million expansion under the Albury Wodonga Regional Deal⁵³



Wagga Wagga Airport, Wagga Wagga.
Credit: Wagga Wagga City Council and Destination Riverina Murray.

Strategy 18.1



Local strategic planning statements will:

- overview strategic transport assets, including road, rail, air and freight
- identify existing or potential strategic projects or policies to improve transport, including heavy vehicle or town bypasses
- identify transport issues requiring further strategic investigation or funding.

Strategy 18.2



Strategic and statutory planning will realise land use planning and transport integration by:

- identifying and activating employment lands near freight infrastructure, using planning controls that support supply chain oriented land uses and limit incompatible land uses
- in consultation with Transport for NSW, identifying and investigating opportunities to reserve future heavy vehicle and town bypasses and associated road corridors
- ensuring development proposals for supply chain or logistics hub uses address urban amenity impacts, including the application of buffers where appropriate
- addressing first mile and last mile freight limitations, including off-street loading docks, kerbside space, formal de-coupling sites, alternative last mile delivery vehicles, appropriate access for vehicles on local road networks and accommodating larger vehicle combinations
- incorporating flexible planning controls to support new and emerging technology-driven land uses.

Strategy 18.3

Strategic and statutory planning will strengthen connectivity and amenity in centres and across the region by:

- planning and designing streets that prioritise walking, cycling and public transport as attractive transport choices, especially in brownfield and greenfield sites
- establishing connected and accessible green walking and cycling networks supported by appropriate user facilities and integrated with public transport
- balancing the needs of pedestrians and cyclists, and vehicle traffic on main streets and prioritising pedestrians in town centres
- requiring major traffic-generating development proposals to demonstrate how the proposal will effectively integrate with existing walking, cycling and public transport networks, where appropriate
- promoting redevelopment and higher densities within walking distance to town centres, public spaces and transport interchanges
- ensuring land use planning creates opportunities for new and emerging transport technologies and services, such as autonomous and electric vehicles and on-demand transport.

Strategy 18.4

Strategic and statutory planning will protect supply chains, freight corridors and logistics facilities from future development impacts by identifying measures to mitigate associated noise and air emissions, encouraging off-road freight or connections between heavy vehicle routes that do not involve local roads, and identifying and maintaining buffers between freight infrastructure and incompatible land uses areas.

Strategy 18.5

Strategic and statutory planning will need to ensure development outcomes near the Inland Rail corridor or near the road/rail interfaces of Inland Rail do not undermine the function of the Inland Rail.

Strategy 18.6

Strategic and statutory planning for airport and aerodrome upgrades will adopt a precinct-based planning approach to complement the expanded or emerging role of the airports and aerodromes. This includes protection from encroachment of incompatible development by:

- managing and protecting associated land uses and airspace, including potential future operations
- limiting the encroachment of incompatible development
- avoiding development that penetrates the Obstacle Limitation Surface
- identifying and activating employment lands in surrounding areas.

Credit: Transport for NSW

**Collaboration Activity 24**

The department, Transport for NSW and, where relevant, the Australian Rail Track Corporation will collaborate on Inland Rail, the Murray bridge projects and Newell Highway upgrades to understand all impacts and opportunities early in the process.

Glossary

Active transport

Transport that is human powered, such as walking, cycling, micromobility devices or using a wheelchair.

Affordable housing

Housing for very low-income households, low-income households or moderate-income households, as prescribed by regulations or provided for in an environmental planning instrument.

Agribusiness

A business that earns most or all of its revenues from agriculture, such as food and fibre production, agrichemicals, seed supply, farm machinery wholesale and distribution, freight, logistics, processing, marketing or retail sales.

Biodiversity

The variety of life on Earth. The life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems they form.

Biodiversity corridor

An identified area of land that connects flora and fauna populations, separated by human developments and activities.

Circular economy

A model that redesigns current linear systems (take-make-waste) to a closed loop or circular system which maximises resource efficiencies, reduces waste and improves natural systems.

Climate refugia

Areas where species can retreat to and persist in under changing environmental conditions. Refugia are areas that maintain favourable climatic conditions absent in the surrounding landscape, thereby safeguarding the persistence of biodiversity.

Employment lands

Areas zoned for industrial or similar purposes. Generally lower density employment areas that provide space for utilities and urban services, including depots, repair trades and service centres, as well as the research, design, and manufacturing of goods through to their warehousing, distribution, and sale.

First mile/last mile

The first and final stage of a journey in which people or goods travel to a broad range of origins or destinations, such as the trip between a train station and the final destination of a shopping centre or place of work.

Green infrastructure

The network of green spaces, natural systems and semi-natural systems that support sustainable communities, including waterways, bushland, tree canopy and green ground cover, parks, and open spaces.

High environmental value land

Land with:

- sensitive biodiversity values
- native vegetation of high conservation value
- key habitat of threatened species
- important wetlands
- areas of geological significance

Household size

The average number of people living in a dwelling.

Housing affordability

The capacity of individuals or households to enter the rental and privately owned housing markets.

Housing diversity

The mix of housing types such as detached dwellings, boarding houses, purpose-built rentals, dual occupancies, group homes, hostels, multi-dwelling housing, residential flat buildings, secondary dwellings, semi-detached dwellings, seniors housing and shop top housing.

Infill development

Development in areas used for urban purposes, including the re-use of a site within the existing urban footprint for new housing, businesses, or other urban development.

Intensive agriculture

Agriculture activities such as horticulture, irrigated crops, glasshousing, feedlots, poultry farms that rely on high levels of inputs such as labour and capital to increase yield.

Local Environmental Plan (LEP)

The main statutory instrument to guide planning decisions for LGAs through zoning and development controls.

Population projections

Projections of future size and structure of a population based on past trends and assumptions about the future, such as births, deaths and migration.

Public spaces

Public spaces are publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive. This includes public open spaces, public facilities and streets.

Renewable Energy Zone (REZ)

Zones of energy generation alternatives as power stations close that connect renewable energy such as wind and solar, storage such as batteries, and high voltage power poles and wires in the same location to capitalise on economies of scale to deliver cheap, reliable and clean electricity for NSW.

Resilience

The capacity of a place, town, city or region's systems, businesses, institutions, communities and individuals to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience.

Ribbon development

Extensive residential/commercial/industrial development occurring in a linear pattern along a river or road corridor.

Smart technology

Self-Monitoring Analysis and Reporting Technology (SMART) that provides cognitive awareness to objects by making use of advanced technologies like the internet of things, artificial intelligence, machine learning and big data.

Statutory planning

Includes planning proposals, development applications and other statutory processes that require planning decisions.

Strategic planning

Includes local strategies for issues such as housing, employment, retail, conservation, rural land, recreation and transport; precinct plans; structure

plans; master plans and other activities that support statutory planning, such as LEPs and development control plans, and decisions.

Sustainability

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Urban land

Land zoned under any of the following land use zones:

- RU5 Village
- R1 General Residential
- R2 Low Density Residential
- R3 Medium Density Residential
- R4 High Density Residential
- R5 Large Lot Residential
- E1 Local Centre
- E2 Commercial Centre
- E3 Productivity Support
- E4 General Industrial
- E5 Heavy Industrial
- MU1 Mixed Use
- SP3 Tourist
- SP4 Enterprise
- RE1 Public Recreation
- RE2 Private Recreation

Value-added

Value-added data represents the economic value that is added by each industry sector in a defined region. It can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by industry sector.

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Item 6 PUBLIC SPACES (UNATTENDED PROPERTY) ACT 2021

Author Acting Director of Planning and Community Development

Attachments DPIE – Public Spaces (Unattended Property) Guidelines.
Infographics on public spaces Unattended Property Act

RECOMMENDATION:

Council acknowledges the enactment of the Public Spaces (Unattended Property) Act 2021, commencing 1 May 2023

INTRODUCTION

This report provides an overview and analysis of the *Public Spaces (Unattended Property) Act 2021* (PSUP). Whilst the act commenced on 1 November 2022, a grace period existed to provide an opportunity for members of the public to become familiar with the new laws and make appropriate arrangements for the ongoing storage of their property. Fines may now be issued for all offences under the Act from 1 May 2023.

The act addresses the issue of unattended property in public spaces and aims to ensure the safety and security of such areas. This report will outline the key provisions of the act, its implications for our organisation, and any recommended actions or adjustments that may be required.

SUMMARY OF THE PUBLIC SPACES (UNATTENDED PROPERTY) ACT 2021

The PSUP introduces measures to regulate the presence and management of unattended property in public spaces. The key provisions of the act include:

- a. Definition of unattended property: The act defines unattended property as any personal property left unattended in a public space without the consent of the owner or lawful occupier of that space.
- b. Powers of public space officers: The act grants public space officers the power to remove unattended property from public spaces after reasonable steps have been taken to locate the owner or occupier. The officers are required to follow specific procedures for the removal, storage, and disposal of the unattended property.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

- c. Notice requirements: The act establishes requirements for providing notice to the owner or occupier of the unattended property regarding its removal and storage. It specifies the information that must be included in the notice and the methods of delivery.
- d. Storage and disposal: The act outline the procedures for the storage and disposal of unattended property. It establishes timeframes for storing the property and allows for the disposal of unclaimed property under certain circumstances.

IMPLICATIONS FOR JUNEE SHIRE COUNCIL

As an organisation operating within public spaces or with property in public areas, the PSUP may have several implications for our operations. Some of the key implications include:

- a. Compliance requirements: The organisation complies with the provisions of the act, including any obligations related to the removal, storage, and disposal of unattended property.
- b. Staff training: Employees who have responsibilities related to public spaces or unattended property to receive appropriate training to understand the act's requirements and ensure compliance. This may include training on identifying unattended property, following the correct procedures for removal, and providing proper notice.
- c. Record keeping: Maintenance of records related to the removal, storage, and disposal of unattended property.

CONCLUSION

There is no further action required to be undertaken by Council at this stage.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 6

27 JUNE 2023



New rules for animals

This includes stock animals. Cats and dogs are excluded, except for dogs in national parks.

 **Guidance is available for authorities**




Emergencies involving stock
Authority can place stock on adjacent private property after reasonable attempt to gain land owner/occupier consent
Authority must remove animal as soon as possible after emergency ends
Authorities can act outside of their area of operations


The above provisions will commence at a later date following development of further guidance

Unattended animals in public
Authority may return the animal to the responsible person
Authority can take possession immediately
An animal is not unattended in public if it is permitted to be there by the authority
Authorities can act outside of their area of operations
Owner may be fined \$660 for the first animal. Fines may compound for additional animals

Unattended animals on private land
Occupier of private land may take possession of animal and must:
- inform owner of animal's location within 24 hours, and
- return animal to owner within 4 days, or
- contact authority for animal to be taken to place of care within 4 days
Owner may be fined \$660 for the first animal. Fines may compound for additional animals

After animal is taken possession of
Responsible person has 7 days to reclaim animal
If not reclaimed, responsible person may be fined \$660, and animal may be sold or otherwise disposed of
All reasonable efforts must be made by the authority to sell, give away or rehome an unclaimed animal in possession
Authorities may only destroy an animal in limited circumstances under the Act

 Fines and penalties for unattended animals will commence 1 May 2023

 Animals taken into possession must be cared for in line with animal welfare laws

 **Public Spaces (Unattended Property) Act 2021**

Table of Public Spaces (Unattended Property) Act 2021 offences referenced against the former Impounding Act 1993

Impounding Act reference	Public Spaces (Unattended Property) Act Provision	Penalty notice – individual	Penalty notice – body corporate	Maximum penalty – court imposed
Section 13(6) Section 14	Section 24(1) – occupier of private land failing to take prescribed action	N/A	N/A	25 penalty units
N/A (new)	Section 28(4) – responsible person failing to comply with written notice (a) for an individual (b) for a body corporate	See below	See below	(a) 50 penalty units (b) 125 penalty units
N/A (new)	Section 28(4) – penalty notices for an animal for a class 1 item for a class 2 item for a class 3 item	\$1,320 \$660 \$1,320 \$1,320	\$2,640 \$1,320 \$2,640 \$2,640	
Section 32(1)	Section 37(1) – leaving an item unattended in a public place (a) for an individual (i) for a class 3 item (ii) for a class 2 item (A) for the first class 2 item (B) for each additional class 2 item, in the same public place or circumstance (iii) otherwise (b) for a body corporate	See below	See below	(a) (i) 25 penalty units for each day, or part there of day, but not more than a maximum of 75 penalty units (ii) (A) 25 penalty units (B) 5 penalty units, but not more than a maximum of 50 penalty units (iii) 25 penalty units (b) 125 penalty units

