Public

Attachment 1

MURRAY SHIRE COUNCIL

1.2 SCALE AND CAPACITY (Continued)

Why Murray Shire is not proceeding with a voluntary merger

Following the announcement of the Fit for the Future package of reforms in October 2014, MSC commenced informal discussions with the other five Shires that formed the "Mid-Murray" region. Those Councils are Deniliquin, Conargo, Wakool, Jerilderie and Berrigan. The six Shires, including Murray Shire, are to form the future Mid-Murray Joint Organisation (JO).

Following several meetings to discuss options for the region, the six Shires agreed, in principle, to seek funding to hold a facilitated session to discuss merger options amongst the Councils. Those workshops occurred in February 2015, and were facilitated by Advanced Dynamics. Attachment 2 is a copy of the Fit for the Future Facilitation Report for Mid-Murray Councils. At the end of the facilitation process Berrigan and Jerilderie Shires made the decision to withdraw from the process in order to pursue discussions with other neighbouring Councils. An in principle agreement was reached between MSC, Deniliquin, Conargo and Wakool to seek support from the Office of Local Government (OLG) to jointly fund the development of a number of merger business cases.

On 3 March 2015 MSC[1] resolved to participate in the preparation of the following business cases;
- A merger of Murray Shire, Deniliquin Council, Wakool Shire and Conargo Shire;
- A merger of Murray Shire, Deniliquin Council and Conargo Shire with Wakool to become a Rural Council;
- A merger of Murray Shire and Wakool Shire and a merger of Conargo Shire and Deniliquin Council; and
- A merger of Murray Shire and Deniliquin Council and a merger of Conargo Shire and Wakool Shire with Conargo and Wakool to become a Rural Shire.

In addition, MSC resolved to fund a stand alone business case for Murray Shire.

LKS Quaero was engaged by MSC, Wakool and Deniliquin to develop two business cases;

- A Murray, Deniliquin and Wakool merger; and
- A Murray and Deniliquin merger.

The development of the further business cases that formed part of Council's resolution was abandoned as a result of Conargos withdrawal from the process.

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[1] Murray Shire Council Resolution number 73, 3 March 2015 Ordinary Meeting of Council

In addition, Murray Shire engaged LKS Quaero to develop a stand alone business case for Murray Shire. MSC wanted to be in a position to assess the comparative strengths and weaknesses of each business case given that the withdrawal of Conargo from the process meant that MSC could no longer fulfil the ILGRP recommendation for Murray.

- Business case 1:the proposed merger of Murray/Deniliquin/Wakool and Murray/Deniliquin business case prepared by LKS Quaero.
- Business case 2: the proposed Murray Shire stand alone business case prepared by LKS Quaero

The outcomes of the merger business cases prepared by LKS Quaero raised a number of concerns for Murray Shire. Specific issues of concern included;

- Neither business case met the parameters of the voluntary merger recommended by the ILGRP as a consequence of Conargo's decision not to undertake the business case development process or to enter merger discussions. In addition, Wakool Shire later decided to adopt a stand alone rural council model.
- The requirement to maintain staff in a multitude of small/rural locations adversely affected the location of operational business units. For example, it was suggestion in the business case that the planning department of a merged Shire be located in Barham when clearly the most significant growth and development exists within the current boundaries of MSC;
- Both Wakool Shire and Deniliquin Council are characterised by either declining or stagnant population growth. Whilst the combination of the three Shires into a merged entity may continue to show positive population growth it would be only as a consequence of MSC continuing positive growth and the net effect would be a decrease in the MSC regions growth outcomes;
- Both Wakool Shire and Deniliquin Council have documented significant existing infrastructure backlogs which will impact financially on any new merged Shire for an extended period;
- In a more general sense, either proposed merger ignores the significant data that points to the primary connectivity and community heart of Murray Shire existing along the Murray River;
- After review of the business cases it was considered that the merger expenses quantified were not sufficient to ensure a smooth and effective transition;
- The Local Area Committees that are central to the merger models are considered problematic in terms of the levels of resources required to support them; Community consultation indicated to clear preferences of the community;

   o Remain stand alone if possible; and
   o If Murray Shire is forced into a merger ensure that we are well represented in any discussions.

Scale and Capacity

The outcomes and recommendations of the ILGRP suggest that Murray Shire does not automatically exhibit the scale and capacity required to remain a stand alone Shire. In its 11 March 2013 Financial Assessment, Sustainability and Benchmarking Report[2] relating to Murray Shire Council, at page 5 TCorp stated;

"In respect of the long term sustainability of the Council our view is that overall, Council is in a moderately sustainable position and this is expected to continue based on its current Long Term Financial Plan (LTFP).".

Further, at page 34 TCorp states;

"With the exception of Councils Own Source Operating Revenue Ratio, all of Council's performance indicators were above benchmark for the majority of the review period".

However, with the information contained in the TCorp report, the self-assessment completed as part of the Fit for the Future process and the thorough SWOT analysis completed by Murray Shire management, the Shire has been in a good position to understand potential opportunities to improve performance. The result has been the development of a program of reform that builds on the already solid performance of the Shire. The actions include three major areas of reform;

1. a review of organisation structure and processes to ensure the efficient and effective use of resources in alignment with the agreed outcomes contained in the Shires Integrated Planning and Reporting (IP&R) framework;
2. a review of the level of elected representation to ensure that it meets the needs of the community as a whole, individual towns and villages and the expectations of people within the community; and
3. a review of the current rating structure with a view to implementing a Special Rate Variation to ensure the long term sustainability of the Shire.

Murray Shire believes that implementation of the solid reform platform outlined, underpinned by an ambitious delivery program will be the basis of a strong case to stand alone and reach the Fit for the Future sustainability, infrastructure and efficiency goals.

By building on the existing solid base identified in the TCorp Report and meeting the challenges of significant change, Murray Shire is able to identify sufficient scale and capacity to meet the threshold required to remain a stand alone entity.

(i)   More robust revenue base and increased discretionary spending

Murray Shire has engaged with and embraced the rationale of the Fit for the Future Reform process. In addition to working with neighbouring Shires to consider all options for reform, including mergers, Murray Shire has reviewed its current operations against the benchmarks

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[2] TCorp, New South Wales Treasury Corporation, "Financial Assessment, sustainability and Benchmarking Report, Murray Shire Council", 11 March 2013.

provided, considered how it can better perform for its community and developed a multiyear strategy to ensure long term sustainability and efficiency.

When it became clear that Murray Shire could not meet the Independent Local Government Review Panel (ILGRP) recommendation for a merge between Murray, Deniliquin, Conargo and Wakool a broad reaching internal reform program was established to take the Shire into the future.

A number of proposed actions have been programmed to ensure a more robust revenue base and increased discretionary spending over the next ten years. Actions come under three broad review headings;

- structure of the elected membership of Council;
- rate base and options to increase own source revenue; and
- structure of the organisation.

A number of initiatives have been identified under these three broad headings for development over the next three financial years. Implementation of those initiatives will ensure that Murray Shire meets the scale and capacity requirements and the sustainability, infrastructure and efficiency measures of the Fit for the Future Reform.

The proposed program of improvement means that the Murray Shire currently does, and will continue to meet, the scale and capacity criteria which are documented in Section 3 of this submission. Once the actions are completed Murray Shire will be committed to a process of continuous improvement and review to ensure that efficiency and sustainability targets are not only met at a point in time but are continuously refined and grown.

(ii)   Scope to undertake new functions and major projects

Murray Shire is well equipped to undertake new functions and major projects. The Shire has a history of being proactive in seeking and obtaining funding for community and operational projects and expansions. Some examples over the past two years include;

- Success in attracting significant growth fund for the expansion of transport and Home and Community Care (HACC) services;
- Success in attracting significant funding for Moama Rec Reserve-A shared facility servicing both Murray Shire and Campaspe Shire;
- Skilling up of staff to undertake the swimming pool inspection function as required by legislative changes.

As part of the improvement plan Murray Shire is exploring the viability of outsourcing a number of back of house transactional functions, using the discretionary funds that become available to establish new and value add functions including;
- a grants development capability
- a communications capability
- a Project Management Office (PMO) capability

Consideration will be given to obtaining expertise through the employment of professionals or through sharing expertise with neighbouring Councils or through the capability of the Joint Organisation (JO)

Successful development of these functions will enable Murray Shire will be able to become competitive as a centre of excellence offering services to neighbouring Councils and to tender for private works. In addition, these positions will ensure that Murray Shire has the capability to scale up as opportunities and project funding present themselves. This will be achieved through;

- better forward planning;
- greater lead times; and
- greater levels of cross organisation co-ordination.

(iii)   Ability to employ wider range of skilled staff

With the proposed restructure of Murray Shire's staffing cohort there will be greater depth and breadth of services offered through
- Greater specialised expertise within the organisation;
- Delivery of back office functions through alternative sources; and
- Ability to purchase services from neighbouring Councils with centres of excellence or through the JO

This will in create opportunities for better and more targeted succession planning and opportunities for staff to look to grow into more senior roles. Clear career progression paths are critical in more remote areas to ensure that newly qualified and high achieving staff have a reason to stay on with the Shire and do not hit an impenetrable ceiling at certain levels/salaries.

In proposing to offer more private works services and services to other Shires within and external to our JO Region, Murray Shire opens up the possibilities of establishing a broader staff base who are offered a greater breadth of experience.

In addition, as part of the organisation structure review Murray Shire will consider the location of staff within the organisation to see if there is a more efficient model for the delivery outcomes of individual functional areas.

(iv)   Knowledge, creativity and innovation

Whilst Murray Shire is a relatively small regional Shire it has never been short on innovation and creativity. There are many innovative practises that have been implemented to ensure optimum services and facilities for the community. These include;

- The management of a large number of Section 355 community committees ensuring the effective and active management of community spaces, community housing and sporting facilities;
- An efficient and effective building certification process ensuring that Murray Shire services 95% of the market share;
- Purchase of a road reclaimer that is hired out to neighbouring Councils avoiding duplication of expensive plant;
- The establishment of an extensive volunteer workforce to provide transport services as far afield as Bendigo, Melbourne, Albury and Shepparton through our community transport program;
- The recently introduced use of tablet technology to track required works and spending in the Parks and Gardens area.

Murray Shire has recently developed a leadership program for third tier managers within the organisation. The program is designed to nurture and develop the leaders of the Shire and will provide practical support in their management roles whilst providing greater opportunities for succession planning and staff development. Completing the course as a cohort ensures that all management staff are receiving the same level of leadership training and understand organisation expectations.

Working closely with the Murray Shire community on various committees and projects allows Murray Shire Councillors and staff to obtain data and to better understand the important issues within the community. It is a mechanism that allows two way communications and is an effective way to "check in" with the community and to gain their input as issues emerge.

(v)   Advanced skills in strategic planning and policy development

Murray Shire's operations and governance are underpinned by significant and extensive policy and strategic planning. These documents underpin the framework for the Shire's operations and its IP&R. Using the Murray Shire's adopted themes the plans and strategies include;

THEME 1 A LEADING COMMUNITY (GOVERNANCE)

- Administration Strategy 2008-2010
- Business Roles 2007
- Code of Meeting Practice 2013
- Council Volunteers Policy 2006
- Customer Service Charter
- Debtors Policy 2011
- Delegations of Authority Policy 2013
- Disaster Recovery Policy 2011
- Anti-Discrimination & Equal Employment Opportunity Policy 2013

- Financial Strategic Plan (FSP) 2012/13
- Fraud Policy 2011
- Information Technology Devices Policy 2013
- Information Technology Strategy 2011
- Internal Reporting Policy 2013
- Internal Staff Policies (Various)
- Investment Policy 2013
- Model Code of Conduct for Local Councils in NSW (Division of Local Government March 2013)
- Payment of Expenses & Provision of Facilities for Mayors and Councillors Policy 2013
- Pecuniary Interest Guidelines (Division of Local Government) 2006
- Privacy Management Plan 2013
- Procurement Policy 2013
- Rates and Charges Hardship Policy 2011
- Statement of Business Ethics Policy 2011
- The Plan for Echuca Moama
- Workforce Plan Policy and Procedure 2013
- Workplace Health and Safety Policy 2013
- Delegations of Authority Policy 2013
- Workers' Compensation Return-to-Work Program Policy 2013

THEME 2 : AN ENHANCED NATURAL ENVIRONMENT (ENVIRONMENTAL)

- Building Over or Near Water and Sewer Mains Policy 2012
- Delegated Authority for the Assessment of Development Applications Policy 2013
- Development Control Plans
- Integrated Water Cycle Management Plans
- Liquid Trade Waste Discharge to the Sewerage System Policy 2014
- Moama North West Master Plan
- Murray Shire Council Community Strategic Plan 2014/2015 – 2023/24
- Local Emergency Management Plan (EMPLAN) 2013
- Murray Shire Local Environmental Plan (LEP) 2011
- Pesticide Use Notification Policy 2011
- Planning Agreements Policy 2011
- Strategic Land Use Plan
- Disaster Recovery Policy 2011
- Drinking Water Management System
- Strategic Business Plan for Water and Sewer
- Moama Filtered Water Supply Strategy
- Moama West Infrastructure Plan
- Drought Contingency and Emergency Response Plan

- Water Conservation and Demand Management Strategy
- Murray Shire Waste Strategy
- FOGO/GO Business Case Analysis
- Organic Processing Technology Review
- Moama Waste Water Management LEMP
- Asbestos Management Plan
- Litter Control Plan
- Murray Shire Strategic Assessment of the Moama and Mathoura Outdoor Pools
- Moama Murray River Access Plan
- Picnic Point Masterplan

THEME 3: A CARING COMMUNITY (SOCIAL)

- Echuca/Moama Recreation Plan 2006
- Moama Recreation Reserve Master Plan
- Plan of Management for Community and Crown Lands 2014
- Use of Council Open Space for Commercial Fitness Groups and Personal Trainers Policy 2013
- Aged and Disability Service Policy 2013
- Cemetery Policy 2013
- Asset Management Strategy 2012
- Murray Shire Bike Plan
- Murray Shire Road Safety Plan
- Roads Classification System Policy 2011
- Section 94 Development Contributions Plan 2011
- Section 94A Levy Development Contributions Plan 2011
- Transport Assets Management Policy 2013
- Vehicle Crossings Policy 2013

THEME:4 A GROWING COMMUNITY (ECONOMIC)

- Building Assets Management Policy 2013
- Community Donations and Sponsorship Policy
- Murray Shire Asset Management Strategy 2012
- Murray Shire Bicycle Plan Moama 2012
- Perricoota Road Study 2012
- Murray Shire Road Safety Strategic Plan 2012-16
- Roads Classification System Policy 2014
- Section 94 Development Contributions Plan 2011
- Section 94A Levy Development Contributions Plan 2011
- Transport Assets Management Policy 2013
- Vehicle Crossings Policy 2013

Murray Shire maintains a rigorous program of development, management and updating of its policies. In addition, Murray Shire ensures that at both a local and regional level strategic planning and implementation is a priority. Murray Shire is represented at RAMROC and at RAMROC sub committees and inputs extensively to strategic development for the region.