Impounding Act reference	Public Spaces (Unattended Property) Act Provision	Penalty notice – individual	Penalty notice – body corporate	Maximum penalty – court imposed
Section 32(1)	Section 37(1) – penalty notices for a class 1 item for a class 2 item, not in the same public place or circumstance as another class 2 item for 2-11 class 2 items, in the same public place or circumstance for a class 3 item	\$330 \$660 for the first item – \$660, and for each additional item – \$66 \$660	\$660 \$1,320 for the first item – \$1,320, and for each additional item – \$132 \$1,320	
Section 32(2)	Section 37(2) – leaving an animal unattended in a public place, including penalty notices (a) for the first animal (b) for each additional animal in the same public place	See below	See below	(a) 25 penalty units (b) 5 penalty units, but not more than a maximum of 50 penalty units
Section 32(2)	Section 37(2) – penalty notices for leaving a single animal in a public place for 2-11 animals in the same public place	\$660 for the first animal – \$660, and for each additional animal – \$66	\$660 for the first animal – \$660, and for each additional animal – \$66	

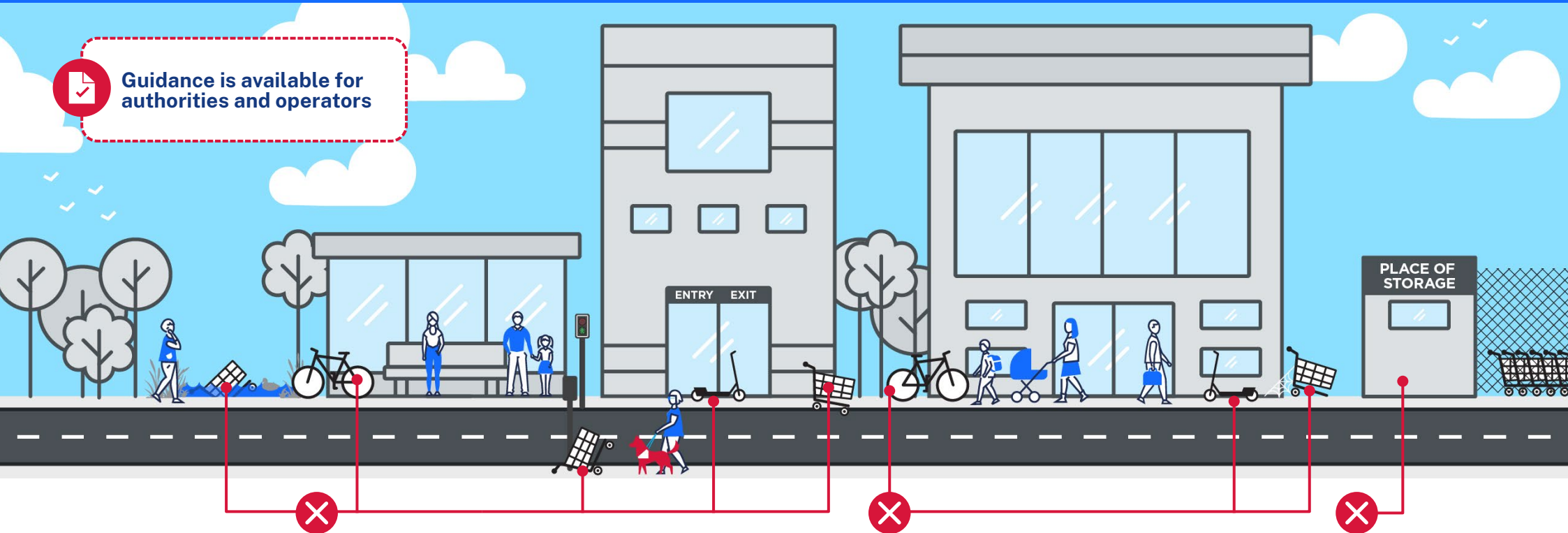
Impounding Act reference	Public Spaces (Unattended Property) Act Provision	Penalty notice – individual	Penalty notice – body corporate	Maximum penalty – court imposed
N/A (new)	<p>Section 38 – recklessly or negligently leaving item unattended in certain circumstances</p> <p>(a) for an individual</p> <p style="padding-left: 20px;">(i) for a class 3 item</p> <p style="padding-left: 20px;">(ii) for a class 2 item</p> <p style="padding-left: 40px;">(A) for the first class 2 item</p> <p style="padding-left: 40px;">(B) for each additional class 2 item</p> <p style="padding-left: 20px;">(iii) otherwise</p> <p>(b) for a body corporate</p>	N/A	N/A	<p>(a)</p> <p>(i) 50 penalty units for each day, or part there of day, but not more than a maximum of 150 penalty units</p> <p>(ii)</p> <p>(A) 50 penalty units</p> <p>(B) 10 penalty units, but not more than a maximum of 100 penalty units</p> <p>(iii) 50 penalty units</p> <p>(b) 250 penalty units</p>
Section 33	<p>Section 40(1) – causing or permitting animal to trespass</p> <p>(a) for the first animal</p> <p>(b) for each additional animal</p>	See below	See below	<p>(a) 25 penalty units</p> <p>(b) 5 penalty units, but not more than a maximum of 50 penalty units</p>
Section 33	<p>Section 40(1) – penalty notices for a single animal on private land without permission</p> <p>for 2-11 animals on the same private land without permission</p>	<p>\$660</p> <p>for the first animal – \$660, and for each additional animal – \$66</p>	<p>\$660</p> <p>for the first animal – \$660, and for each additional animal – \$66</p>	
Section 34	Section 41(1) – unlawfully recovering property	N/A	N/A	50 penalty units

Impounding Act reference	Public Spaces (Unattended Property) Act Provision	Penalty notice — individual	Penalty notice — body corporate	Maximum penalty — court imposed
N/A (new)	Section 42(3) — failing to recover property as required (a) for an individual (b) for a body corporate	See below	See below	(a) 25 penalty units (b) 125 penalty units
N/A (new)	Section 42(3) — penalty notices for an animal for a class 1 item for a class 2 item for a class 3 item	\$660 \$330 \$660 \$660	\$1,320 \$660 \$1,320 \$1,320	
Section 35	Section 43 — obstructing authorised officer	N/A	N/A	100 penalty units

New rules for sharing services

This includes shopping trolleys, share bikes and other sharing services available to the public

 Guidance is available for authorities and operators



Obstruction / safety risk

Authority may move to a safe place

Operator given 3 hours to move item before enforcement (outside of 11pm – 7am)

Fine for individuals \$660, for corporations \$1,320 (for one item)

Fines may compound for additional items

Sharing service item interfering with public amenity / left in the same place for more than 7 days

Operator given 4 days to move item before enforcement

Fine for individuals \$660, for corporations \$1,320 (for one item)

Fines may compound for additional items

After sharing service item is taken possession of

Authority may quickly dispose of item valued under \$200

Operator has 28 days to reclaim item if valued over \$200

If not reclaimed, operator may be fined and item may be disposed of



Fines and penalties for unattended shopping trolleys will commence 1 May 2023



Sharing service items in public must be in good working condition and branded with operator contact details



Public Spaces
(Unattended Property) Act 2021

New rules for vehicles

This includes (class A) motor vehicles e.g. caravans, boat trailers, and cars.

 **Guidance is available for authorities**



Registered vehicle parked safely

Unattended in same place for 28 days or unattended and interfering with amenity

After 28 days, notice given to remove vehicle

Owner has 15 days to act after which authority can take possession of vehicle

Owner may be fined \$660

Maximum court-imposed penalty, \$2,750



Unregistered vehicle parked safely

Unattended in same place for 15 days or unattended and interfering with amenity

After 15 days, notice given to remove vehicle

Last known owner has 3 days to act after which authority can take possession of vehicle

Owner may be fined \$660

Maximum court-imposed penalty, \$2,750



Obstruction / Safety Risk

Unattended and obstructing access or posing safety risk

Authority can take possession immediately

No notice period for owner to comply

Owner may be fined \$660

Maximum court-imposed penalty, \$2,750



After vehicle is taken possession of

Authority may quickly dispose of vehicle valued under \$1,500

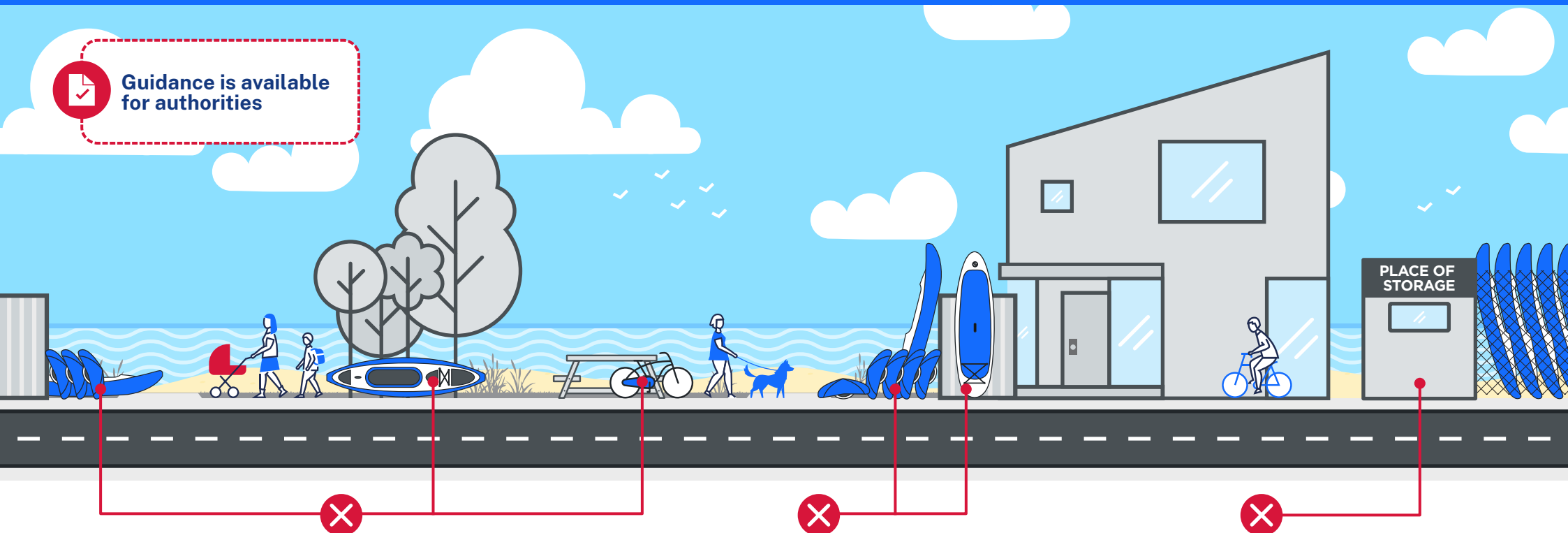
Owner has 28 days to reclaim vehicle if valued over \$1,500

If not reclaimed, owner may be fined, and authority may sell or dispose of vehicle

New rules for personal items

This includes small to medium privately owned items left unattended in a public place e.g. kayak, bike, surfboard

 Guidance is available for authorities



Obstruction / safety risk

Authority may move to a safe place

Owner given 3 hours (outside 11pm - 7am) to move item before authority may issue a fine and take possession

Owner may be fined \$330

Maximum court-imposed penalty for owners is \$2,750

Item interfering with public amenity / left in the same place for more than 7 days

Owner given 7 days to move item before authority may take the item into possession and issue a penalty

Owner may be fined \$330

Maximum court-imposed penalty for owners is \$2,750

After item is taken possession of

Authority may quickly dispose of item valued under \$200

Owner has 28 days to reclaim item if valued over \$200

If not reclaimed, owner may be fined and item may be disposed of

Item 7 PLANNING PROPOSAL – MINIMUM LOT SIZE

Author Town Planner

Attachments Nil

RECOMMENDATION:

That Council proceed with the preparation and lodgement of a Planning Proposal for Gateway Determination to increase the minimum lot size of RU5 Village Land within the Junee Local Government Area from 500sqm to 700sqm, with selected areas decreased from 500sqm to 400sqm.

SUMMARY

Councillor workshops were convened in September 2022 and April 2023 to consider reviewing the existing residential urban land minimum lot size. From those workshops it was proposed that a planning proposal to increase the minimum lot size of the urban areas of the Junee Local Government Area (LGA) be prepared. The planning proposal will increase the existing minimum lot size from 500sqm to 700sqm to improve planning outcomes for future residential subdivision and preserve the regional urban character of Junee. The proposal will also decrease the minimum lot size from 500sqm to 400sqm in select areas in proximity to the Central Activity District of Junee.

In addition to these main changes, other minor changes will be made to rectify inconsistencies in zoning and minimum lot size mapping as additional “housekeeping” amendments.

BACKGROUND

During the preparation of the Junee Local Environmental Plan (LEP) 2012, a decision was made by Council to implement a minimum lot size for the RU5 Village zoned areas of the LGA of 500sqm.

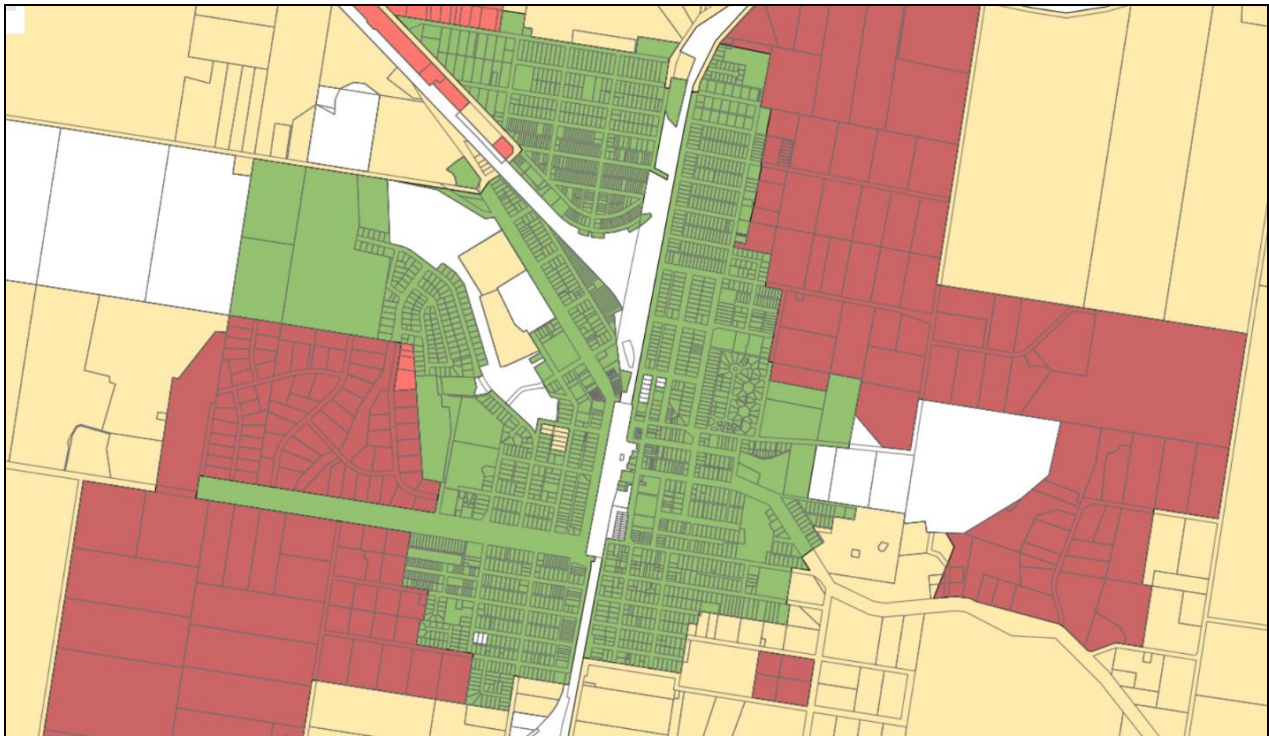


Figure 1: Current Minimum Lot Size Mapping for Junee – Green area identifies current 500sqm minimum

In reviewing the development outcomes within the Junee LGA and numerical controls of similar Councils in the region, as well as anticipating further residential subdivision in the future, it is recommended Council consider increasing the minimum lot size of these urban areas to preserve the character and liveability of Junee's residential areas. In addition, it is also recommended to decrease lot sizes in areas where increased densities may be suitable and will support increased development in proximity to the Junee Central Activity District (CAD).

A review of similar urban areas in the region found the following general minimum lot sizes in residential zones:

- Cootamundra – 450sqm (R1 General Residential)
- **Junee – 500sqm**
- Holbrook – 600sqm (RU5 Village)
- Tumut – 600sqm (R2 Low Density Residential)
- Temora – 750sqm (R1 General Residential)
- Coolamon – 800sqm (RU5 Village)

These lot sizes are varied, and the majority of urban areas have a minimum lot size between 600sqm to 800sqm, reflecting the regional character of these urban areas and the desire for larger lot sizes than what would predominantly be found in larger urban centres, such as Wagga Wagga or Albury.

A high-level review of previously approved subdivisions and potential future subdivisions indicated that having a lot size of 500sqm may produce character outcomes that differ from existing development, especially where Council is not the developer and lot sizes are minimised to fully maximise yields from development. This in conjunction with increasing dwelling sizes contribute to development that appears to be of increased densities and other changes in the existing urban character of Junee.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEESHIRE COUNCIL HELD ON 27 JUNE 2023.

The need to respond to market demands and changing expectations of residential development is also recognised, however Council does have a responsibility to uphold and advocate for good planning and development outcomes. To provide a variety of housing and increase the amount of land available for higher density development, areas that are suitable for this type of development have been identified and it is proposed to decrease the Minimum Lot Size to encourage further infill development in areas adjacent to the Junees Central Activity District (CAD).

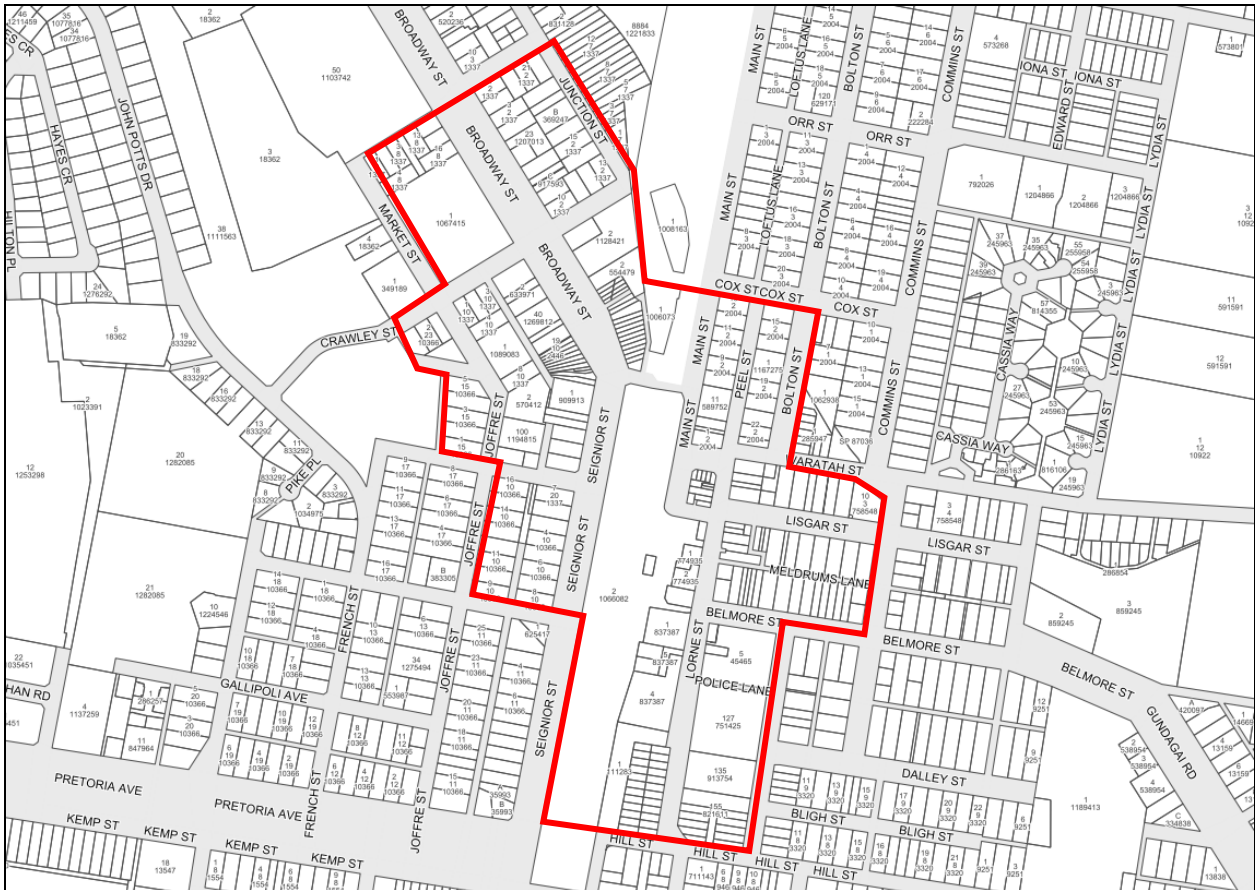


Figure 2: Junees Central Activity District

As a result of this review, a minimum lot size increase from 500sqm to 700sqm would be the subject of a planning proposal for RU5 Village zoned areas in the town of Junees, with the exception of areas identified as being suitable for higher density development. In these areas, a reduction in minimum lot size will be proposed from 500sqm to 400sqm. This approach is seen to be the most practical way to achieve the desired results, focusing on the desired future character for residential development, as well as meeting anticipated housing needs. 700sqm is considered to be competitive with Temora and Coolamon, whilst offering greater development potential to attract investment in our community and retaining a regional character and promoting lifestyle living.

The suitability of areas that have been identified has been generated through consideration of several factors including proximity to the CAD, the existing lot sizes, servicing, heritage conservation areas, topography and any other relevant constraints or opportunities. A minimum lot size of 400sqm is considered to be suitable to enable a majority of the lots in these areas to be subdivided in half at a minimum.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 27 JUNE 2023.

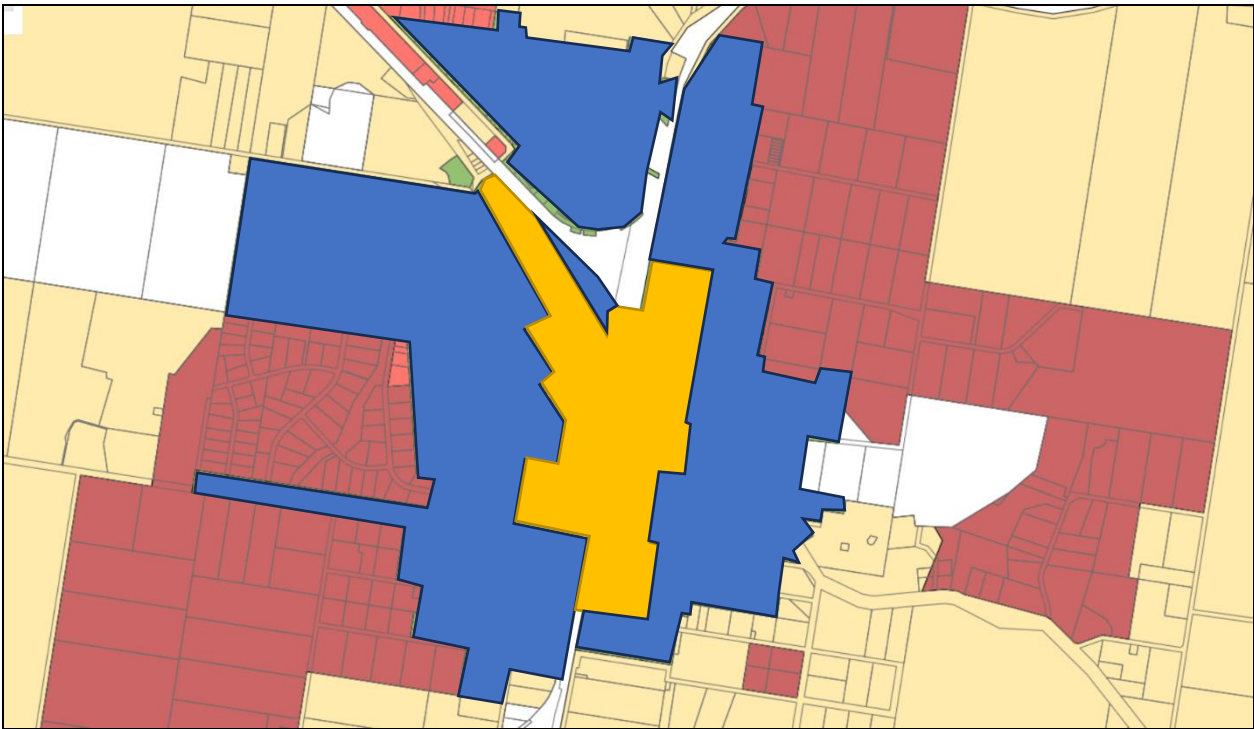


Figure 3 Orange area new MLS 400m2. Blue area MLS 700m2

Some anticipated impacts of undertaking a change in minimum lot size include the reduction in development potential in some existing lots in Junee and in future large multi lot subdivisions.