(vi) Effective regional collaboration

It is clear that Murray Shire's elected members, and staff at all levels, take an active part in regional collaboration and co-operation. Whether through membership on committees, through input into regional initiatives or through ad hoc and informal connections Murray is represented in key initiatives and contributes to the growth and prosperity of the region.

A key example of Murray's capacity to undertake strategic planning, at a regional level, is the development of the Plan for Echuca Moama 2011-2015. It is a plan developed for Echuca Moama as a regional centre and transcends the borders of these twin cities. Priorities in the plan have been extensively debated and weighed against each other to ensure that there is consensus within the community. Most importantly it is an action based plan allowing the community to play a significant role in its achievement. Attachment 3 is a copy of the Plan for Echuca Moama.

As a south facing Shire along the Murray River much of the planning and policy relates to issues of importance to both our closest neighbour, the Shire of Campaspe and our river fronting neighbours such as Wakool and Berrigan. Both Berrigan and Murray Shire's have played an active role in the water debate as it affects both agriculture and tourism aspects of the Shires.

Murray Shire also inputs into the development and implementation of the Committee for Echuca Moama (C4EM) Master Plan for Echuca Moama 2035. The master plan is Attachment 4.

"Formed in July 2011, C4EM is a member-based, self-funding, independent and apolitical organisation that brings together the broad cross-section of the area's private, public and not-for-profit organisations (across all sectors) to advocate for the issues and initiatives that will make Echuca Moama a better place to live, work and play.

Murray Shire also played a key role in the operations of the Riverina and Murray Regional Organisation of Councils (RAMROC) through engagement with a number of delegations and meetings critical to the region. These include;

- Attendance at an Australia Government Water Act roundtable on behalf of RAMROC;
- Membership of a delegation to meet with Australian Government representatives to talk about water related issues

- Membership of a delegation to State Government Ministers, and ministerial staff, concerning issues as broad as policing numbers, water issues and coal seam mining.

Murray staff are actively engaged in RAMROC sub-committees and projects including;

- General Managers Working Group;
- Engineers Working Group;
- Finance Professionals - (part of the Riverina Group of Finance Professionals);
- Environmental Services and Planners Working Group;
- Human Resources Working Group;
- Risk Management and Occupational Health and Safety (part of South West Riverina Group);
- Governance Working Group;
- Murray Waste Management Group;
- Riverina Waste Management Group;
- Integrated Planners Network Group.

(vii)   Credibility for more effective advocacy

Over many years Murray Shire has been a key partner in advocating for and on behalf of its communities. Murray Shire's location complicates the advocacy challenges with multiple stakeholders existing on both sides of the border and multi-dimensional issues. With issues ranging from drought, water reform, cross-border issues, the closure of the red gum forests to logging and the freeze of Financial Assistance Grants MSC has been instrumental in putting its communities interests to decision makers. Some examples of Murray Shire advocacy include;

- Pursuing cross- border anomalies on behalf of the community including the need for ambulance services for NSW residents requiring treatment in Victoria. Murray Shire actively pursued the appointment of a Cross Border Commissioner to deal with these and similar issues;
- Playing a key role in the local Timber Industry Taskforce in its interactions with the State Government Timber Industry Taskforce and working with the community to help host a meeting of the taskforce in Mathoura and Deniliquin in order to highlight local timber issues;
- Maintaining active membership of the Murray Darling Association (MDA) and contributing to issues of regional and State significance;
- Being part of the RAMROC delegation that presented to a Water Roundtable discussing Water Act reforms;
- Hosting Local Area Policing meetings and chairing Local Emergency Services meetings to assist the community to provide information to service providers regarding needs and concerns;

- Preparing an extensive submission on behalf of the Bunnaloo community to seek funding through the Australian Government Mobile Blackspots program. (NOTE: The Australian Government announced on 25 June 2015 that the application had been successful and Bunnaloo will receive one of 429 towers to be delivered through a three year program).
- At an operational level, the Shires last two wooden bridges were destroyed in accidents in the past 18 months. The Shire advocated strongly with the insurer obtaining a payout that allowed a fit for purpose bridge to be built in each location as sought by the local communities.

(viii)   Capable partner for State and Federal agencies

Historically Murray Shire has been very proactive in taking up opportunities to work with other tiers of government in the pursuit of outcomes for the Murray Shire community. An example of this partnership approach was the key role that Murray Shire played in the establishment of the Cadell Land and Water Management Plan. Murray Irrigation Ltd and Murray Shire Council were joint implementation authorities for the Cadell plan.
In an operational sense, Murray Shire has established a number of partnerships with both State and Federal Government agencies which benefit the community and the region. These include;

- The establishment of a Roads and Maritime Services (RMS) sub branch at the Moama Council Offices with Council staff delivering RMS services to the community; and
- Close co-operation with National Parks to ensure the long term sustainability and management of national parks within the Shire.
- Murray Shire has an Australian Government contract to provide the following Commonwealth Home Support Services:
    - Respite care   (Service Group 1)
    - Social support   (Service Group 1)
    - Centre based day care (Service Group 4)
    - Home maintenance   (Service Group 4)
    - Home modifications   (Service Group 5)
    - Meals   (Service Group 6)
    - Transport
- NSW Department of Aged Disability and Home Care funds Murray Shire to deliver:
    - Transport (Rural isolated, transport disadvantaged <65yrs)
- A significant planning and development function managed in close collaboration with the NSW Department of Planning and Infrastructure

(ix) Resources to cope with complex and unexpected change

Murray Shire has always been a flexible and adaptable organisation capable of managing new services, large projects and unexpected change.

An example has been the development, scaling up and maintenance of an effective and customer focussed transport service catering for those within the community requiring specialist transport needs on an ad hoc or regular basis.

The capacity at Murray can be further enhanced through implementation of the improvement actions outlined in Section 3 below which allow for greater flexibility around operational areas through increased discretionary expenditure gained by implementing structural changes, increased disposable income and greater functional specialisation.

(x) High quality political and managerial leadership

For many years Murray Shire has been a progressive local government area characterised by strong growth, strong economic development and a dedicated and stable workforce delivering to community expectations. Mr Greg Murdoch (PSM) as General Manager of the Shire for 21 years, played an outstanding role in ensuring that Murray Shire was a leading force in regional local government culminating in Murray Shire Council received a rarely presented Commendation Award in the AR Bluett Memorial Awards announced at the Local Government and Shires Association of NSW Conference held in Dubbo in October 2012.

The Commendation Award for Murray Shire Council is testament to the achievements of the Council and its community in 2011/12 in terms of infrastructure, service delivery, the development of community services assets, Council and community planning and economic development.

Murray Shire has continued to grow and develop as its community grows and expands. Some of the more recent achievements include;

- Partnering with community to see a new Anglican Grammar School commence in Moama. With 16 students in its first year the school has now grown to 750 students. Murray Shire was a key partner in this project though the provision of land and through partnering with the school to successfully complete the development of the Greenfields site;

- Over a period of 15 years Murray Shire has constructed 10 concrete bridges and has no remaining wooden bridges across the Shire. Murray Shire has ensured effective infrastructure management.

- Murray Shire has played a key role in leading the community response to the various challenges associated with attempting to develop a second bridge crossing over the Murray River from Moama to Echuca. With two local government areas, two State governments and one federal government involved the process has been slow and difficult but Council has maintained a leadership role through advocacy with both the NSW government and the Campaspe Shire.

- Murray Shire plays an active role in maintaining the secretariat of RAMROC and is actively engaged in a number of critical issues being championed by RAMROC. These include the issues related to the Murray Darling Basin Authority management of the Murray River system, essential services to regional and rural areas, proposed Water Act amendments and issues relating to National Parks and the timber industry.

- In the 2013/14 financial year Murray Shire processed the following planning applications;

New dwellings	53
Dwelling "add ons"	60
Miscellaneous	68
TOTAL	**181**

It is expected that the 2015/16 figures for planning and development applications will far exceed this total.

Murray Shire is well placed to manage the challenges associated with the local government reform agenda and expects to take a lead role in the development and implementation of the JO structure which is seen as an exciting opportunity for greater regional collaboration and more effective inter-governmental advocacy and co-operation.

Public

Attachment 2

Fit for the Future Facilitation Report for Mid-Murray Councils

Report date: 25th February, 2015

Participating Councils:

Murray Shire Council	Deniliquin Council
Conargo Shire Council	Jerilderie Shire Council
Berrigan Shire Council	Wakool Shire Council

1. Executive Summary

The agreed Brief for the Mid-Murray facilitation was successfully completed with:

a) Research via the internet and Pre-workshop telephone interviews with the nominated participants

b) A Workshop held at Mathoura on 3rd & 4th February, 2015 with all six (6) Councils represented by elected representatives and Senior Staff,

c) The Draft report being submitted to Councils on 13th February, 2015 for review and comment, and

d) Final report to be submitted to Office of Local Government by 27th February, 2015.

The Workshop outcomes are detailed in Section 3.2.5 of this report with Council General Managers to prepare individual Reports for their Council's consideration with:

- Berrigan and Jerilderie Councils planning to withdraw from the Mid-Murray Group and engage with other neighbouring Councils, and

- Murray, Deniliquin, Conargo and Wakool Councils to continue their conversation and discuss with the Office of Local Government. This is to undertake 'Business Case' development including further assessment of a Mid-Murray Joint Organisation and the Rural Council model option.

2. Consultant Brief

In terms of the brief from the Office of Local Government (OLG), as Fit for the Future Facilitators we were to develop tailored facilitation plans to suit the needs and local circumstances of each group of Councils.

This was to include the following:

- One-to-one session(s) with each Council in a group to develop an understanding of each council's current state and views, and

- Group workshop(s) with all Councils in the group to explore and discuss opportunities, and identify and resolve obstacles to merging.

3. Project Output

3.1 Research

Given the geographic spread of the Councils and their respective administrative offices the initial research was undertaken via internet and telephone.

This included but was not necessarily limited to, residents' surveys, the Independent Panel Report, local media, Community Strategic Plans, Council reports, regional plans and relationships with other tiers of Government.

A Pre-Workshop Questionnaire was designed (see Appendix 1) and telephone interviews conducted with the nominated representatives from all of the participating Councils during the two weeks leading up to the workshop. This enabled us to understand the views of individuals and the appetite and openness with which the Councils were undertaking the facilitation.

3.2 Workshop

3.2.1 Approach

The initial workshop program was designed on the premise that six (6) Councils were interested in considering a merged entity. This premise was challenged:

- just prior to the Workshop in a conversation by a participant to the OLG Relationship Manager and discussed with the facilitators,

- in Workshop Session 2 'Expectations' (of participant Councils), and

- group discussions on Day 1 of the workshop,

necessitating a change in the Day 2 Program to accommodate the participants' desire to explore issues relating to the creation of a possible Joint Organisation (JO). This resulted in adding sessions for discussion of

the 'Purpose' and 'Principles' in forming a regional Mid-Murray JO. It is noted that the Government response to the Independent Panel Report supported rural / merged / stand-alone Councils <u>and</u> a Mid-Murray Joint Organisation.

3.2.2 Delivery

Appendix 2 provides a copy of the original Workshop Agenda. The workshop was conducted in the Mathoura Business Centre over 1.5 days on 3rd and 4th February, 2015 and was facilitated by two consultants from Advanced Dynamics, Mark Potter and Peter Gesling. There were 18 participants from the Councils including a combination of Mayors, Deputy Mayors, General Managers, Deputy General Managers and Senior staff.

3.2.3 Modification

There was intense discussion among participants on the exclusion of a JO consideration and scope as they viewed benefits in developing a JO and future configuration of Councils in parallel, not in series. As a result of these conversations it was clear that the topic needed to be aired. This led to modification of the agenda.

Whilst not part of the initial brief, this certainly added value for the participants (refer to Appendix 4.6).

Appendix 3 provides a copy of the modified Agenda.

3.2.4 Outputs

During the Workshop various sessions required participants to work in their respective Council groups or in mixed syndicate groups to identify or solve issues. The output or 'artefacts' from these group sessions conducted during the Workshop are included in Appendix 4 (4.1 – 4.8 inclusive).

3.2.5 Results / Outcomes

The results / outcomes achieved during the Workshop are summarised as follows:

1.   Workshop participants were provided with a methodology to reframe 'roadblocks' to 'Critical Issues'. This process took the form of turning what were perceived as obstacles into questions that then lead to the identification of potential solutions. Participants were able to practise this method on the Top 5 'roadblocks' they had identified in the Workshop. Participants commented on the usefulness of this methodology (refer Appendix 4.5 – Potential Solutions to Top 5 Critical Issues).

2. Participants developed a 'Purpose' statement for a Mid-Murray JO and identified 'principles' for its design and operation within local constraints (see Appendix 4.7 - Mid-Murray Joint Organisation Purpose and Design Principles).

3. Berrigan and Jerilderie participants decided to notify their intention to withdraw from the Mid-Murray conversation to pursue similar options with other neighbouring Councils.

4. The remaining four Council groups, Murray, Deniliquin, Conargo and Wakool, agreed on preferred and alternate futures which included stand-alone, Rural Council model and a range of merged Council options. It is understood that participants will be developing a matrix of options for discussion with their respective Councils.

5. All Council groups will prepare reports for their Councils' consideration recommending progressing to development of business cases for their chosen options. Councils will discuss this step with OLG.

6. All participants expressed their satisfaction with the process. Whilst being concerned that they did not have 'enough' information from OLG and State Government (see Appendix 4.8 – Questions for OLG) they felt more capable of taking 'next steps'.

   Participants specifically raised the issue of S.218CA in the NSW Local Government Act and its potential impact on merged Councils. The Councils will be seeking clarification on the intent and meaning as an agreed/common understanding is important to completing FFF templates.

7. All participants saw the need to be exploring the development of a Mid-Murray JO in parallel with any merger discussions in line with the State Government's response to the Independent Panel Report.