High density living in the form of multi residential development that facilitate smaller homes, units or town house development through community or strata title remain unchanged as a permissible land use activity across the RU5 Village zoned areas and can be facilitated through community title arrangements.

The housekeeping amendments proposed to be submitted as part of the planning proposal include minor zone and minimum lot size mapping amendments to better realign lot boundaries and zoning. An example of the type of amendments proposed includes the following:

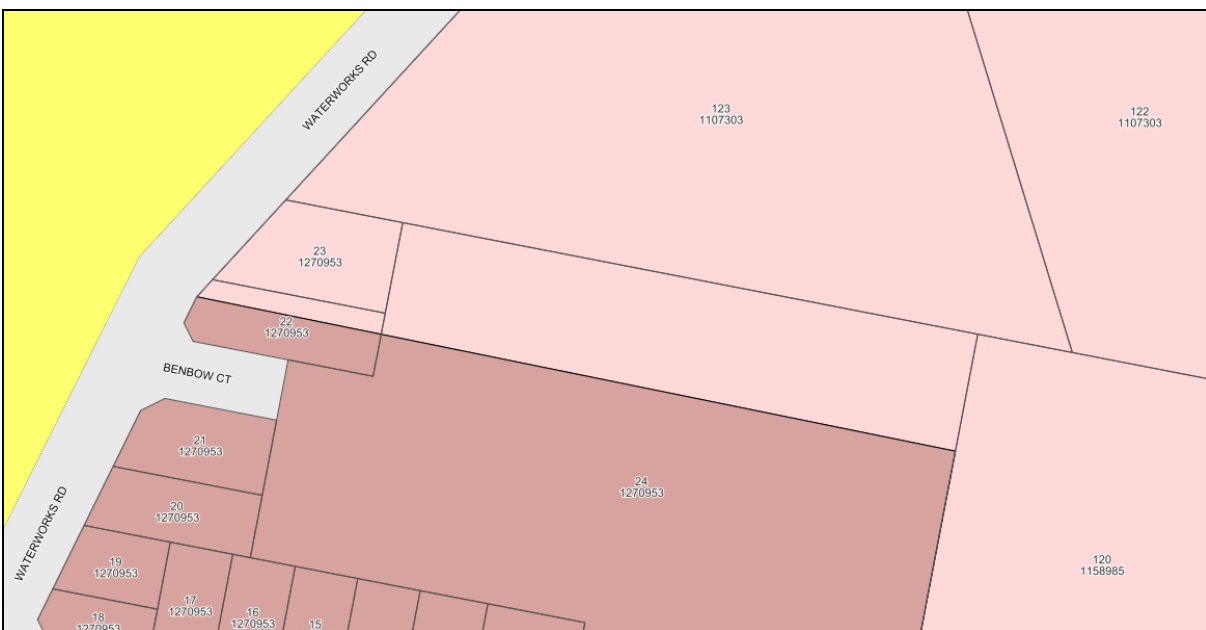


Figure 4: Housekeeping Amendments Example – Zoning to be extended to the northern boundary of Lot 23 & 24.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

No significant changes will be proposed as part of these housekeeping amendments.

A planning proposal will be required to be prepared and then submitted to the Department of Planning and Environment (DPE) for a Gateway Determination. Once this determination has been approved, the planning proposal will be publicly exhibited as required by the DPE. It can take a significant period (between 12 to 24 months) before a planning proposal is determined and finally enacted.

CONSIDERATIONS

Policy

The planning proposal will seek to make amendments to the minimum lot size mapping of the Junee Local Environmental Plan 2012. This will impact development assessment and the permissibility of certain subdivisions. A review of the current Junee DCP 2021 will need to be undertaken to ensure consistency between the key planning documents for the LGA.

The planning proposal is consistent with Council's Local Strategic Planning Statement planning priority to:

- Provide opportunities for housing in the right locations. To investigate opportunities for infill development that aligns with utility infrastructure networks and capabilities and creates new neighbourhoods that are environmentally sustainable, socially inclusive, easy to get to, health and safe.

No other policies are considered to be impacted by the proposed changes.

The planning proposal will be prepared in accordance with the relevant State legislation and guidelines issued by the DPE.

Risk Assessment

The preparation and lodgement of a planning proposal is considered to have minimal risk to Council.

Financial

The financial implications of preparing a planning proposal are related to staff resourcing. No other financial implications are anticipated in preparing a planning proposal.

CONCLUSION

In summary, the preparation and lodgement of a planning proposal will enable Council to begin strategically planning the residential growth of Junee, where the proposed increase in minimum lot size is anticipated to permit better planning outcomes and retention of the regional character of Junee. An increase to 700sqm will still enable Junee to be competitive with neighbouring regional areas in terms of development potential while offering and preserving the expected lifestyle benefits of a regional urban centre. To balance this change, a number of areas have been identified for a reduction in minimum lot size to 400sqm to facilitate a variety of housing options in appropriate areas close to the Junee Central Activity District.

Item 8 COUNCILLOR RENUMERATION

Author Chief Financial Officer

Attachments Nil

RECOMMENDATION:

For Councillors determination.

SUMMARY

Pursuant to Sections 239 and 241 of the *Local Government Act 1993*, the Local Government Remuneration Tribunal has determined that there will be a 3% increase in annual remuneration fees for Councillors and Mayors. This determination was handed down on 27 April 2023 and applies from 1 July 2023.

Because the remuneration fees are currently below the maximum allowable, Council could resolve to increase fees by more than 3%, up to the maximum.

BACKGROUND

At its meeting held 19 July 2022, Council resolved that Councillor fees be increased to \$9,370 and the Mayoral allowance increase to \$21,165 with \$4,029 of the mayoral allowance being paid to the Deputy Mayor. The relevant resolution is shown below:

02.07.22 *RESOLVED on the motion of Cr D Carter seconded Cr P Halliburton that the Councillor annual remuneration for 2022/23 period be set at \$9,560 and the Mayoral Allowance increase to \$21,590 with \$4,318 of this amount being paid to the Deputy Mayor.*

Therefore, fees are currently set at \$9,560 for Councillors with the additional Mayoral fee being \$21,590 with \$4,318 of this amount being paid to the Deputy Mayor.

It is now time for Council to determine the annual remuneration fees for Councillors and the Mayor for 2023/2024.

CONSIDERATIONS

The State Government has directed that there will be a 3% increase to Mayoral and Councillor fees for the 2023/24 financial year.

Junee Shire Council is classified as a Rural Council by the Local Government Remuneration Panel. The minimum fee for Rural Councillors is \$9,850 and the maximum fee is \$13,030. The Mayor's fee over and above that of the Councillor fee is a minimum of \$10,490 to a maximum of \$28,430.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 27 JUNE 2023.

Even though the State Government has directed that fees will increase by 3% this year, given that Council is below the maximum it could still increase fees up to the maximum should it choose to do so.

If Council were to vote to increase fees by 3%, the Councillor allowance would rise to \$9,850, the Mayoral Allowance would rise to \$21,590 with \$4,318 of this amount being paid to the Deputy Mayor.

If the Council wanted to continue the previous practice the following draft wording may assist in for recommendation purposes:

that the Councillor annual remuneration for 2022/23 period be set at \$9,850 and the Mayoral Allowance increase to \$22,237 with \$4,447 of this amount being paid to the Deputy Mayor.

Additionally, at its ordinary meeting held on 19 April 2022 Council resolved not to pay the superannuation guarantee payment to Councillors. If Councillors wish for superannuation payments to be made to them they must resolve to do so.

CONCLUSION

Council needs to make a determination, within the allowable range for a Rural Council, as to the level of annual remuneration for Councillors, the Deputy Mayor and Mayor for 2023/2024.

Item 9 INDEPENDENT REVIEW OF COMMONWEALTH DISASTER FUNDING

Author Director Engineering Services

Attachments Briefing Paper Independent Review of Commonwealth Disaster Funding

RECOMMENDATIONS:

That Council:

- 1. Receive this report on the Australian Governments Independent Review of Commonwealth Disaster Funding**
 - 2. Authorise the General Manager to make a submission to the review and actively engage in the review process**
-

SUMMARY

The Australian Government has commissioned an Independent Review of Disaster Funding to consider how the arrangements for disaster funding can be optimised to support a national disaster funding system with the scale and adaptability needed to respond to the increasing frequency and severity of natural disasters.

Recognising the recent impacts of natural disasters on the Junee Local Government Area and Councils experiences in accessing disaster funding support, this report seeks the approval of Council to make a submission to the review and engage in the independent review process.

BACKGROUND

In February 2023 the Minister for Emergency Management, commissioned an independent review of Commonwealth Disaster Funding.

The review is intended to explore the most effective ways for the Australian Government to support communities through the funding it provides to state and territory governments, local governments, businesses and community organisations in support of natural disaster management.

The review will also consider how to better invest in disaster risk reduction to lessen the impacts of natural disasters and help communities respond and recover more quickly.

The review provides the opportunity for Council to make a submission relating to its experiences around reducing the risk of natural disaster impacts and to aid response to, and recovery from, a natural disaster.

Specifically, the review is seeking input on Council's:

- Experiences with Commonwealth disaster funding support;
-

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 27 JUNE 2023.

- Ideas about how Commonwealth funding could support communities to reduce their disaster risk
- Understanding of Commonwealth disaster funding processes
- Understanding of the funding roles of the Commonwealth, states and territories and local government during a disaster

Submissions lodged through the process will be provided directly to the independent reviewer for consideration.

Submissions close on the 14 July 2023.

A copy of the Government's briefing paper on the review is attached to this report.

Further information on the review can be accessed through the Australian Government National Emergency Management Agency website.

<https://nema.gov.au/about-us/governance-and-reporting/reviews/Independent-Review-Disaster-Funding>

CONSIDERATIONS

The Junee Local Government Area has been impacted by multiple declared natural disasters over recent years impacting on the local economy and causing damage to essential public and private infrastructure and assets.

Whilst some funding is available through the Natural Disaster Funding Arrangements to support the response to, and recovery from declared natural disasters, this funding is limited and generally doesn't extend to betterment and resilience.

For example, the funding made available to Council to restore flood damaged roads and associated infrastructure was limited to restoring infrastructure to pre flood condition. The funding does not extend to making infrastructure improvements to better withstand flooding and protect against further and ongoing damage from subsequent flood events.

The availability of funding for Council and local communities to prepare for more frequent and severe weather events is also limited.

CONCLUSION

Recognising the impacts of past and future natural disasters on the Junee Local Government Area and Councils experiences in accessing disaster funding support, this report recommends that Council make a submission to the review and actively engage in the independent review process.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 9

27 JUNE 2023





Briefing Paper

Independent Review of Commonwealth Disaster Funding

Review led by Andrew Colvin AO APM

May 2023

1 Background

Disasters cost the Australian economy \$38 billion per year on average. The severity, intensity and frequency of natural disasters is expected to increase, putting further strain on Australia's relief, response and recovery capabilities. By 2060, the cost of disasters could rise to at least \$73 billion per year¹.

Managing the risks of, and responding to disasters, including the provision of relief and recovery assistance to disaster affected communities, is primarily the responsibility of state and territory governments. However, large events can often result in significant and overwhelming financial and resource costs to the states and territories, local government, and non-governmental organisations, which impact on and exceed their capacity to deliver vital services and recovery operations. In these instances, the Australian Government supports and complements state and territory disaster funding arrangements.

Major recent disaster events in Australia spanning several jurisdictions such as bushfires and major flooding have required large scale response and recovery efforts from authorities at Commonwealth, state, and local levels, along with an increased focus on longer term resilience. Considering this, the Australian Government has commissioned an Independent Review of the Commonwealth Disaster Funding Arrangements ('the Review').

2 Context of the Review

The Review seeks to understand and define the Australian Government's (the Commonwealth) role in Australia's disaster funding environment and considers how Commonwealth investment can be optimised to support a national disaster funding system with the scale and adaptability needed to respond to the increasing frequency and severity of natural disasters.

Commonwealth financial commitments are increasing over time, in large part due to funding increases in local economic recovery, infrastructure, residential household rebuild and rural landholder grants. Activities conducted by NEMA to identify Commonwealth funding in support of disaster responses, resilience or recovery indicate that since Financial Year 2018-19, expenditure has grown each year, with a significant increase in 2021-22 to support recovery and resilience programs in response to the significant disaster events which occurred over the last three years.

The Review will assess how Commonwealth disaster funding measures can be redefined and enhanced to complement and support state and territory arrangements and programs, proactively improve resilience and promote disaster risk reduction to constrain growing recovery costs, and deliver a system that is effective, responsive, equitable, and accessible.

As well as ensuring that the system can respond to our increasing disaster risk in the future, there is a need to harness opportunities for increased investment and participation from all sectors to reduce risk, build resilience and make our communities safer.

This submission process will contribute to the body of evidence that will be considered as part of the Review.

3 Questions for consideration

We invite members of the public to provide comments on the following questions:

1. What experience have you had with Commonwealth disaster funding support?
2. How could Commonwealth funding support communities to reduce their disaster risk?
3. Please describe your understanding of Commonwealth disaster funding processes.
4. Are the funding roles of the Commonwealth, states and territories, and local government, during disaster events clear?
5. Is there any further information you would like to provide?

¹ Deloitte released its *Special report: update to the economic costs of natural disasters in Australia*, commissioned by the Australian Business Roundtable for Disaster Resilience and Safer Communities: 6 October 2021.

Item 10 **MEMORIAL DEDICATION**

Author **General Manager**

Attachments **NA**

RECOMMENDATIONS:

That Council write to the Junee RSL Sub-Branch endorsing the additional memorials adjacent to the Junee Cenotaph intended to commemorate the alliance between New Zealand and Australian forces at Gallipoli and Australian Military Women.

EXECUTIVE SUMMARY

Council is in receipt of a request from the Junee RSL Sub-Branch to endorse additional memorials to the curtilage of Junee Cenotaph in Broadway.

The proposed memorials recognise the alliance between New Zealand and Australian forces at Gallipoli and Australian Military Women. The first memorial has been in the planning stages for over twelve months, canvassed in the local newspaper, mentioned on Anzac Day and at other civic events. The second memorial is new however included to provide an overarching planning context at the Junee Cenotaph.

Planning for the memorials have progressed and as they are to be located on public land, Council's endorsement is required. The proposed locations are considered suitable, more importantly Council's endorsement will give weight to any representation the Junee RSL Sub-Branch will be making in the future to bring the projects to fruition.

BACKGROUND

The first Memorial is a proposed statue in honour of the alliance between New Zealand and Australian forces at Gallipoli. Private Wilfred Victor Knight while born in New Zealand was a young railway worker living Junee when he enlisted in the Australian Imperial Force in August 1914. He was the first reported New Zealander to be killed at Gallipoli.

The Hon. Michael McCormack and members of RSL Sub-Branch have been researching and working on this project over the last year. The memorial is intended as a life-size bronze statue of Private Knight.

The second Memorial is to be dedicated to Australian Military Women. It is proposed to be in the form of the plinth suitably inscribed.

RSL Sub-Branch members met on site with Hon. Michael McCormack and staff a few weeks backs to consider a suitable area for the memorials. The proposed general locations are identified in red circles in the image below.



At this stage the RSL Sub-Branch is prioritising the memorial to Private Knight however wanted to signal the second memorial as it provides a balanced and sympathetic design at the Cenotaph.

Paving and edging modification would be included to round out this area.

Should the Council support the request to endorse the RSL Sub-Branch proposal it would coordinate and carry out the work associated with the installation and landscaping changes. The works are relatively minor and shouldn't materially impact budgetary considerations.

CONSIDERATIONS

Risk Assessment

Risk of underground services being present in the general area. Both memorials have a relatively small footprint of approximately 600mm square. Once final plans have been confirmed a dial before you dig assessment will be undertaken, if constraints are encountered consideration of repositioning the memorials slightly will be taken into consideration.

Financial

Paving, landscaping and installation has been broadly estimated at \$5000.

CONCLUSION

The Junees RSL Sub-Branch is to be congratulated for sponsoring such a worthwhile project.

It is recommended that the Council endorse the request and location for the memorials.



JUNEE SHIRE COUNCIL

INFORMATION BOOKLET





INFORMATION BOOKLET

ORDINARY MEETING TUESDAY, 27 JUNE 2023

- 1[GM] COUNCILLOR DELEGATE MEETINGS**
- 2[HR] WORKERS' COMPENSATION/REHABILITATION**
- 3[DPCD] LIBRARY**
- 4[DES] WORKS PROGRAM**
- 5[RSO] ROAD SAFETY OFFICER**
- 6[DES] SEWERAGE SYSTEM**
- 7[DPCD] RANGER REPORT**
- 8[DES] SOLID WASTE REPORT**
- 9[EO] WEEDS**
- 10[DPCD] 10.7 CERTIFICATES**
- 11[DPCD] DEVELOPMENT/COMPLYING DEVELOPMENT DETERMINATIONS**
- 12[DPCD] HEALTH, BUILDING, PLANNING AND ENVIRONMENTAL INSPECTIONS**
- 13[DPCD] COMMUNITY AND RECREATION**
- 14[GM] CUSTOMER SERVICE REQUESTS SUMMARY**

1[GM] COUNCILLOR DELEGATE MEETINGS

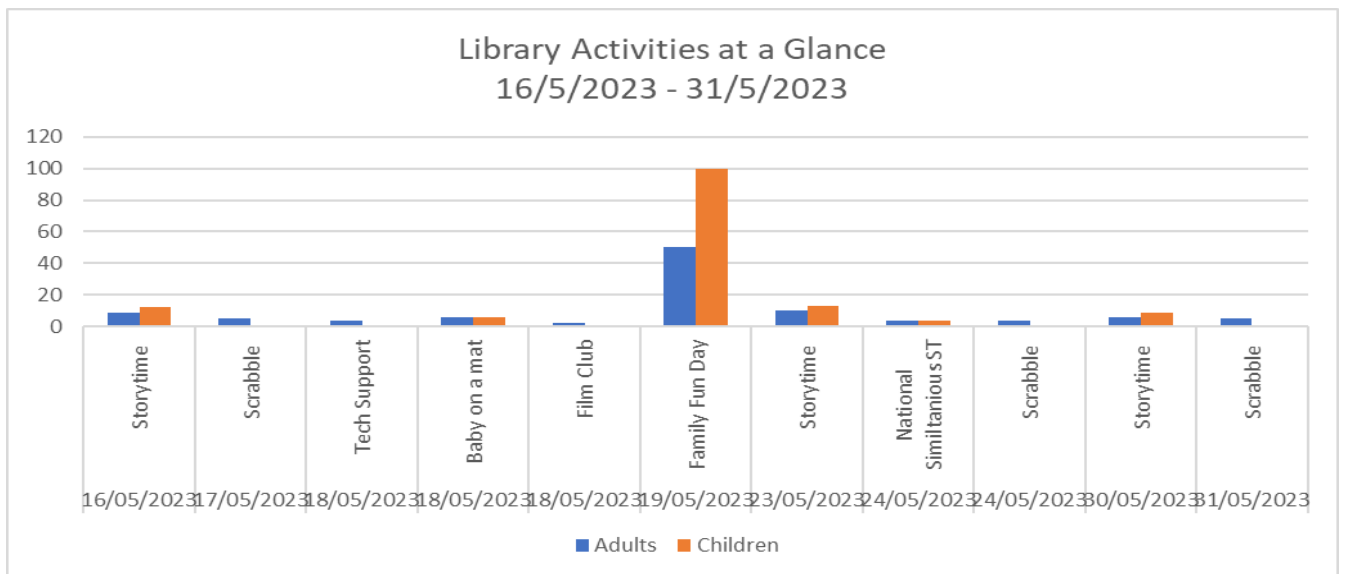
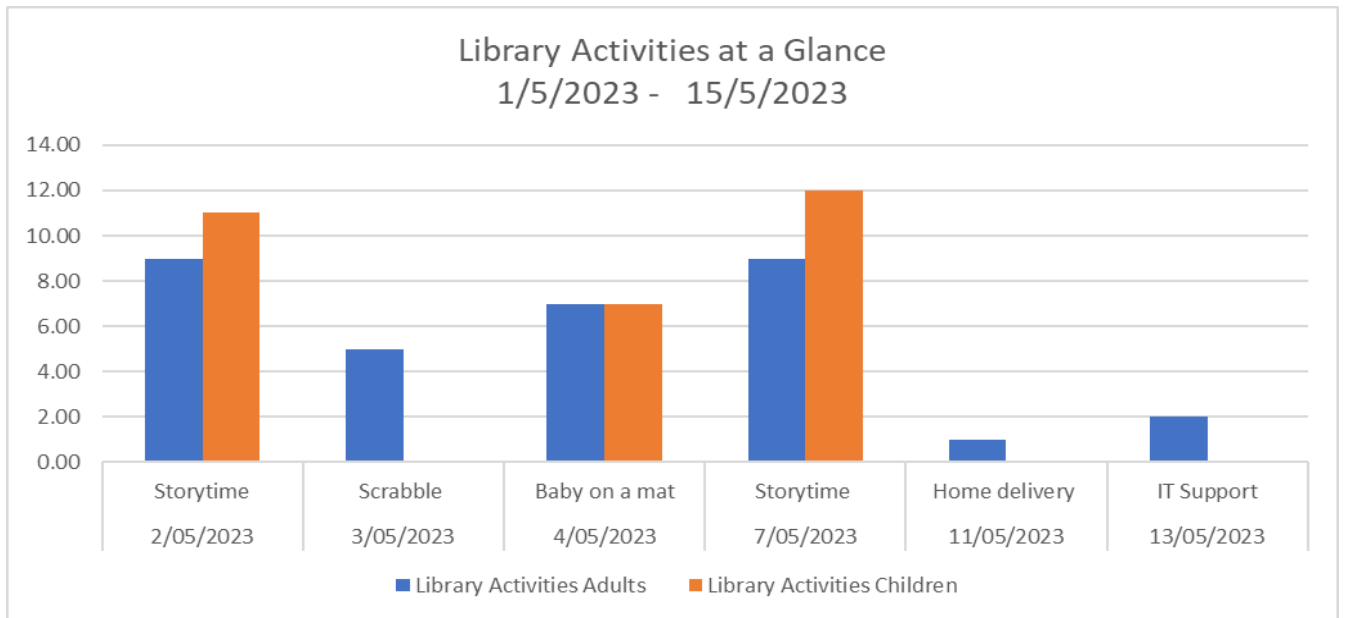
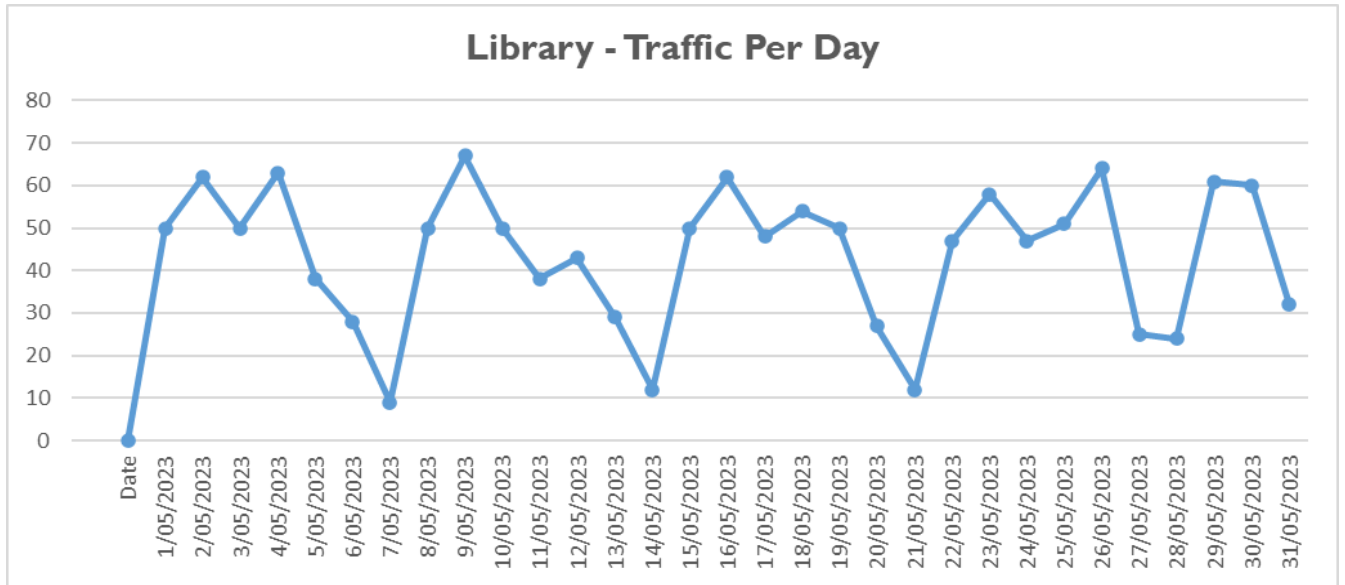
Notification of Council committee meetings or community meetings for which Councillors may be attending.