3.3 Reporting

3.3.1 Status Reports to OLG

Progress reports have been provided to the OLG Relationship Manager via telephone and email during the research and design phase and also following the Workshop.

3.3.2 Final Report

The following reporting schedule was agreed with the participating Councils at the conclusion of the Workshop:

- Draft report of Workshop outcomes to participating Councils for comment / feedback by C.O.B. Friday 13th February, 2015

- Councils to provide feedback/comments to Advanced Dynamics by C.O.B. Friday 20th February, 2015

- Final report to be submitted to OLG by C.O.B Friday 27th February, 2015

Appendices

Appendix 1.   Pre-workshop Questionnaire

Appendix 2.   Original Workshop Program

Appendix 3.   Modified Workshop Program

Appendix 4.   Workshop Outputs (Artefacts)

Day 1
4.1   Expectations (of Participant Councils)
4.2   Roadblocks to Merger(s)
4.3   Top 5 Roadblocks $\Rightarrow$ Critical Issues to be solved
4.4   Benefits of Merger(s)
4.5   Potential Solutions to Top 5 Critical Issues

Day 2
4.6   Reflections on Day 1
4.7   Mid-Murray JO Purpose and Design Principles
4.8   Questions for OLG

Appendix 1. Pre-workshop Questionnaire

Questions for Council Executives

- What was the driver(s) or impetus to commence the current Mid-Murray conversation?

- What do you see as the best outcome for your Council/ community?

- Is this a majority view in your Council?

- What is your understanding of the views among participating Councils'? Ref: Wakool

- Is there any issue you would like the facilitators to raise during the workshop (without referring to you)?

Advanced
Dynamics

Fit for the Future Workshop – Mid-Murray Councils
Mathoura Business Centre
3 – 4 February 2015

Agenda

Day 1 – Tuesday 3 Feb

	SESSION	CORE CONTENT	PROCESS
9.00am	Welcome & Introductions	Overview of workshop Introductions and getting to know facilitators and participants	Mark and Peter to facilitate
	Expectations	Understanding expectations of participating Councils	Working in Council groups and feeding back to workshop
10:30am	**Break**		
11.00am	Identifying Issues	Summary of feedback from pre-workshop discussions Identifying the issues/roadblocks to amalgamation of the six participating councils	Mark and Peter to provide initial summary. Then working in rotating groups followed by report backs
1.00pm	**Lunch**		
1.45pm	Top 3 or 4 issues	Distillation of the issues/roadblocks into the top 3 or 4	Process led by Mark and Peter
	Critical issues	Discussion on a process of how to deal with roadblocks	Mark and Peter to lead discussion
	Solving Critical Issues	Participants to work on options to solve/deal with the top 3 or 4 issues/roadblocks	Working in Council Groups with support by Mark and Peter
3.15pm	**Break**		
3.30pm	Solving Critical Issues cont'd	Participants to work on options to solve/deal with the top 3 or 4 issues/roadblocks cont'd	Working in Council Groups with support by Mark and Peter
	Reports on Potential Solutions	Report back on the potential solutions identified to deal with the issues/roadblocks	Council Groups to report back
5.00pm	**Close**	**Wrap up and close of Day 1**	

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Fit for the Future Workshop – Mid-Murray Councils
Mathoura Business Centre
3 – 4 February 2015

Agenda cont'd

Day 2 – Wednesday 4 Feb

	SESSION	CORE CONTENT	PROCESS
9.00am	Reflections from Day 1	Review of Day 1. Opportunity for participants to reflect and share thoughts from discussions to date	Mark & Peter to facilitate
	Issues for OLG	What issues do you want or need/need answered by OLG? These items can be for inclusion in the report to OLG on the Workshop outcomes.	Working in Council groups and feeding back to workshop
	Considering hypothetical alternatives	Paint the hypothetical scenario – "What if OLG rejects all offers from this group for individual councils to remain or smaller group mergers and mandates a Mid-Murray Council comprising all six participating Councils?"	Mark and Peter to lead discussion
10:15am	**Break**		
10.30am	Defining a common purpose	In the event of the hypothetical scenario above – what would be the Common Purpose of a combined Mid-Murray Council?	Working in 2 groups with support from Mark and Peter then report back
	Model for amalgamated Council	Ideas on what would be a workable model for such an amalgamated Council? What would it look like and how would it operate?	Working in small groups of 3 or 4 people
	Feedback on Model(s)	Report back on ideas for workable model(s) for amalgamated Mid-Murray Council. What to do with these ideas?	Groups to report back Discussion led by Mark and Peter
	Review and wrap up	Review of workshop process and outcomes. Discussion on reporting process and next steps.	Mark and Peter to facilitate
12.30pm	**Workshop close**		

Note: Mark Potter and Peter Gesling will be available during the afternoon of Wednesday 4 February in Mathoura for further discussions or follow-up with individuals if required.

Advanced
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Fit for the Future Workshop – Mid-Murray Councils
Mathoura Business Centre
3 – 4 February 2015

Modified Agenda

Day 1 – Tuesday 3 Feb

	SESSION	CORE CONTENT	PROCESS
9.00am	Welcome & Introductions	Overview of workshop Introductions and getting to know facilitators and participants	Mark and Peter to facilitate
	Expectations	Understanding expectations of participating Councils	Working in Council groups and feeding back to workshop
10:30am	**Break**		
11.00am	Identifying Issues	Summary of feedback from pre-workshop discussions Identifying the issues/roadblocks to amalgamation of the six participating councils	Mark and Peter to provide initial summary. Then working in rotating groups followed by report backs
1.00pm	**Lunch**		
1.45pm	Top 4 or 5 issues	Distillation of the issues/roadblocks into the top 4 or 5	Mark and Peter to facilitate
	Benefits	Identifying the potential benefits of merger / amalgamation	Working in Council groups and feeding back to workshop
	Critical issues	Discussion on a process of how to deal with roadblocks	Mark and Peter to lead discussion
	Solving Critical Issues	Participants to work on options to solve/deal with the top 3 or 4 issues/roadblocks	Working in Council Groups with support by Mark and Peter
3.15pm	**Break**		
3.30pm	Solving Critical Issues cont'd	Participants to work on options to solve/deal with the top 3 or 4 issues/roadblocks cont'd	Working in Council Groups with support by Mark and Peter
	Reports on Potential Solutions	Report back on the potential solutions identified to deal with the issues/roadblocks	Council Groups to report back
	Re-visit Expectations	Review day against expectations and re-frame Day 2 to ensure expectations are met	Mark and Peter to lead
5.00pm	**Close**	**Wrap up and close of Day 1**	

Advanced Dynamics

Fit for the Future Workshop – Mid-Murray Councils
Mathoura Business Centre
3 – 4 February 2015

Modified Agenda cont'd

Day 2 – Wednesday 4 Feb

	SESSION	CORE CONTENT	PROCESS
9.00am	Reflections from Day 1	Review of Day 1. Opportunity for participants to reflect and share thoughts from discussions to date	Mark & Peter to facilitate
	Defining a common purpose of a J.O.	What would be the Common Purpose of a Mid-Murray Joint Organisation?	Plenary session led by Mark
	Model for a Mid Murray J.O.	Ideas on what would be a workable model / design principles for a Mid Murray J.O. What would it look like and how would it operate?	Working in 2 groups and feeding back to workshop
10:30am	Break		
10.45am	What will Local Government in the Mid Murray look like?	Context – No change is not an option. Councils to formulate options regarding their position for future Mid Murray Local Government.	Working in Council groups and meeting with / discussing with other Councils as required
	Feedback on Model(s) for Local Government	Report back on ideas for workable model(s) / options for Mid-Murray Local Government. Councils to articulate their preferred options.	Mark and Peter to facilitate
	Issues for OLG	What issues do you want or need/need answered by OLG? These items can be for inclusion in the report to OLG on the Workshop outcomes.	Working in Council groups and capturing on Post-It notes for collection
	Review and wrap up	Review of workshop process and outcomes. Discussion on reporting process and next steps.	Mark and Peter to facilitate
12.30pm	Workshop close		

Note: Mark Potter and Peter Gesling will be available during the afternoon of Wednesday 4 February in Mathoura for further discussions or follow-up with individuals if required.

- **Expectations of Participant Councils**

Berrigan
- Not looking for merger – sustainable now
- Want to hear the "for" case
- Want to be part of the discussion
- Want to promote expanded JO
- Get a picture of how different types of Councils and a JO will work
- No nett disadvantage for Berrigan Shire Council residents

Wakool
- J.O. – Agreement to participate
- Progress to establish a Rural Council which is a key factor to a functional JO
- Agreement to explore options

Jerilderie
- Understand the benefits and disadvantages of mergers
- Learn more about the process
- Understand how we might fit into the Mid-Murray group
- Three non-negotiables
  - Maintain level of service
  - Maintain level of employment
  - Establish good representation if a new entity evolves

Conargo
- Investigate benefits/disadvantages for Conargo Shire
- How will our Community Strategic Plan be implemented in the future?
- What will happen to the future levels of service our Community currently enjoy?
- Future representation for our Community (Councillors)
- What will happen (already happening) to staff morale and expectations?
- Financial sustainability? Downhill?
- Locality of Service/Employees?

Deniliquin
- Firm decisions on where to from here in regard to mergers/Rural Councils
- Resolution on any unforseen roadblocks to mergers
- Understanding of issues relevant to other Councils and assist in their resolution
- Acceptance of NSW Government clear directive that doing nothing is not an option
- An outline of next steps in Fit for the Future template completion; consultation; business case completion; etc
- That we maximise financial incentives from NSW Government on a regional basis

Murray
- General information about unanswered questions re the process (JOs, Rural Councils, etc)
- Understanding of where local Shires are at in their thinking
- The process form Feb-June to arrive at final position without presenting conflicting positions
- Reaching a consensus position on a JO structure
- What is the process to pursue merger activity – governance, structure etc

- **Roadblocks to Merger(s)**

- Representation
  - Representation on Council – Wards and removal of 10% rule
  - Representation domination
  - Local representation
  - Population distribution
- Staffing
  - Staff retention
  - Risk of loss of best staff / Retention of 'dead wood'
  - Strategic capacity
  - Loss of corporate intelligence
- Levels of service delivery
  - Types and timing of service delivery
  - Common service delivery
  - Difference in current service levels / expectations
- Distances
  - Distance between centres, geographic
  - Identity
  - Representation
  - Tyranny of distance
- Accessibility
  - State boundary
- Social/Economic impacts associated with loss of expertise
- Standardisation of rates / Rating systems and levels
  - Rapid harmonisation
  - Retention of differential
- Connectivity – many centres
- Implementation timetable
- Section 218CA Local Government Act – Rural centres < 5000
  - Staff arrangements for rural councils per Act
- Socio economic identity
- Reserves quarantine
- Maintaining 'Local' in local government
- Boundary changes / Boundary adjustments off the table
- North/south movements
- No natural regional centre shared between all six
  - Various centres in Victoria (Swan Hill, Bendigo, Echuca, Shepparton, Cobram, Albury)
  - State boundary – Regional centre (Vic)
  - Ignores strategic links with Victoria
  - Cross border issues differ across existing LGAs – different partner in Vic
  - 'Split' services from other agencies (Albury, Wagga, Shepparton) – Health
  - No natural regional centre in NSW at all
- Community reaction
  - Better acceptance of like for like
  - Perception of takeover
- Structure of organisation
- Location of H.Q. – adequate accommodation

- **Roadblocks to Merger(s)**

- Sustainability of smaller communities
  - Lack of support
  - Effect on local employment
  - Social effect on community
- L.E.P. variations
- Systems variations
  - Different salary systems and conditions of employment
  - Existing contracts
  - I.T.
  - Telephones
  - Records management
  - H.R.
  - Data systems
  - Customer requests
  - Risk management
  - Work system & practices
  - Finance
- Joint Organisation arrangements
  - One council JO?
  - JO / merger discussion – parallel or separate?
- Local Government Act changes
- Other legislation
- Cost of change generally
- Communities of interest
- Winners and losers
- Start-up jeopardised
- Risk management / control of existing funds
- Lack of vision / understanding of how new model will work
- Threat to water / sewer
- Identifying advantages for local area
- Differences in strategic direction / future plans
  - Implementation of existing management plans
  - IP&R. Plans
  - Reserve funds

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- Top 5 Roadblocks ⇒ Critical Issues to be solved

These were the top 5 roadblocks identified by participants:

1. Levels of service / Service delivery

2. Representation

3. Section 218CA Local Government Act

4. Sustainability of smaller communities

5. Rating systems

They were then re-phrased as Critical Issues (problems to be solved):

1. How to ensure agreed levels of service are achieved?

2. How to ensure all sections of community have an equitable voice?

3. How to achieve efficiency gains within fixed / existing parameters?

4. How to ensure the sustainability of smaller communities?

5. How to create equitable rating systems?

- **Benefits of Merger(s)**

- Economies of scale
  - Efficiencies
  - Reduced admin costs
- Make the most of incentives
  - Cash grant from State Government
- Control destiny
- Stronger voice for community
- Centres of excellence
- Political certainty
- Plant rationalisation
- Office accommodation savings
- More of a Regional consistency
  - Promote Region
- Create employment progression pathways
- Opportunity for improved or more services
  - Service distribution
- Eliminate some areas of duplication
- Ability to attract more qualified staff / specialists / professionals
- Reduce number of Local Government areas
- Reduced cost of Councillors / GMs / Directors
- Enhanced 'Scale' and 'Capacity'
- Greater financial capacity – i.e. larger projects
- Short term sustainability improvement
- Ability to 'cross subsidise' struggling areas
- Limits financial impact on State Government
- Makes State Government job easier as dealing with fewer Councils
- Allows for future corporatisation / sale of water & sewer
- Strength in numbers
  - Political
  - Government Departments
- Attracting industry / population
- Even rate distribution
- Councillors' diversity
- Infrastructure improvement

- **Potential Solutions to Top 5 Critical Issues**

1. **How to ensure agreed levels of service are achieved?**

   - Establish actual service levels being delivered now
   - Evaluate costs of each and variations
   - Seek Council / Community input on new levels if variations sought
     - Cost of increasing service level
     - Savings from reduced level if over-serviced
   - Document final levels agreed
   - Review on regular basis

   - IP & R
   - Consultation
   - Agree on one or more 'levels' of serviced community with associated cost
   - Assess capacity against needs, wants
   - Relates to Critical Issue #5

   - Maintain existing IP & R long term financial plans
   - Integrate after 4 years
   - Develop strategy for rate harmonisation
   - Audit fees and charges to develop model for equitable value
   - Amalgamation of 'like' Councils

   - Define services
     - Use
     - Availability
     - Type
     - Needs
     - Expectations
   - Understand the differences in service levels
   - Develop a mechanism to preserve levels

   - Set benchmarks – perhaps include in proclamation
   - Maintain level of funding
   - Monitor actual to benchmark
   - Report on results to Community
   - Probationary period for newly merged areas!

2. **How to ensure all sections of community have an equitable voice?**

   - Identify sections of communities and possible equitable structure
   - Establish wards with Electoral Act guide
   - Establish community committees to support Councillors in smaller areas
   - Establish procedures for committees
   - Review effectiveness of 2 way communication and change as required

   - Lobby for change to LGA regarding wards in un-subdivided areas
   - Explore alternative options for representation
   - Expand number of Councillors
   - Foster a culture of community in new LGA

- **Potential Solutions to Top 5 Critical Issues**

  ♦ Un-subdivided Local Government Area with 7 elected Councillors

  ◊ Transitional provisions for representation
    - Equal numbers from constituent Councils
    - Pro-rata numbers
      * for 1st term

  ▪ Retain a certain number of Councillors elected from the original Council areas
  ▪ Increase powers of Sec 355 Committees to represent local areas
  ▪ Set up Advisory Board based on Communities of Interest

3. **How to achieve efficiency gains within fixed / existing parameters?**

   - Seek legal interpretation of parameters to ensure these are understood
   - Review / design actions to work within those limits
   - Lobby Government for legislation / regulation change

   ° Move staff from larger towns to smaller centres to avoid S.218CA protection
   ° Lobby for change to Act
   ° Establish 'Centres of Excellence' across new LGA

   ♦ Locate new main office in smaller centre

   ◊ 'Centres of Excellence' encouraged
   ◊ Attractive grants focus
   ◊ Rationalise infrastructure
   ◊ Succession implementation

   ▪ Lobby to have the Act / Regulations amended
   ▪ Reduce Admin / Depot centres
   ▪ Conargo Shire disadvantaged with current legislation of maintaining staff numbers

4. **How to ensure the sustainability of smaller communities?**

   - Design Business Community Development Retention and Attraction strategies
   - Establish action plan for each Community
   - Review progress with change as necessary

   ° Equitable representation
   ° Use protections in Act effectively
   ° Use greater scale and size to support smaller Communities – financially and through lobbying
   ° Decentralise from larger centres to smaller towns / villages
   ° Use planning schemes to discourage centralisation to larger towns in LGA
   ° Don't sustain them. Make pragmatic decision to 'wind down' villages / small towns
   ° Subdivide / special land sale offers '$1 block' offers

   ♦ Refer to solutions for items 1 and 3

- **Potential Solutions to Top 5 Critical Issues**

◊ Encourage Centres of Excellence
◊ Service provision for NSW Government as preferred contractor

- Refer item 2 – Increase powers of Section 355 Committees to represent local areas
- In conflict with item 3 above – Lobbying to have the Act / Regulations amended
- Support / funding maintained and indexed for smaller communities

5. How to create equitable rating systems?

- Review structure and details of each rating system
- Identify gaps / variations and possible variation scenarios
- Agree on scenario / structure after consultation with Community
- Finalise design; implement; review

° Reliant / dependent in some way on resolution of Critical Issue #1
° Simple / equitable
  - easy to understand
  - easy to sell
° Make hard decisions early and stick with it

♦ Harmonise rating system following an analysis of existing rates and service delivery

◊ Transition over 5-10 years

- Staged implementation
- Adjust ad-valorem on L.O.S. for each Community
- Visualisation of differential rates

- **Reflections on Day 1**

- Include review period in the new Act
- Commitment to Joint Organisation
- Lobby for resolution of staff movement in new Act
- Get some answers from OLG / Minister on Joint Organisations/ Rural Councils etc
- Start discussions concerning 'Business Cases' to be able to rule mergers in/out
- We have common issues
- Staff issues
- Joint Organisations
- No real progress yet
- Two geographical groups
- Group unable to change legislation and have to make decisions now
- Time period very tight
- Joint Organisation - require model for our area
- Increasing preparedness to put cards on the table - identify scenarios
- Reinforced Jerilderie's position without providing all the answers
- Identified 'roadblocks' - they are not insoluble
- Willingness to support Mid-Murray Joint Organisation
- Willingness to proceed to Business Studies (Cases)

Mid-Murray Joint Organisation Purpose and Design Principles

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Draft Purpose Statement developed for a proposed Mid-Murray Joint Organisation:

"To support a Local Government System in the Mid-Murray that contributes to the sustainability of our Communities through the provision of a strategic interface and services that build on our strengths"

What a Mid-Murray Joint Organisation could look like – Design Principles:

- Governance
    - Mayor / Deputy Mayor vote each
- Org structure
    - State goals
    - Council goals
- Embedded / standalone
- Flexible Operation for Service Delivery etc. (Key point)
- No worse off in terms of cost
- Opt in / opt out / governance issues
- Minimalist / effective
- Use Council existing resources and skills
- Section 218CA contradiction?

- Board
    - Mayors +/- Deputy Mayors
- Executive
    - GMs
    - One of the GMs is Exec Officer of JO
    - Employ a Director / Senior Manager to run the office
- All 6 Shires within Mid-Murray (or their future manifestations) be full members or associate members
- JO can provide services to non-JO Councils e.g. Hay etc.
- Buy-in functionality from member Councils
- Budget?

Appendix 4.8   Workshop Outputs (Artefacts)

- **Questions for Office of Local Government (OLG)**

- Legal advice re: staffing issues
- What does "reasonable & practical" exclusion in S.218CA mean in practice? Councils need advice so they can proceed with discussions
- What does S.218CA of the LG Act mean? Can OLG provide some advice as to what affect this will have on a merged Councils?
- Staffing provision - does the Rural Council fall under S.218CA or 3 years environment?
- What are the core requirements and functions of a Joint Organisation? What are the non-negotiables in a JO operation?
- What options are available to vary timeframes if they prove unrealistic?
- Is there any option to extend the timeframes for completion of information on proposed mergers?
- Will OLG fund multiple Business Cases?
- If Council submits a:
    - Stay 'as is', or
    - Rural Council and this is not agreed to by panel/Minister

  Will merger funds still be available?
- If no voluntary mergers as per report, will the Minister force amalgamations?

Public

Attachment 3

the Plan for Echuca Moama

The Plan for Echuca Moama

changing our world in a world of change

"Never doubt that a group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has"

Margaret Mead

US anthropologist & populariser of anthropology (1901 - 1978)

executive summary

The Plan for Echuca Moama 2011 - 2015

The Plan for Echuca Moama 2011 – 2015 is the first strategic plan developed for Echuca Moama as one regional centre.

This Plan has been developed by the Echuca Moama community. It sets out the priorities for action this community identifies as essential to secure sustainable growth and a strong future for Echuca Moama and its riverland district.

How the Plan for Echuca Moama came about

The Campaspe Council appointed a District Planning Officer to establish the level of community interest in having a community-led planning process in Echuca. Interest was found to be a high.

The Murray Shire Council commenced support of this process following the community's request to regard Echuca Moama as one regional centre.

An Echuca Moama community leadership group was formed to run the community-led planning process and to develop a strategic plan. This group is called the Echuca Moama BrainsTrust.

The Echuca Moama BrainsTrust ran a comprehensive engagement strategy in 2010/2011to involve a broad cross section of the Echuca Moama community in the development of the strategic plan. This community engagement strategy is summarised on the next page.

This extensive process was a rich one containing the following elements

• Every idea, concept or vision has come from people who live and work in Echuca-Moama.

• Priorities in The Plan for Echuca Moama 2011 – 2015 (The Plan) have been extensively debated and weighed one against another, What you read in The Plan is a consensus about the most important and achievable actions at the present time

• The Plan is dynamic – it is a guide for the immediate future but open to additions, deletions and amendments in the coming years

• It offers unlimited scope for *you as a community member* to get involved in those projects and plans that appeal most to you

• The Plan is action focused

Table 1: Community & Leadership Engagement in Echuca Moama Community-Led Planning

2010 - 2011	Methods of Community Engagement	Recorded Engagement Levels
Forums	Echuca Moama Youth Forum 2010 Echuca Moama Business Forum 2010 Echuca Moama Arts & Culture Forum 2010 Echuca Moama Youth Services Forum 2011	128 participants 71 participants 88 participants 51 participants
Plenaries	Echuca Moama Health Plenary 2010 Echuca Moama Business Breakfast 2011	89 participants 121 participants
Focus Groups	Echuca Moama Family & Community Focus Groups 2010	35 participants
Surveys	Echuca Moama Youth Survey 2010 Echuca Moama Community Wellbeing Survey 2010 - 2011	408 respondents 385 respondents
Neighbourhood Meetings	Echuca Village Community Meeting 2010 Echuca East Community Meeting 2011	48 participants 27 participants
Meetings 2010 and 2011	Echuca Landcare Group Schools Business Clusters Neighbourhood houses Playgroups & Childrens Services Committees Senior Citizen Groups ARENA Youth Group Range of Community & Service Groups & Industry Service Networks Local conversation gatherings	10 participants 68 participants 195 participants 15 participants 27 participants 28 participants 17 participants 88 participants 121 participants 939 participants
Leadership Engagement	BrainsTrust Echuca Moama Youth Forum Convenors (Megafone) Echuca Moama Health Plenary (ERH, CPCP, MPDGP) Echuca Moama Business Forum Convenors (EMBTA) Echuca Moama Arts Initiative Inc. Echuca Moama Sustainable Town Water Group Echuca Moama AgriBusiness Summit 2012 Partners	65 participants 7 participants 4 participants 5 participants 35 participants 17 participants 3 confirmed to date

Outcomes from each of the consultations above were collated by the BrainsTrust and merged under the headings of:

Health, Community and Wellbeing
Economic Development
Environment
Arts and Culture

These Sections combine to make The Plan for Echuca Moama 2011 – 2015

How the Plan for Echuca Moama 2011 - 2015 is to be implemented

The Action Cycle of the Echuca Moama community-led planning commenced in September 2011. The Echuca Moama BrainsTrust is implementing The Action Cycle for The Plan for Echuca Moama 2011 – 2015 in a stepped process as follows:

• Establish a community based model of governance to steer action on the whole Plan for Echuca Moama 2011-2015

The Echuca Moama BrainsTrust is negotiating the establishment of four Community Of Interest Groups to oversee action on each of the four Sections of the Implementation Plan for The Plan for Echuca Moama 2011 – 2015.

- Confirm the lead agencies who will oversee action on agreed Sections of The Plan for Echuca Moama 2011 – 2015

   The Echuca Moama BrainsTrust is presenting The Plan for Echuca Moama 2011 – 2015 to key organisations and confirming "lead agency" roles with each.

- Develop an Implementation Plan for each Section of the Plan for Echuca Moama 2011 - 2015

   The Echuca Moama BrainsTrust has agreed to use a format for the Implementation Plan offered by the Campaspe Council. The Implementation Plan is being incorporated into The Plan for Echuca Moama 2011 – 2015

- Establish project partnerships to address priorities in each Section of the Plan for Echuca Moama 2011 – 2015, in line with its Implementation Plan.

- Project partnerships to plan feasible projects, secure all necessary project resources and to manage projects to completion, to achieve outcomes on The Plan for Echuca Moama 2011 – 2015

- Conduct an annual open review of progress on The Plan for Echuca Moama 2011 - 2015

- Conduct periodic reviews of the community based governance arrangements to allow for ongoing renewal of the Echuca Moama's community-led planning process

Echuca Moama BrainsTrust

9 November 2011

community & wellbeing

"The Plan for Echuca Moama is based on the idea that local activity promoting a sense of wellbeing across a community is the cornerstone of a healthy town"

Overview

The Community and Wellbeing Plan for Echuca Moama aims to outline opportunities that will support and nurture the wellbeing of all community members including children, young people and young families from all cultural backgrounds.

The priorities outlined in this plan aim to proactively develop Echuca Moama as a connected and supportive place to live and grow up in.

The key objectives of this plan include:

- support for the development of several focused hubs throughout Echuca Moama offering direct and single-entry service provision
- the rebuilding or revitalisation of existing community facilities
- convening several roundtable discussions or summits with subjects as diverse as sporting life, public transport and early childhood services
- the improvement of old and development of new public toilets in central Echuca Moama

A Snapshot of Community & Wellbeing in Echuca Moama

The Echuca Moama community places a strong importance on participation in community and sporting activities. This in turn nurtures a sense of connectedness within participants and fosters a general sense of wellbeing.

However, the 2011 Echuca Moama Community Wellbeing Survey found that a growing number of residents are feeling isolated in their neighbourhoods, especially stay-at-home parents of young children.

The young people who responded to the survey rated the local schools very highly but were disappointed with the lack activities available outside of school; reporting that other than sports, there are few ways for them to connect with the local community.