Council Committee and Delegate Meetings

Attendee	Delegate Meeting	Date
Councillor Clinton and Councillor Knight	Audit Risk & Improvement Committee	6 July 2023
Director Engineering Services	Coolamon Junee Local Emergency Management Committee	2 August 2023
Mayor/General Manager	Coolamon-Junee Community Safety Precinct Committee	22 August 2023
Councillor Halliburton	Riverina Regional Library Advisory Committee	18 October 2023
Councillor Halliburton	Inland Rail Community Consultative Committees: A2I	TBA
Councillor Halliburton	I2S	TBA
Mayor	REROC Executive Meeting	TBA
General Manager	Riverina Murray Regional Emergency Management Committee	As required
Councillor Carter	Riverina Zone Service Level Agreement Committee	TBA
Councillor Clinton and Councillor Halliburton	Senior Citizens Festival Committee	TBA
Councillor Cook	Junee Traffic Committee	As required

2[HR] WORKERS' COMPENSATION/REHABILITATION

There were 0 recordable incidents for the month of May 2023.



4[DES] WORKS PROGRAM

MR78 (Olympic Highway)

- Potholes patched
- Rest Areas and toilets have been maintained
- Weekly safety inspections have been undertaken
- Signs and guideposts have been maintained and replaced
- Bethungra Hill Stage 5 - ongoing

MR 57 (Goldfields Way)

- Potholes patched, repaired wearing surfaces
- Signs and guideposts maintained and replaced
- Fortnightly Safety Inspections have been conducted

MR243 (Regional Roads - Canola Way, Old Junee Road and Gundagai Road, Byrnes Road)

- Signs and guideposts maintained
- Potholes patched, repaired wearing surfaces
- Fortnightly safety inspections completed
- Byrnes Road Culvert Works - ongoing
- Rock view crossing intersection treatment - ongoing

Rural Sealed Roads

- Signs and guideposts maintained
- Jet patched and cold mix patched various roads
- Tar patching
- River Road Stage 1 and 2 - ongoing
- Shoulder Grading Ironbong Road
- Shoulder Grading Milbank Road
- Shoulder Grading Yathella Road

Rural Unsealed Roads

- Signs and guideposts maintained

Urban Sealed Roads

- Jet patched various town streets
- Tar Patching
- Drainage Works
- Stewart Street kerb and gutter - completed
- Lisgar Street kerb and gutter – nearing completion
- School Zone Signage - completed

Junee

- General maintenance
- Gutters/drains cleaned
- Various Merits Completed
- Footpath inspections and maintenance

Villages

- Rest area maintenance

Private Works - N/A

Parks And Gardens

- Mowed and whipper snipped the parks, ovals and cemeteries
- Weeded the gardens
- Rose pruning underway
- Carried out other routine gardening works

5[RSO] ROAD SAFETY OFFICER

Due to the resignation of the Road Safety Officer, there is no report this month.

6[DES] SEWERAGE SYSTEM

- Over the month of May there was one choke in the mains and four chokes in the services
- The sewer main adjacent to Pitt Street was extended from M101A9/3 in Edward Street
- Total inflow to the treatment plant for the Month was 66ML
- There was 13ML of effluent reused
- Final Effluent discharge totalled 45ML
- The IDEA tank aerator No 1. gearbox top bearing had failed, and repairs are almost complete
- Site tests indicate the process is still producing good effluent

7[DPCD] RANGER REPORT

Abandoned/Impounded Vehicle

	Notices attached – impoundment process commenced	Vehicles impounded
July 2022	4	0
August 2022	2	0
September 2022	1	0
October 2022	2	0
November 2022	2	0
December 2022	1	0
January 2023	3	0
February 2023	4	0
March 2023	3	0
April	5	1
May	4	1

Impounded Dog Activity

During May 2023, there were 7 dogs impounded with 3 dogs being rehomed.

8[DES] SOLID WASTE REPORT

Junee Landfill Waste Facility (JLWF)

The Junee Landfill is functioning well with no issues or incidents at the site.

Rural Transfer Stations

All rural transfer stations were inspected on the 7 June 2023. A lot of rubbish dumped on ground that needed to be cleaned up.

9[EO] WEEDS

- Inspection program continues into the end of the reporting period
- Coolatai control undertaken at Old Junee along the rail line and adjacent to the chook farm by RENWA staff. The railway line between Marrar and Old Junee continues to be a concern, the new contractor responsible has been contacted and we are awaiting a response
- High risk roadways inspected across the Shire
- Staff have completed inspections of high-risk pathways and sites
- Attended Murrumbidgee Field Days in Griffith
- Staff attended Prohibited Matter training in Wagga
- LLS Meeting held in Wagga
- RENWA staff continue to work with Mid Murrumbidgee North Local Landcare on new projects and possible funding sources

10[DPCD] S.10.7 CERTIFICATES

Average Processing time (Working Days) for last 10 Certificates	2 days
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11[DPCD] DEVELOPMENT/COMPLYING DEVELOPMENT DETERMINATIONS

DA/CDC No.	Development Type	Address	Determination Date
DA2023.5	Subdivision of Land	13-15 Fitzroy Street, Junee	24/05/2023
DA2023.15	New Structure over Gantry Crane	92 Harold Street, Junee	03/05/2023
DA2023.19	New Dual Occupancy	12 Fitzroy Street, Junee	17/05/2023
DA2023.25	Two (2) New Dwellings (attached) & Community Title	84 John Potts Drive, Junee	30/05/2023
DA2023.29	New Front Fence	44 Broadway Street, Junee	15/05/2023
DA2023.30	Alts & Adds to Recreational Facility – Change Rooms	44 Park Lane, Junee	24/05/2023
CDC2023.3	New Dwelling	10 William Street, Old Junee	08/05/2023
CDC2023.4	Swimming Pool	294 Eurollie Lane, Erinvale	08/05/2023

12(DPCD) HEALTH, BUILDING, PLANNING AND ENVIRONMENTAL INSPECTIONS

There were 58 health, building and planning inspections carried out during the month of May 2023.

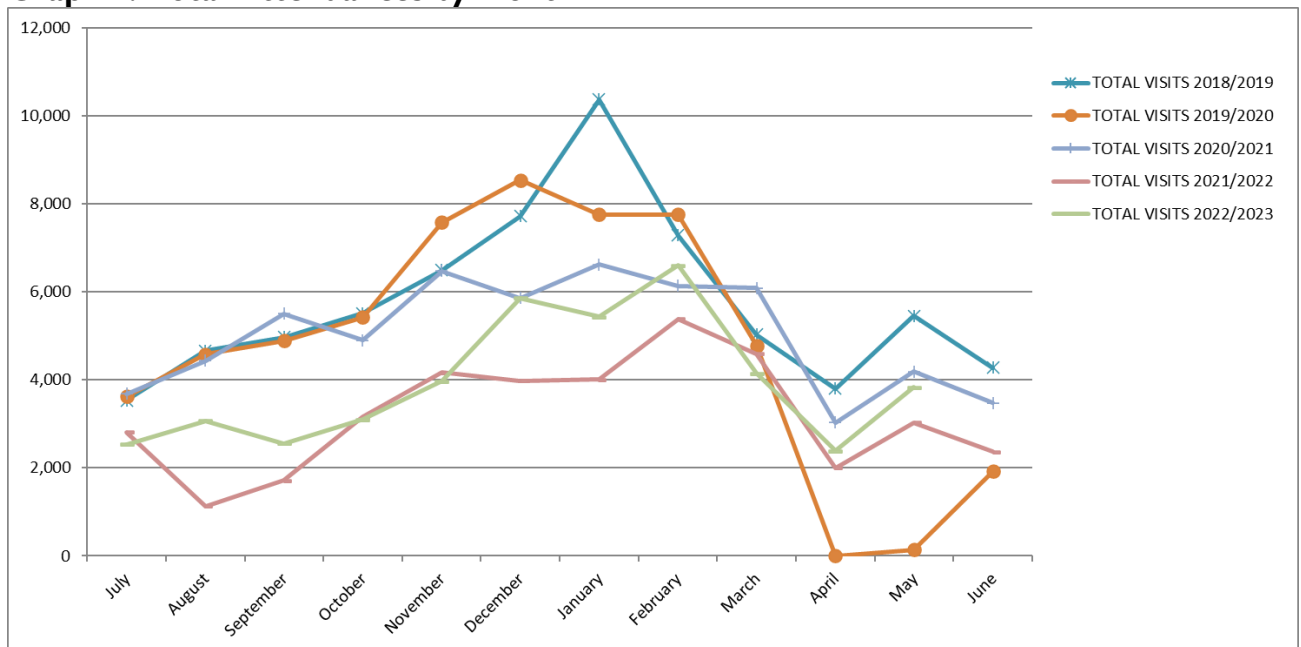
13[DPCD] COMMUNITY AND RECREATION

Junee Junction Recreation and Aquatic Centre - Statistics for May 2023

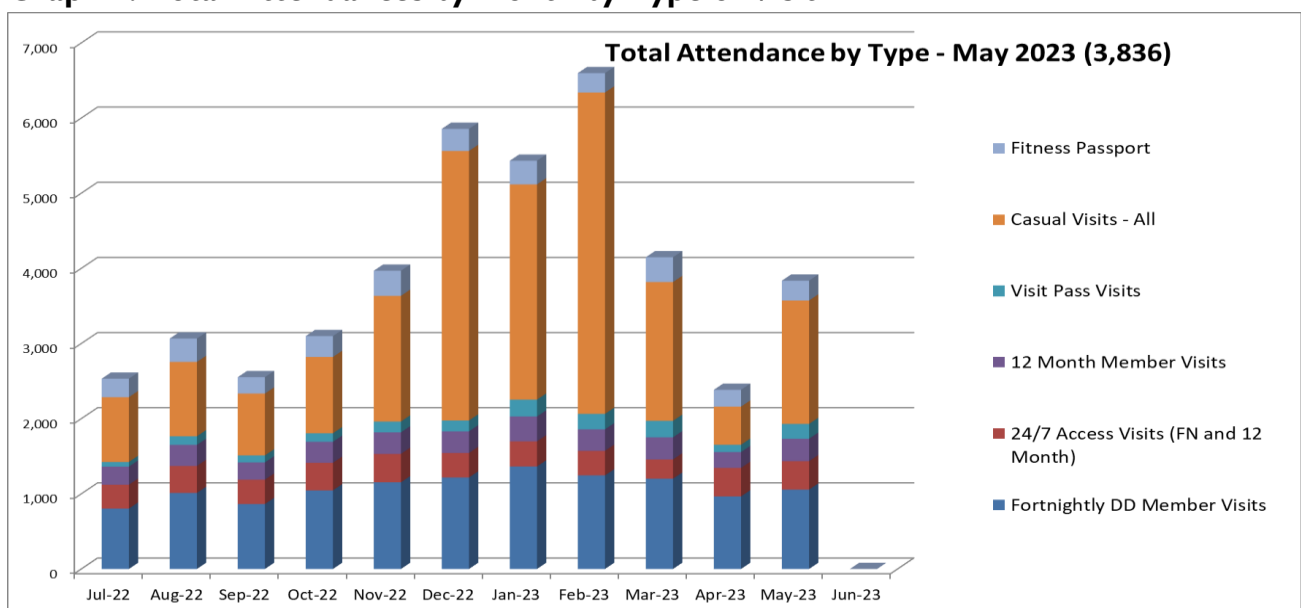
The following tables summarise the attendance and membership statistics at JJRAC for May 2023.