The Top Priorities for Community & Wellbeing in Echuca Moama

For the full list of priorities for health in Echuca-Moama see Appendix I

Transport	Reconvene the Echuca Moama Transport Group and review progress on the plans for urban bike paths
	Develop a strategy to secure resources and complete the network of safe and continuous walking and bicycle trails that link key community facilities
	Support strategies to widen community transport services
Safety	Engage the Family Violence Network out of Bendigo and Deniliquin, as well as local service providers to improve a local service model
Social Housing	Convene a task group to investigate the feasibility of new social housing options to cater for groups whose needs are not being met such as young people and young families
Family Hub – Echuca East	Work with key community groups and organisations in the neighbourhood to examine feasible options to develop a Family Hub that would include a range of services and would link in to the Echuca East Recreation Reserve, Pre-School and Primary School.
Community Facilities – Echuca Village	Develop a project to revitalise community facilities in Echuca Village
Youth Hub	Examine feasible options in partnership with businesses, services and youth programs to develop a Youth Hub that would combine a host of services directed at young people in one central location
Sports Round Table	Convene a round table of sporting groups to discuss sporting life, areas for improvement and ways to support emerging trends that would benefit the community and develop the area as a regional centre for sport
Public Amenities	Advocate for and support the development of modern public toilets including baby feeding and change facilities in the main shopping precincts of Echuca Moama
Early Childhood Hub	In partnership with the Early Childhood Services Network, convene a round table discussion to examine options to develop a an Early Childhood Hub that could act as a single entry point for relevant

|	services that would also allow for sharing of information between those services
Men's Shed	Develop the Echuca Moama Men's Shed project
Echuca Library	Support the upgrade of the public library in Echuca and its services to Moama
Community & Wellbeing Survey	Examine and circulate the findings of the 2011 Echuca Moama Community Wellbeing Survey, providing recommendations and assistance for the actions arising from it
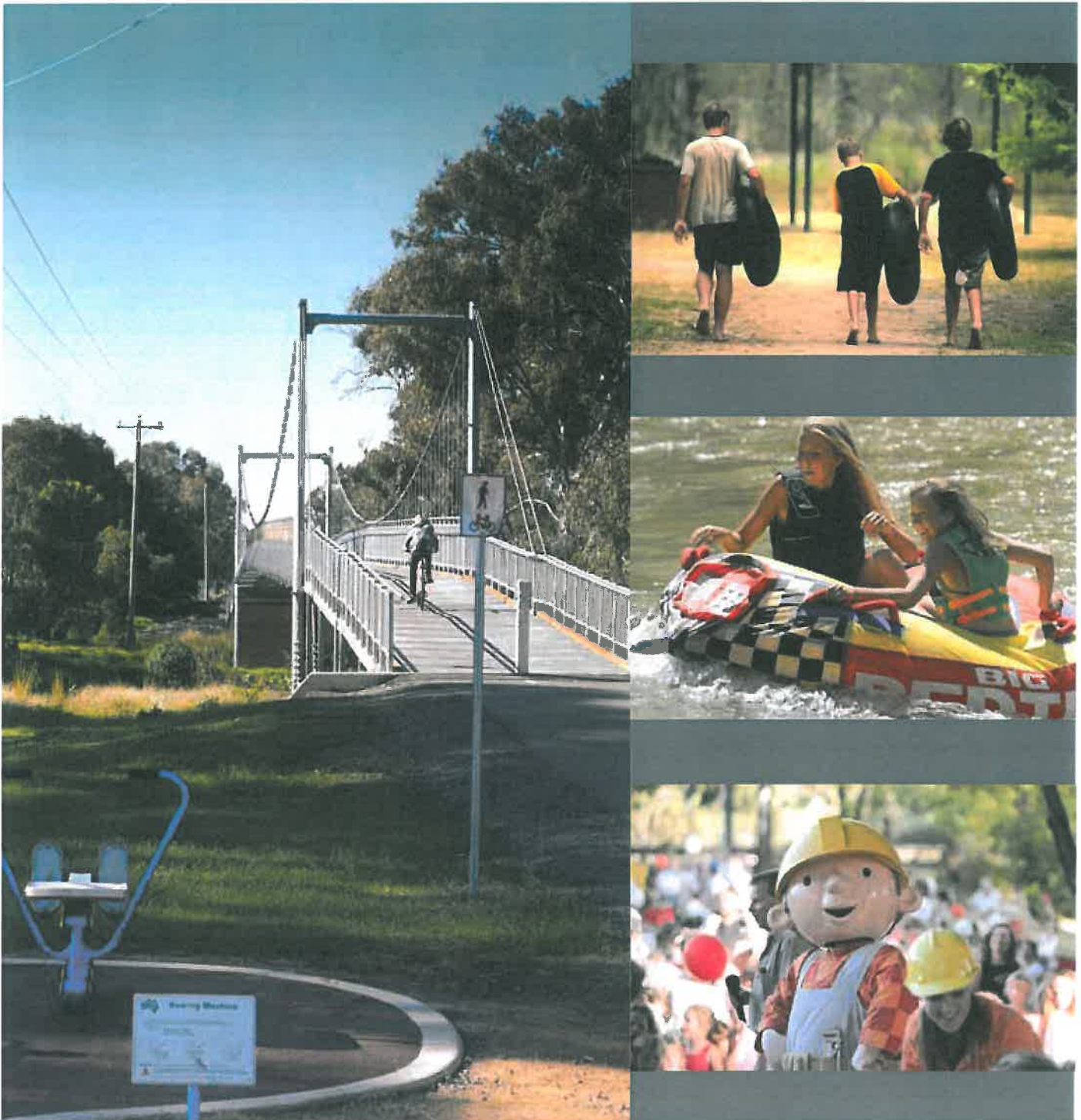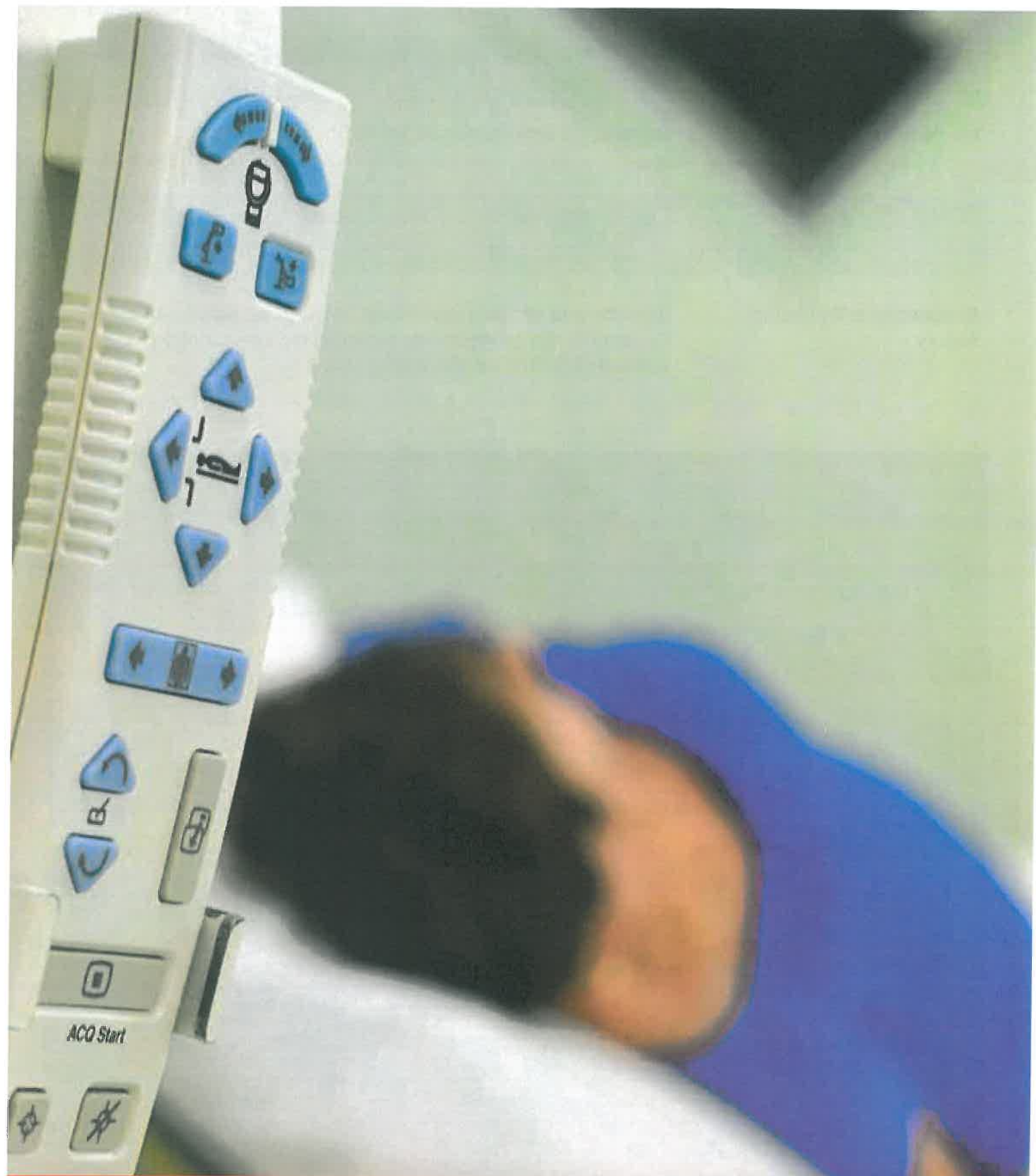
health

"The Plan for Echuca-Moama aims to take action to develop and promote Echuca and Moama as healthy towns"

Overview

The Health Plan for Echuca-Moama has been prepared to provide a basis for developing Echuca-Moama into a recognised World Health Organisation (WHO) standard healthy town that provides:

- a clean, safe physical environment of high quality
- a range of quality housing services
- the means to meet basic needs of food, water, shelter, income, safety and paid work
- a strong, supportive, non-exploitive community
- the means to participate in community life and the decisions affecting community life, health, wellbeing and life choices
- an ecosystem that is stable now and sustainable in the long term
- access to a wide variety of experiences and resources, with a wide variety of contact, interactions and communication
- a diverse, vital and innovative town economy
- the means to connect with its past and to develop a vibrant cultural life
- optimum level of appropriate public health and sick care services accessible to all
- high levels of positive health status and low levels of disease
- structures and institutional arrangements that enhance the above 11 characteristics.

Source: WHO (World Health Organisation)

The key objectives of this plan include:

- the improvement of existing regional health services and facilities for health and wellbeing
- comprehensive service reforms and the development a new service models
- improved access to specialist services
- investigating possible methods to address issues relating to financial access to health services
- improved transport access to health services and training programs

A Snapshot of Health Development in Echuca Moama

The state border between Echuca and Moama creates arguably one of the biggest roadblocks to the reliable and coordinated provision of health services in the region; resulting instead in an over-abundance of services that aren't able to, or don't, communicate with one another.

However, there is strong support in both the community and the health profession for a more coordinated approach to service provision.

In developing the Health Plan for Echuca-Moama, the community adopted the WHO definition of a Healthy Town as their ultimate goal for the region and has adopted a focus on improving existing infrastructure, tightening the coordination of service provision (especially cross-border) and developing new services to address current and potential problems that have been identified such as social housing and family violence.
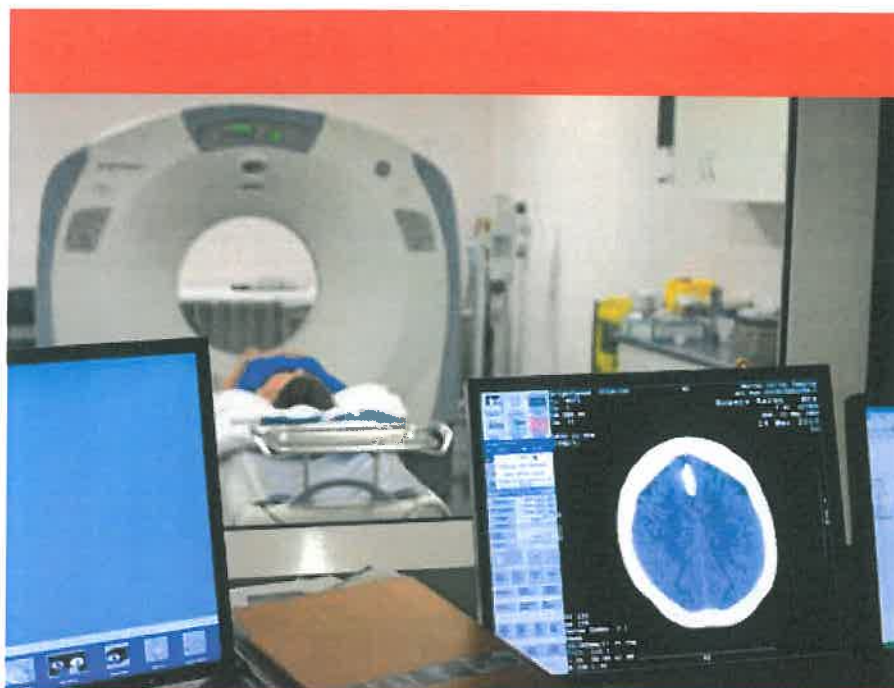
The Top Priorities for Health in Echuca Moama

For the full list of priorities for health in Echuca-Moama see Appendix II

Quality Regional Health Services	Support strategies to upgrade facilities and improve services for all age groups at Echuca Regional Health and Njernda Aboriginal Health Centre
	Investigate and evaluate ways to integrate existing health services
Facilities for Health and Wellbeing	
	Support strategies to increase the number of family group homes facilities such as Yakapna with its integrated parenting model

Foster partnerships and the development of flexible training models for work in the health industry

Support the Community & Wellbeing plan to link in with the relevant agencies, organisations and support networks to provide alternate housing options such as group housing and small units to meet the accommodation needs of young people

Social Housing

Link in with the Community & Wellbeing plan to convene a task group to investigate the feasibility of new social housing options to cater for groups whose needs are not being met such as young people and young families

Comprehensive Service Reforms

Convene a Health Services Cluster to examine best ways to remove service access roadblocks.
Investigate and reform the existing problems with cross-border health service provision in a way that best benefits the community

Support and strengthen local health professional networks

Develop an innovative collaborative model of service delivery across the health and training industry

Good Access to Specialist Services

Support strategies to strengthen and promote a broader range of high quality visiting medical specialist programs

Develop collaborative strategies to increase pediatric services including speech pathology, audiology, occupational therapy and physiotherapy

Support the project group developing local "Closing the Gap" initiatives

Identify un-met dental needs and collaboratively develop strategies to address these

Financial Access to Health Services

Identify roadblocks to providing bulk-billing in all eligible health services and collaborate with the relevant agencies and organisations to address these

Transport Access to Health Services and Training Programs

Convene a stakeholders' meeting to explore ways that existing vehicles held by Clubs and Community Organizations could be used for health and training appointments in Echuca-Moama or for out-of-town transport for disadvantaged groups

New Service Models

Engage service providers and develop a new service model for the delivery of Mental Health services for all age groups

Develop a new model of youth service delivery to raise young people's timely access to important health and training services

economic develop-

"The Economic Development of Echuca Moama will rely on developing the existing opportunities as well as identifying and taking advantage of emerging global trends"

Overview

The Economic Development Plan for Echuca Moama has been developed to build upon the current practices and products in the towns whilst also investigating new opportunities, including those created by a global digital economy.

The key objectives of this plan include:

- the development of new and upgrade of existing essential infrastructure
- the development and promotion of sustainable business practices
- the further development and growth of the Tourism, Food and Agribusiness industries
- the promotion and development of required skills and training
- encouraging and promoting growth in all industries
- the development and promotion of Echuca Moama as a centre for business excellence

A Snapshot of Economic Development in Echuca Moama

There is strong support in the Echuca Moama community for the continued growth of the Economic Development sector. 2010-2011 has seen a rejuvenation of the Echuca Moama Business and Trades Association (EMBTA); the creation of the Committee for Echuca Moama (C4EM) and the continued popularity of Murray Business Network events. Whilst Echuca Moama Tourism reached crisis point earlier in the year, it is now rebuilding itself into a stronger industry organisation.

The district planning process has recognised that economic development in Echuca Moama must take in to account more than the central shopping centre and instead provide the framework for an assessment of infrastructure, training and education, emerging trends and sustainability as well as the opportunities that will arise from this process.

The Top Priorities for Economic Development in Echuca Moama

For the full list of priorities for economic development in Echuca-Moama see Appendix III

Essential Infrastructure	Support Echuca Regional Health in government negotiations for capital works funding and a construction commitment for a new hospital by 2011
	Support the Bridge Committee and Regional Development Australia to advocate to three governments for funding and construction commitments for a new bridge by 2014
	Advocate for full high-speed broadband coverage across the district by 2015
Business Innovation and Excellence	Establish the feasibility of under-cover, tiered parking and amenities in Echuca's central shopping area and seek funding for this
	Improve directional signage in town and assist with creating attractive streetscapes along the main roads entering Echuca Moama linking in with nature-based tourism and using indigenous plants
	Support Echuca Moama Accommodation Association (EMAA) and the café and retail sectors as well local Councils to provide excellent customer service
	Form an economic and community zone for Echuca Moama to help overcome cross-border roadblocks and improve opportunities and outcomes for the area
	Support enterprises to build the district's renewable energy industry
Industry Growth – Tourism	Create an Enterprise Fund to support tourism product development and marketing
	Develop nature-based tourism products and link in with Murray River region initiatives and marketing
	Develop a diverse events calendar with activity over twelve months of the year, including a cultural festival.
Industry Growth – Food	Convene a food industry summit focusing on innovative farming, indigenous food enterprises and the enterprise banking sector to form strategies to develop and promote Echuca Moama as a region recognised for its food.
	Investigate new opportunities for the production of quality food and beverages and identifying any opportunities for district branding as part of this.

Industry Growth – Agribusiness	Form an Agribusiness Group to convene an Agribusiness summit to address the challenges being posed by the global economy, the need to protect land for growing food and the pressure for farmers to diversify their food base to supply local chains
	Establish a cross-border task group to draft a strategy to develop Echuca Moama as a Water Smart Urban Centre and guide its sustainable growth
Skills for a Sustainable Future	Investigate opportunities and examine the feasibility of developing an innovative new model of university or course delivery in the district with the potential to provide a physical place for online study as well as a student-driven learning environment, raising the level of engagement in students.
	Survey Echuca Moama's business and training sectors and job networks to obtain data about current and future skill sets, career streams and training needs
	Investigate opportunities for new and flexible school-based training in partnership with local industry leaders, registered training organisations, schools and relevant levels of government
	Investigate ways to increase and improve collaboration within the training sector to help overcome disadvantages caused by location, cross-border roadblocks, competition and inconsistent standards
Local Careers	Market Echuca Moama and district as an excellent place to begin and grow your career
	Develop and market Echuca Moama as a centre of excellence for learning and training
	Support any networks, clusters or industry groups working to attract or retain young professionals in the area

arts & culture

"The twin townships of Echuca and Moama have great potential to build on their vibrant cultural life but require a coordinated effort to do so"

Overview

The Arts and Culture Plan for Echuca Moama has been developed to build awareness of the creative talent in the region and to harness this talent through a coordinated response to continuously promote and advance the rapidly growing arts movement that is already being witnessed.

The key objectives of this plan include:

- building on current strengths whilst developing new ones
- the development of a lively and contemporary artist-run space for artistic and cultural activity
- providing a framework for assisting and facilitating the promotion of arts in all forms throughout Echuca Moama and region
- the establishment of links with regional, national and global arts networks and movement
- raising the region's profile as a creative place

A snapshot of the Arts in Echuca Moama

Arts and Culture enjoy strong community support in Echuca Moama, with a number of devoted groups and organisations as well as venues.
Music festivals of international quality and excellent live-music venues combine the best of entertainment, ambience and hospitality.

The Visual Arts are lucky to have a diverse range of talent and experience, with a number of difference artistic groups and an existing database that lists many of the practicing artists.

Whilst a central location is needed to showcase all forms of the arts, Alton Gallery – managed by Echuca Moama Artists Inc. – provides a current home for a number of local visual artists.

The Performing Arts in Echuca Moama enjoy strong youth participated, especially through the Rock Eisteddford, with access to experienced mentors.

A number of writers with diverse backgrounds and bodies of work, great venues within the café culture and existing book clubs support the Literary Arts in Echuca Moama.

However a lack of awareness of local writers and no showcasing of local talent are two issues threatening this, along with a lack of coordination and resources to pursue these avenues.

The Visual Arts are lucky to have a diverse range of talent and experience, with a number of difference artistic groups and an existing database that lists many of the practicing visual artists.

Whilst a central location is needed to showcase all forms of the arts, Alton Galleryprovides a current home for a number of local visual artists.

The Top Priorities for Arts and Culture in Echuca Moama

For the full list of priorities for health in Echuca-Moama see Appendix IV

Developing the Arts	The Arts Initiative has been formed to grow the arts in Echuca Moama. Having received their incorporation, they are currently planning an inaugural Arts Festival
	Establish a regular outlet for art and culture news that will help to build and promote the local cultural scene
	Develop and maintain a database of individuals and groups operating in the arts and culture sector
Artist run space	Secure partners and resources to develop an artist-run space in central Echuca Moama to provide a lively arts hub
Indigenous cultural centre	Support the Aboriginal community to develop a high quality Cultural Centre to showcase their culture, stories and artefacts in this region
Community initiated Arts events	Support local and regional arts and culture and community groups to develop and run events and festivals in Echuca Moama
Cultural Life	Support youth-based creative initiatives and assist youth to access a range of artistic and cultural experiences
Art in Public Places	Engage with local businesses and organisations to develop the café culture, street performance art and art in public places

Performing Arts	Develop partnerships to extend and promote the professional performing arts program to include more diverse content, art forms and expression and include a focus on new and emerging works
Heritage	Support groups in their research and development to record, preserve, protect and showcase historical artefacts, equipment, records, photo material, films, books and buildings
Cultural Tourism	Investigate the feasibility of botanical artist tours of bushland, waterways and nearby national parks

the environment

"The Plan for the Environment takes into account both the remarkable natural features of Echuca Moama and the sustainability of the towns into the future"

Overview

The Environment Plan for Echuca Moama has been developed to make the most of the social, environmental and economic benefits of Echuca Moama's natural features by celebrating, protecting and promoting them whilst also investigating options and actions for the sustainability of the area with continued population growth.

The key objectives of this plan include:

- the completion of the Moama Botanic Garden project
- the protection and promotion of existing natural resources
- the development of river-side parks and improved access points to the Murray River
- investigation of alternative energy sources

A snapshot of the Environment in Echuca Moama

Echuca Moama has remarkable environmental features including the two rivers running through the heart of the towns, a variety of native vegetation including rare grasslands, iconic river red gum forests and unique native wildlife including birds and aquatic animals.

Local residents and businesses are beginning to place more importance on these features as Echuca Moama's urban development continues to grow; with many concerned that they aren't properly celebrated or protected.

Furthermore, as the region continues to expand, it has become necessary to examine the best ways in which to handle this growth including community conversations around population growth and its impact on water, energy, land, transportation and climate.

The Top Priorities for the Environment in Echuca Moama

For the full list of priorities for the evironment in Echuca-Moama see Appendix V

|	
Moama Botanical Gardens	Complete the Moama Botanic Garden project
	Link the Moama Botanical Gardens in with the nature-based tourism movement
Indigenous Landscaping	Examine ways to develop, construct aand maintain indigenous landscape plans for the towns, demonstrating pride in our native vegetation
Banyule State Forest	Convene a meeting of stakeholders to re-establish the Banyule State Forest as an important environmental reserve and put in place a new maintenance and management structure to reflect this
Shinbone Alley	Assist the Echuca Landcare & Echuca Historical Society with the design, construction and maintenance of a Heritage Interpretive Walking Trail circuit from the Echuca Moama Visitor Information Centre to Shinbone Alley
River Frontage	Develop plans to create a river-facing natural park at Aquatic Reserve and investigate options for funding this project
	Support the Murray Shire to create attractive and usable access points to the Murray River in Moama
Alternative Energy	Facilitate discussions with the relevant industries and organisations to increase the promotion of fuel-efficient vehicles
	Establish an Echuca Moama Solar Energy Task Force to investigate potential solar and wind energy projects for the region
Water	Convene a Sustainable Town Water Group to develop further stormwater harvesting and reuse projects
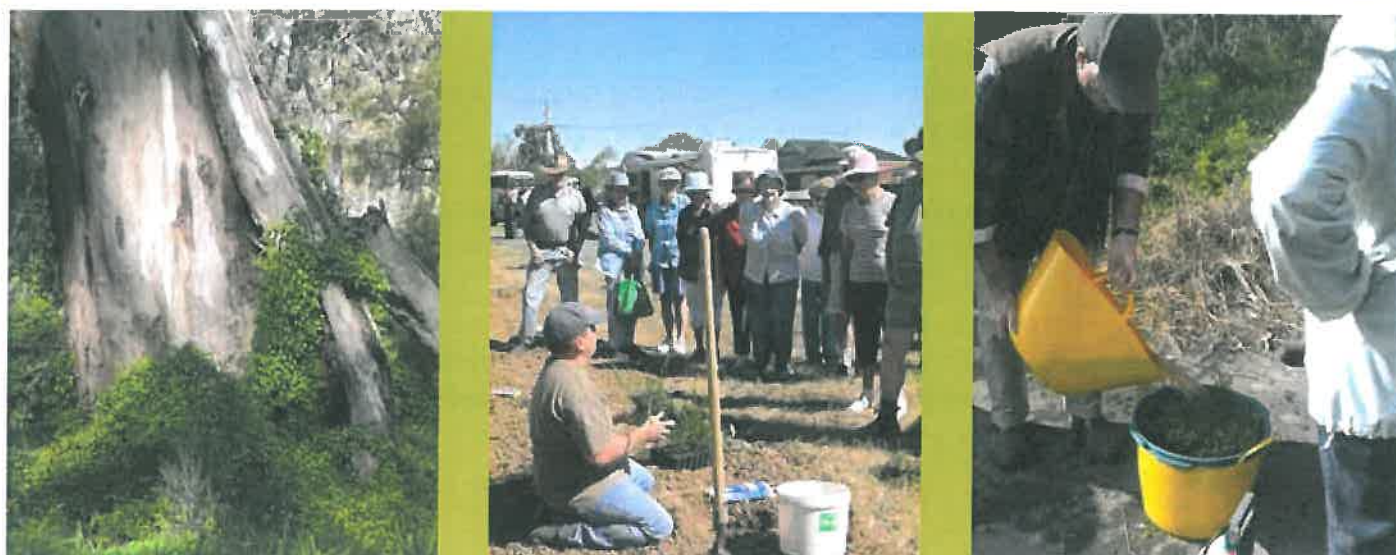
Public

Attachment 4

ECHUCA MOAMA 2035

MASTER PLAN

"A look to the future"

October 2014

C4EM

Committee for Echuca Moama Inc

C4EM

Committee for Echuca Moama Inc.
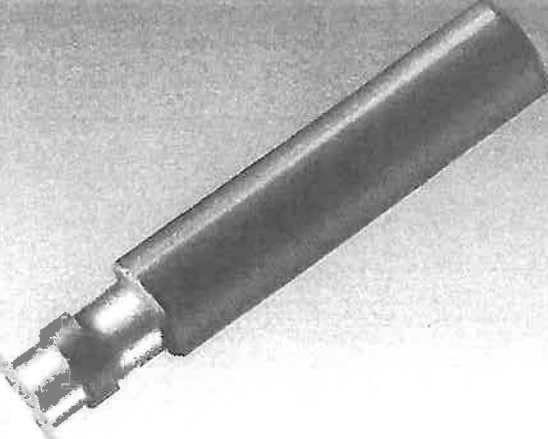
About C4EM

Formed in July 2011, the Committee for Echuca Moama (C4EM) is a member-based, self-funding, independent and apolitical organisation that brings together a broad cross-section of Echuca Moama's private, public and not-for profit organisations across all sectors. C4EM's key role is to advocate for the issues and initiatives that will make Echuca Moama a better place to live, work and play.

Our Mission

To advocate for and support initiatives that will make an enduring and positive contribution to Echuca Moama's economic prosperity, social and cultural cohesion and environmental landscape.

Members

We gratefully acknowledge the financial support and commitment of our members.
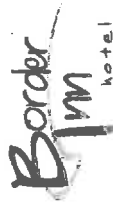
Contents

Why a Master Plan?

Planning is bringing the future into the present so that you can do something about it now.

— Alan Lakein

Echuca Moama is blessed with many natural assets. We've enjoyed distinct competitive advantages as a tourist destination, experienced enviable growth and prosperity relative to other regional cities and towns along the Murray and beyond, and have a strong economic, recreational and social base for families and businesses to grow.

We also have strong agricultural and food processing sectors which remain the major contributor to economic activity. However, we can't afford to rest on our laurels.

Our local demographic is changing, we face increasing competition from other tourist destinations, and the businesses and industries that drive our economy and support our communities are experiencing ever-increasing cost pressures.

It is for this reason the Committee for Echuca Moama (C4EM) launched its aspirational document, *'Echuca Moama 2035: A Blueprint for our Future'* in November 2013.

The Blueprint projected Echuca Moama's likely future based on current and anticipated trends, and identified a range of initiatives that would be required to ensure our continued growth and prosperity.

The Blueprint identified four pillars to underpin a vibrant future.

PILLAR ONE: Establish a single entity brand "Echuca Moama"

PILLAR TWO: Support and plan for sustained population growth

PILLAR THREE: Develop new and unique product offerings

PILLAR FOUR: Strengthen agriculture and related industries.

One of the key recommendations in the Blueprint was the need to develop a long-term Master Plan for Echuca Moama. The Master Plan needed to embrace and cater for the following:

- Capitalise on our natural strengths while at the same time provide an enhanced tourism product offering to our community, businesses and visitors.

- Provide opportunities for much stronger recreational and infrastructure linkages across and between Echuca and Moama.

- Cater for a population of 30,000+ including 7,000 new homes, with a focus on medium density housing and associated support services

- Re-imagine the urban waterfront and the riverfront stretching beyond the existing urban area

- Integrate the movement of people by walking and cycling

- Enhancement and integration of recreational and sporting facilities

- Reinventing our history and capitalising on our natural heritage and culture.