- Membership numbers have had a major decrease (801 → 762) represented majority by swimming memberships.
- Visitation has increased throughout May with swimming lessons recommencing and Junee Netball, Junee High School & Junee Basketball all utilising the stadium.

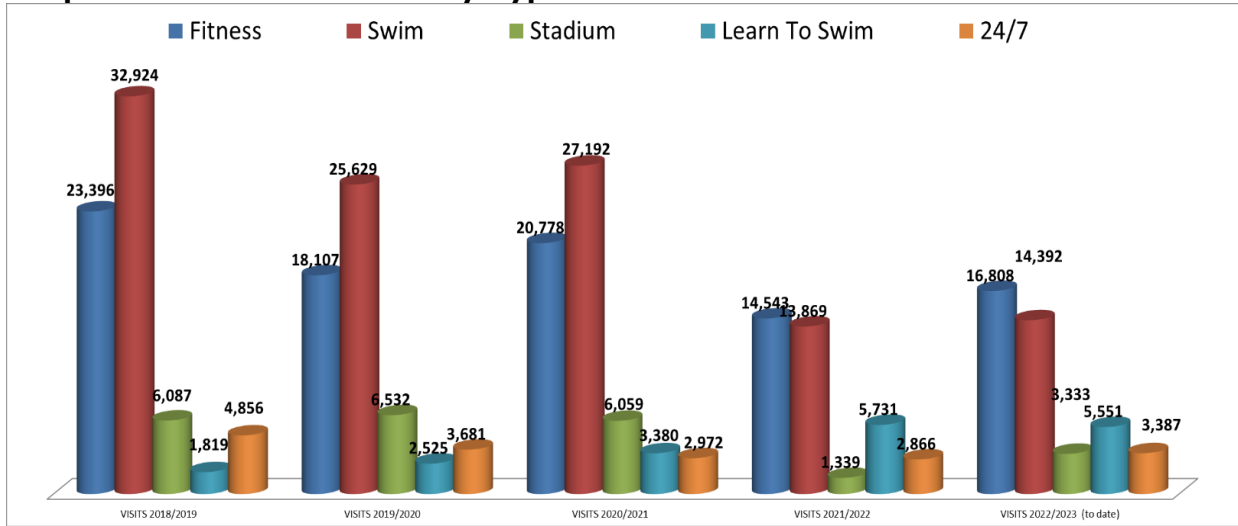
Graph 1: Total Attendances by Month



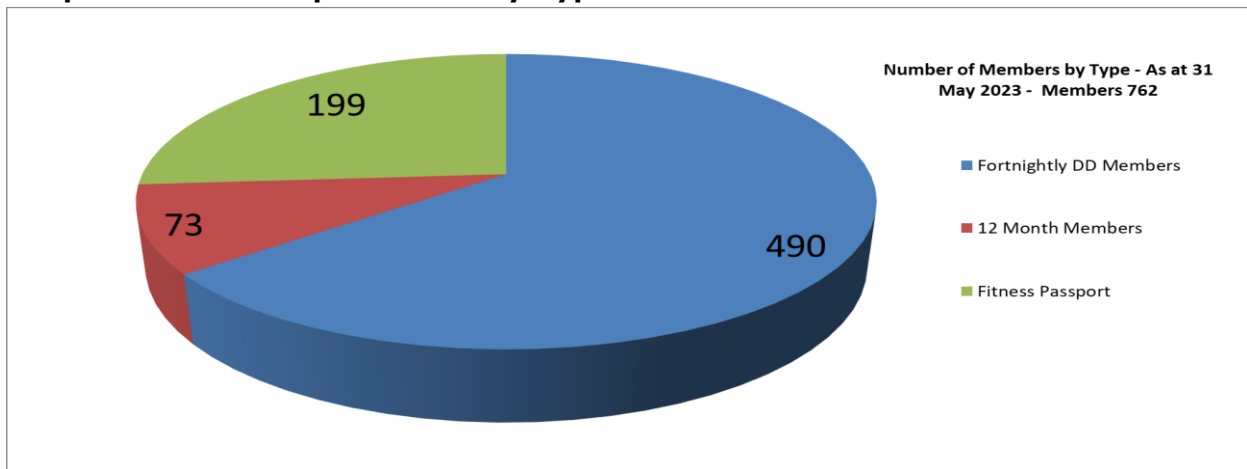
Graph 2: Total Attendances by Month by Type of Visit