This Master Plan, developed with the assistance of Brandrick Architects, captures all of the above and identifies 19 projects that will enhance our future growth and prosperity. In most cases, the projects are 'concept plans' and will require further refinement to become reality.

Collectively the projects are ambitious, creative and exciting. However, they will not progress without input and support from relevant stakeholders and interest groups. They will also require significant funding from all levels of government and the private sector.

Many of the projects in this Master Plan will require the development of an advocacy program to get them off the ground, while others will require proactive partnerships with relevant stakeholder groups and local, State and Federal governments. In other cases, we will need to develop feasibility studies or commission 'evidence-based' business cases to advance an idea.

However, regardless of how we get there, we must plan ahead and think big.

On behalf of C4EM, we are pleased to present our Master Plan and look forward to partnering with our community stakeholders and all levels of government to work through the best ways to progress and fund the many exciting projects.
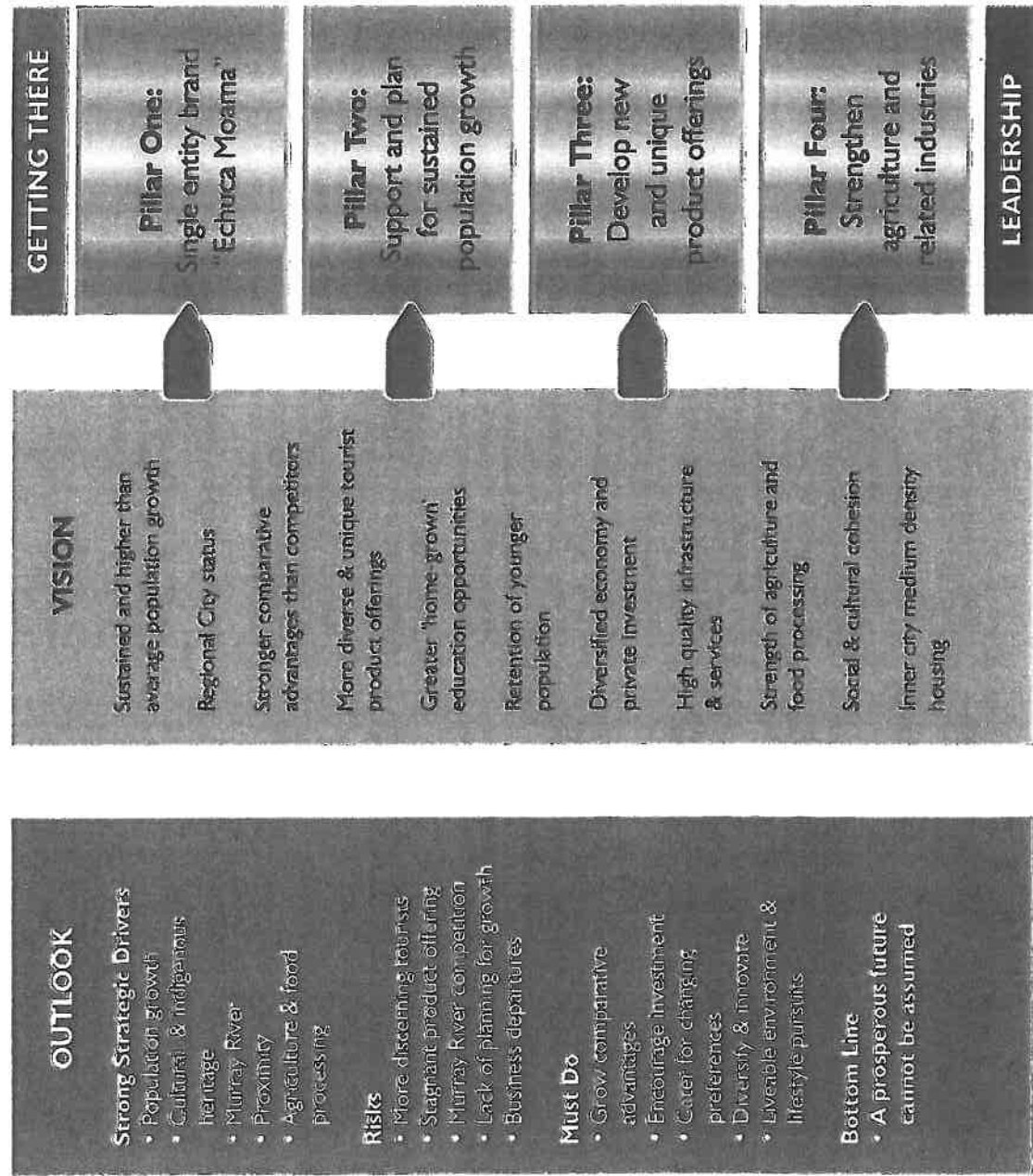
Noel Maughan OAM
Chair, C4EM

John Mawson
Chair, C4EM Infrastructure Working Group

Blueprint snapshot

ECHUCA MOAMA 2035

OUTLOOK

Strong Strategic Drivers
- Population growth
- Cultural & indigenous heritage
- Murray River
- Proximity
- Agriculture & food processing

Risks
- More discerning tourists
- Stagnant product offering
- Murray River competition
- Lack of planning for growth
- Business departures

Must Do
- Grow comparative advantages
- Encourage investment
- Cater for changing preferences
- Diversify & innovate
- Liveable environment & lifestyle pursuits

Bottom Line
- A prosperous future cannot be assumed

VISION

- Sustained and higher than average population growth
- Regional City status
- Stronger comparative advantages than competitors
- More diverse & unique tourist product offerings
- Greater "home grown" education opportunities
- Retention of younger population
- Diversified economy and private investment
- High quality infrastructure & services
- Strength of agriculture and food processing
- Social & cultural cohesion
- Inner city medium density housing

GETTING THERE

Pillar One:
Single entity brand "Echuca Moama"

Pillar Two:
Support and plan for sustained population growth

Pillar Three:
Develop new and unique product offerings

Pillar Four:
Strengthen agriculture and related industries

LEADERSHIP

Blueprint snapshot

ECHUCA MOAMA 2035

Pillar One:
Single entity brand "Echuca Moama"

THE THINKING

External perceptions & identity marketing important

Echuca & Moama – Echuca Moama (not Echuca nor Moama, nor Echuca-Moama)

State border irrelevant in description & marketing

Individually, smaller towns

Collectively – 20,000+ population

Major regional city in southeast Australia

Investment attraction

Single dynamic urban city

ACTIONS

Adopt a single narrative of "Echuca Moama"

Establish Echuca Moama as a model example of mutual cooperation

Formal arrangements and meetings between the two Shires of Echuca Moama sites and planning

Collective development of key strategies and plans for Echuca Moama

All businesses, community groups and organisations to adopt collective approach

Pillar Two:
Support and plan for sustained population growth

THE THINKING

Population growth accounts for 15% of local economic activity

Greater population growth – stronger local economy

Livability attracts new residents

Changing future population profile requires planned approaches to housing types and densities and other needs

Need to embrace and cater for a more culturally diverse population

The broader catchment area for services is around 50,000+ and growing

ACTIONS

Set population target of 30,000+

Position Echuca Moama as key player in Regional Growth Plans

Build 7,000 new homes – embracing medium density housing

Develop Master Plan for regenerating central core area

Master Plan for urban waterfront

Echuca Moama Transport Plan

Infrastructure for services & commuting (health, aged care, education, social & recreational, road & rail links)

NBN & digital communications

Sustainable water use

Renewable energy

Blueprint snapshot

ECHUCA MOAMA 2035

Pillar Three:
Develop new and unique product offerings

THE THINKING

Need to strengthen appeal to a more discerning and sophisticated leisure & recreation market

Capitalise and value-add natural advantages and competitive strengths

Growing consumer emphasis on healthy living environments, natural settings and cultural and indigenous heritage

Resident and tourist attraction to more passive, healthy and outdoor experiences

Enhance the 'time poor' cash rich market

Grow unique attraction investments

ACTIONS

Stronger linkages to traditional and unique visitor experiences

Five product themes: Ecology & Nature, Indigenous Culture, River Heritage, Food & Wine, Healthy Enjoyment

Strategic Tourism and Investment Plan to capture existing and future possibilities

Echuca Moama – A Centre of Bicycle Sport & Culture, A Centre of Culinary Arts and Food Culture, and a site for a Residential Airpark

New value-added agriculture and food processing products

Pillar Four:
Strengthen agriculture and related industries

THE THINKING

Echuca Moama = Australia's Food Bowl

Need to be leader in innovation research & development

Ageing workforce and higher labour costs

Skilled labour in short supply

Broaden workforce diversity

International competition

University & global company partnerships

Value-add & niche food processing

ACTIONS

Expert Committee

Niche Food Processing

Agriculture Equipment Co-Operatives

Regional versus Local

Uniquely Australian

Research Excellence

Energy Self-Sufficiency

Bio-fuel and renewable energy

Water sustainability

Blueprint snapshot

ECHUCA MOAMA 2035

COOPERATION. PARTNERSHIPS. LEADERSHIP.

PILLAR ONE	PILLAR TWO	PILLAR THREE	PILLAR FOUR
SINGLE ENTITY BRAND "ECHUCA MOAMA"	SUSTAINED POPULATION GROWTH	PRODUCT OFFERINGS	STRENGTHEN AGRICULTURE AND RELATED INDUSTRIES

COMMUNITY. GROWTH. DIVERSITY.

HISTORY. LOCATION. HERITAGE.

IMPLEMENTATION

- Gather widespread support for the Blueprint
- Form collaborative partnerships to drive implementation
- Progressively work with the community to build a better Echuca Moama

Echuca Moama Master Plan
Summary of projects by Blueprint 'Pillars'

Pillar One
Single entity brand "Echuca Moama"

The achievement of a single entity brand "Echuca Moama" is not infrastructure-related. Rather, it will be dependent on the cooperation and support of our community and all stakeholders in promoting the single entity narrative in all that we say and do.

Pillar Two
Support and plan for sustained population growth

1. Echuca Moama Second Bridge Crossing
2. Echuca Moama Sporting & Events Precinct
3. Residential Development
4. Loco Shed & Railway Land Revitalisation
5. Victoria Park Redevelopment
6. Connectivity between CBD & West Growth Corridor (non-vehicle)
7. Second Entrance to CBD
8. Green Entrances

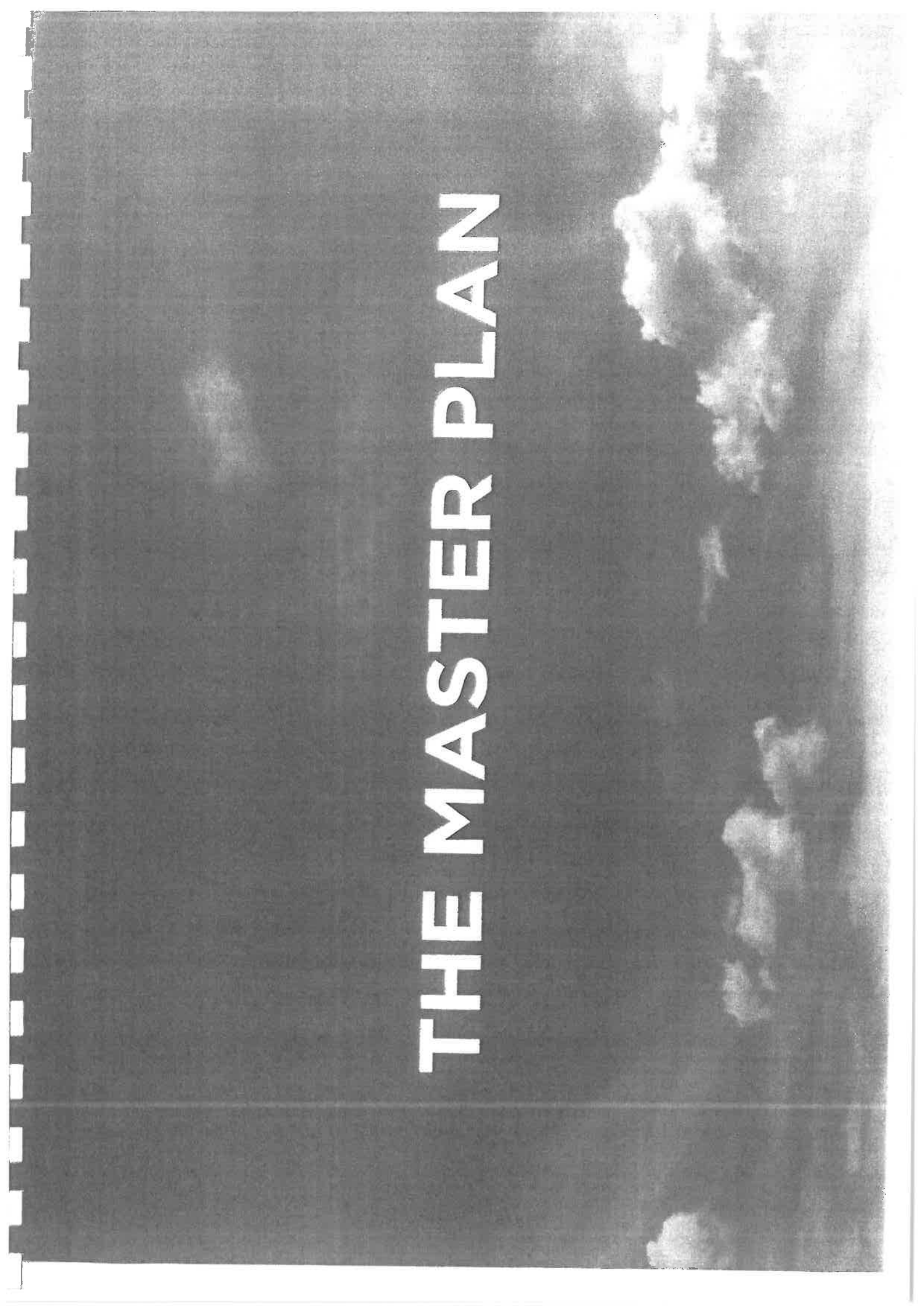### Pillar Three
Develop new and unique product offerings

9. Bridge Art Project
10. Marina Development
11. Waterfront Development
12. Water Park Development
13. 'Onion Patch' Development
14. East Boat Ramp Development
15. Railway Linkage to the Port
16. Bike & Pedestrian Linkages
17. Murray River Pedestrian Bridge
18. Echuca Moama Punt