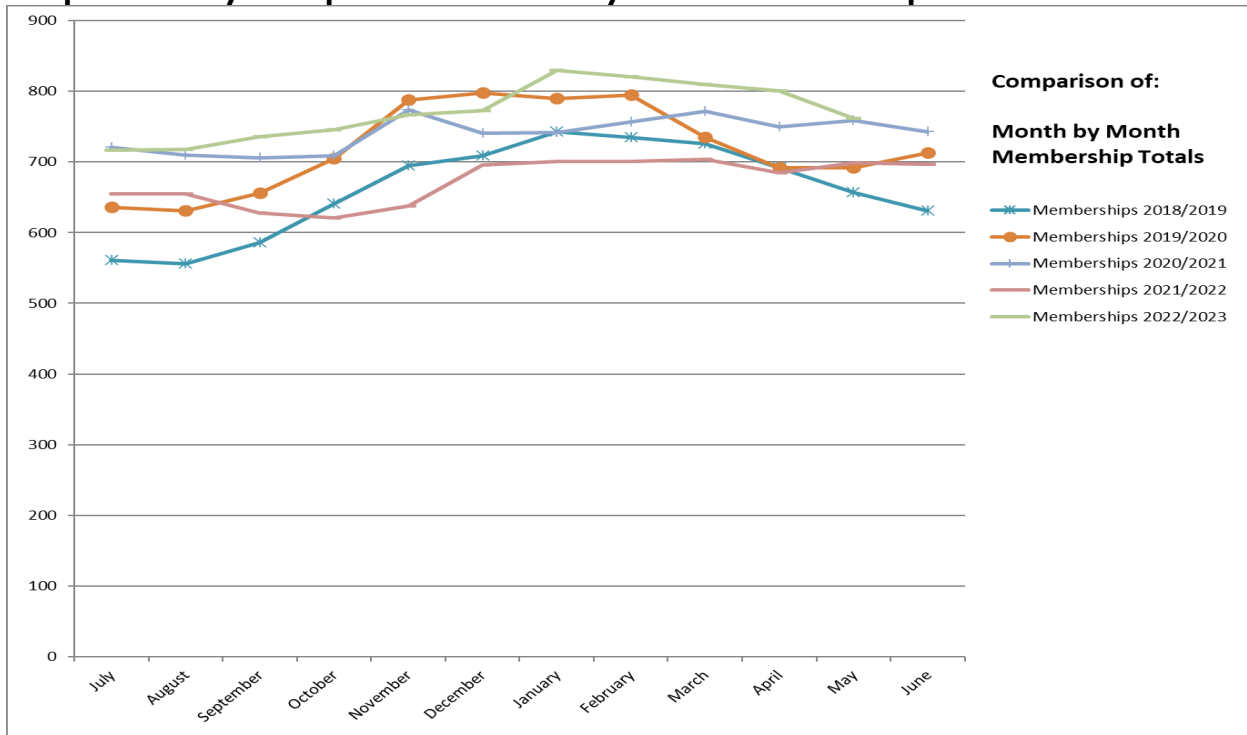
Graph 3: Centre Attendance by Type



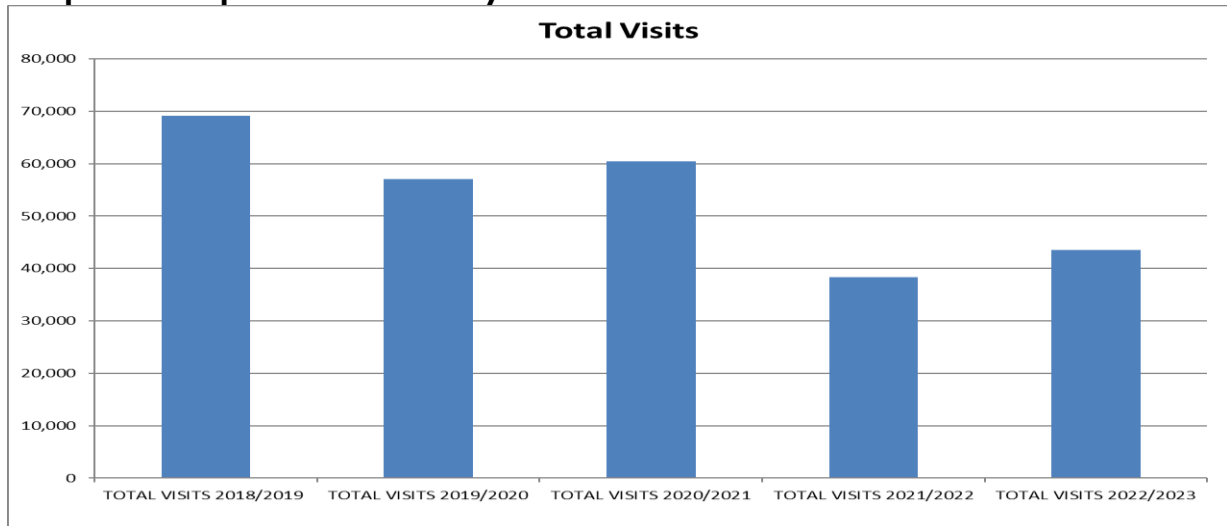
Graph 4: Membership Numbers by Type



Graph 5: Yearly Comparison of Month by Month Membership Numbers



Graph 6: Comparison of Visits by Year



Social Media Statistics

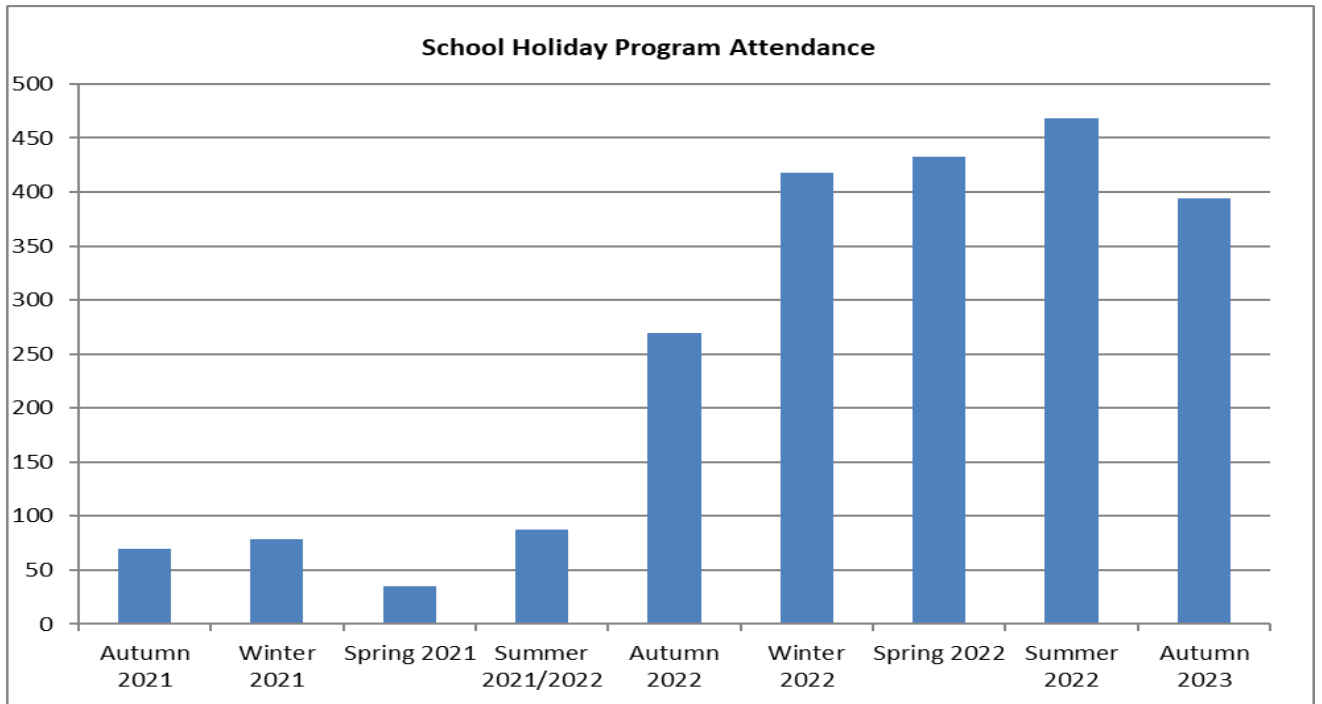
JJRC social media data. The following statistics were recorded:

MONTH	Facebook Page Likes	Facebook Page Reach	Instagram Page Followers
July 2022	1,678	2,678	757
August 2022	1,779	1,597	762
September 2022	1,788	1,953	763
October 2022	1,789	4,569	768
November 2022	1,805	5,530	770
December 2022	1,820	4,880	-
January 2023	1,840	8,370	775
February 2023	1,850	3,976	776
March 2023	1,853	1,905	777
April 2023	1,861	1,476	780
May 2023	1,883	2,976	784

Community Development

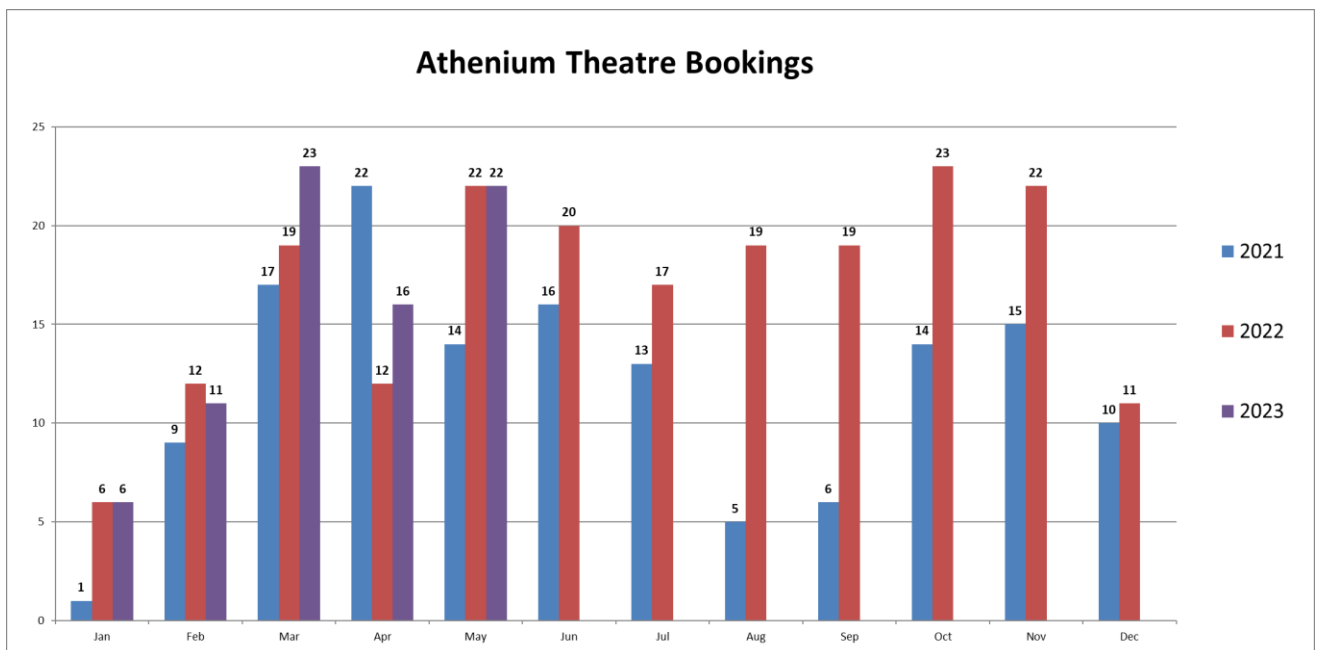
Youth Program/Youth Council

N/A – No holidays this month.

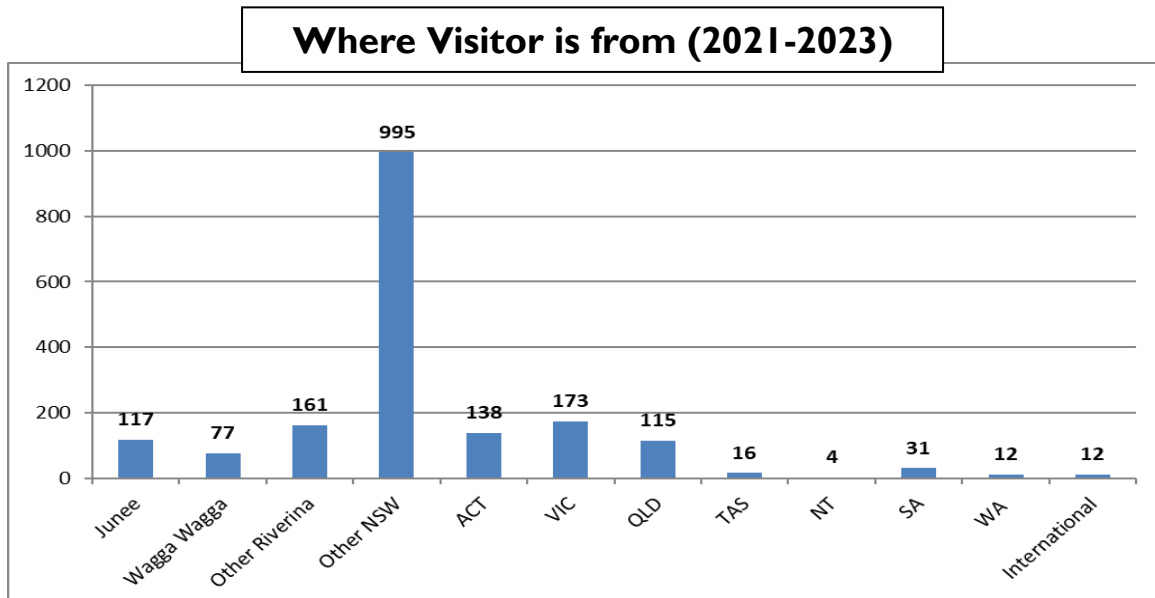
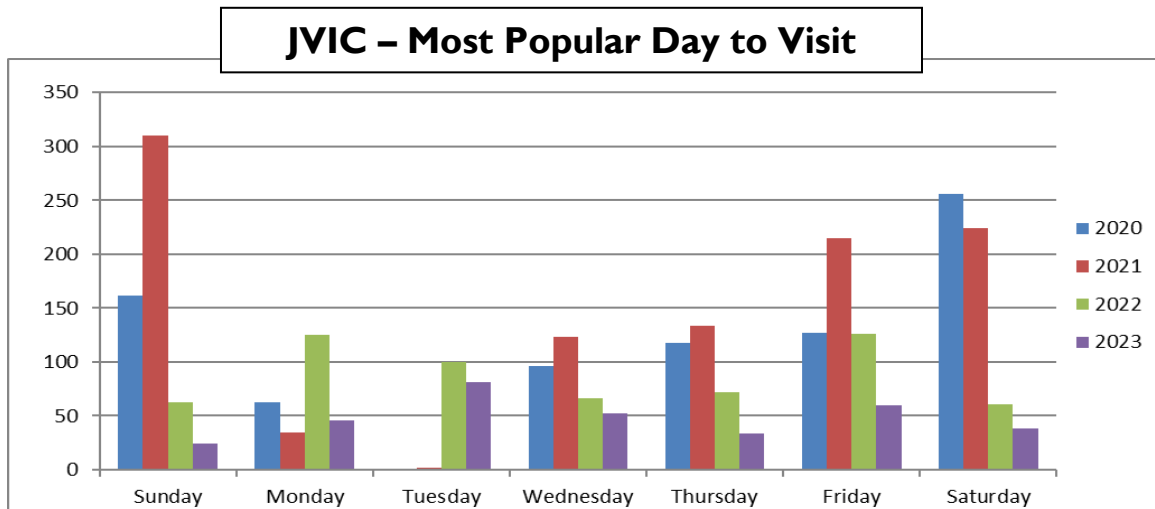
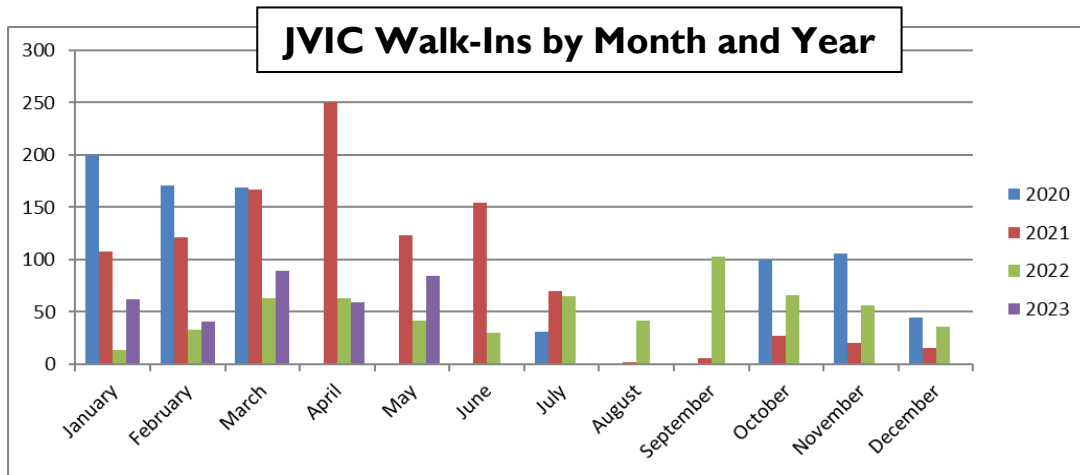


Junee Athenium Theatre

The Athenium Theatre remained constant throughout May with funding still in place from the NSW Government.



Visitor Information Centre



I4[GM] CUSTOMER SERVICE REQUESTS SUMMARY

May MERIT 2023	Count of Function Name
Depot Operations	
Maintenance Request	1
Engineering Services	
Administration	
Damaged Bin	5
General Enquiry	17
General/ Maintenance	7
Maintenance	3
Maintenance Request	1
Mowing	1
Service Enquiry	1
Service Request	10
Executive Services	
Dog Barking	1
Excess Vegetation Unsightly	1
Illegally Dumped Rubbish	1
Nuisance Animal	1
Personal Injury	1
Grand Total	51