Pillar Four
Strengthen agriculture and related industries

19. Food Processing & Transport Hub

THE MASTER PLAN

THE
MASTER
PLAN

Legend

1. Echuca Moama Second Bridge Crossing
2. Echuca Moama Sporting & Events Precinct
3. Residential Development
4. Loco Shed & Railway Land Revitalisation
5. Victoria Park Redevelopment
6. Connectivity between CBD & West Growth Corridor (non-vehicle)
7. Second Entrance to CBD
8. Green Entrances
9. Bridge Art Project
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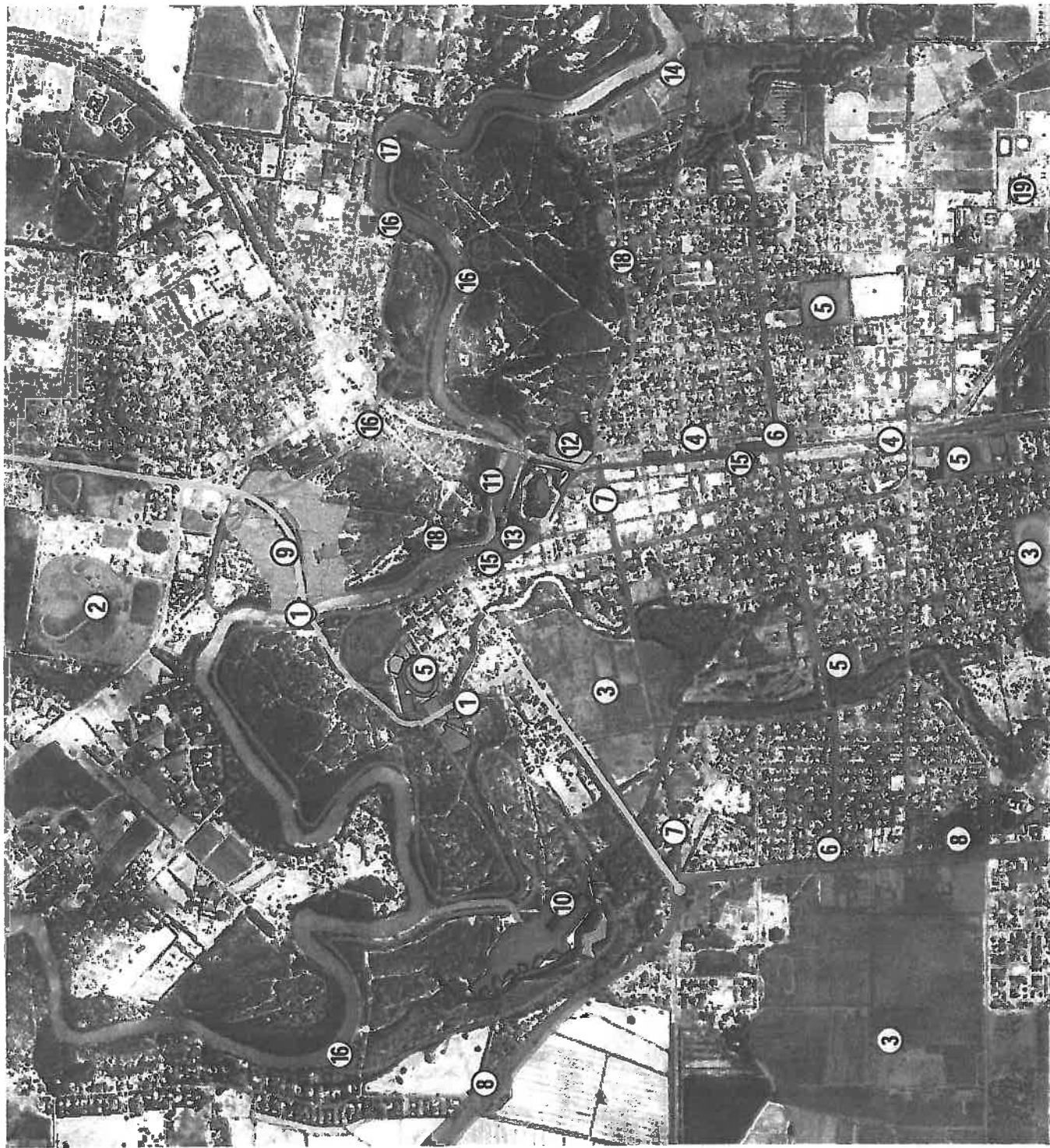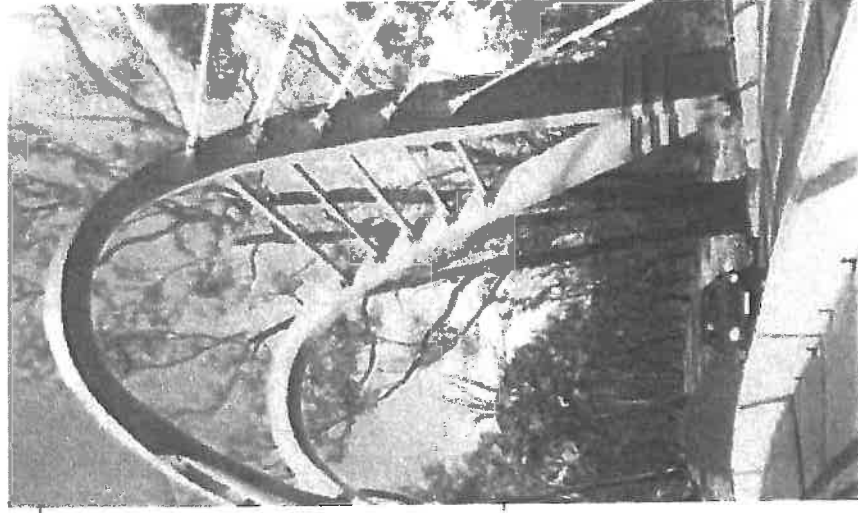17. Murray River Pedestrian Bridge
18. Echuca Moama Punt
19. Food Processing & Transport Hub

1. Echuca Moama Second Bridge Crossing

Vision

- secondary vehicle, pedestrian and bike link bypass Echuca Moama
- improve traffic flow and minimise CBD congestion
- Enhanced access for emergency services to/from Echuca Moama

Moama

Murray River

Warren St

Campaspe River

Northern Hwy

2. Echuca Moama Sporting & Events Precinct

vision

Create an Echuca Moama sporting hub with first class sporting facilities. Incorporate a Convention Centre to generate economic benefit and a vibrant events space.

Cobb Hwy
Kirchhofer St
Moama Reserve
Moama Anglican School
Soccer Ground

Woolworths Moama

Sporting Precinct with Convention Centre & Hotel

Lignum Rd
Boyes St
Perricoota Rd

New soccer facilities & infrastructure

3 new MCG size football grounds for all Echuca & Moama football teams

Proposed Echuca Moama Convention Centre in Moama

New sporting facilities

3. Residential development

Murray Valley Hwy

Schooling facilities for the
Echuca West housing developments

Ogilvie Ave

Northern Hwy

High St

Campaspe River

Warren St

Housing development where previous flooding inundation
zone was because of proposed Campaspe overflow path

Proposed housing development in Echuca West with schooling facilities

Vision

- Identify areas of population growth to
  accommodate 30,000+ by 2035
- Identify areas with passive recreational
  areas
- Medium density housing

Simmie St

Relocate to Echuca racecourse

Proposed housing development at existing trotting track

4. Loco Shed & Railway Land Revitalisation

CBD carparking overflow

Commercial redevelopment
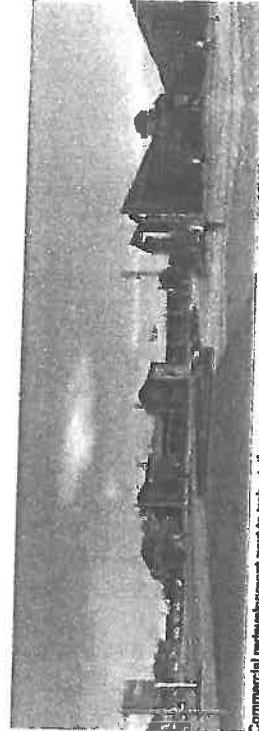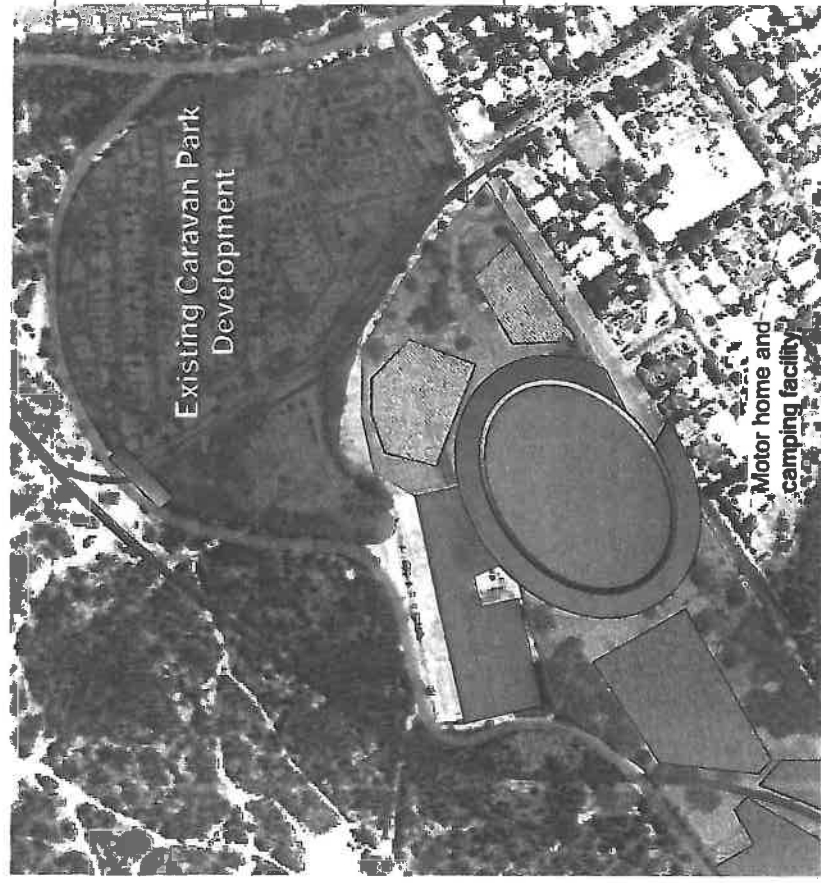

Loco Shed redevelopment

Commercial redevelopment next to train station

Vision

- Reclaim railway land for commercial development
- Loco Shed redevelopment
- Commercial office hub
- Overflow CBD car parking

- Pakenham St
- Sturt St
- Removal of existing silos and expansion of CBD into railway side land redevelopment
- Darling St
- Commercial redevelopment
- Echuca Railway Station
- Redevelop existing loco shed and create multi-purpose events centre
- Expansion of CBD into railway side land redevelopment
- Commercial redevelopment
- Annesley St
- Eyre St
- Footbridge/bicycle connection between CBD, West growth corridor and the East

5. Victoria Park Redevelopment

Scenic Drive

Victoria Park

Crofton St

Built up residential around sports oval

VICTORIA PARK

VICTORIA PARK

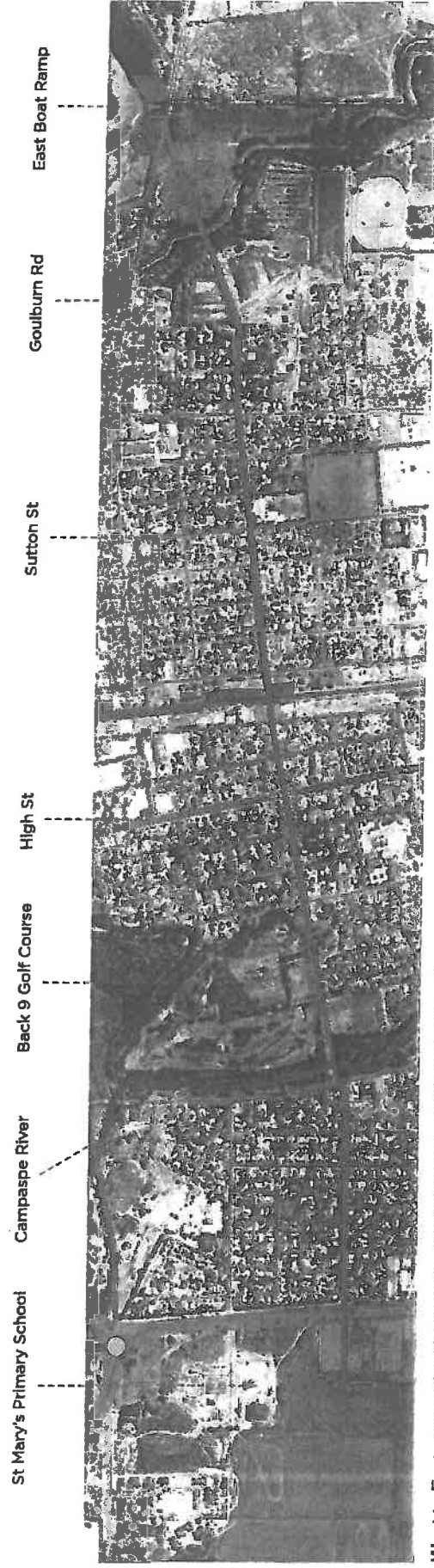Existing Caravan Park Development

Motor home and camping facility

Housing developments & green areas around the Echuca football ground. The development will be medium density townhouses for the younger generation
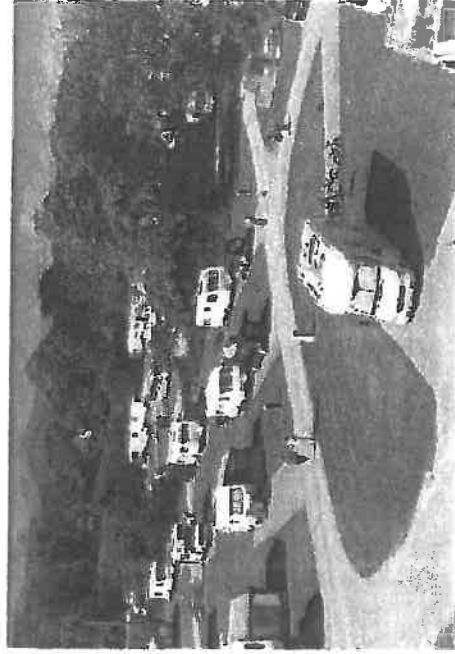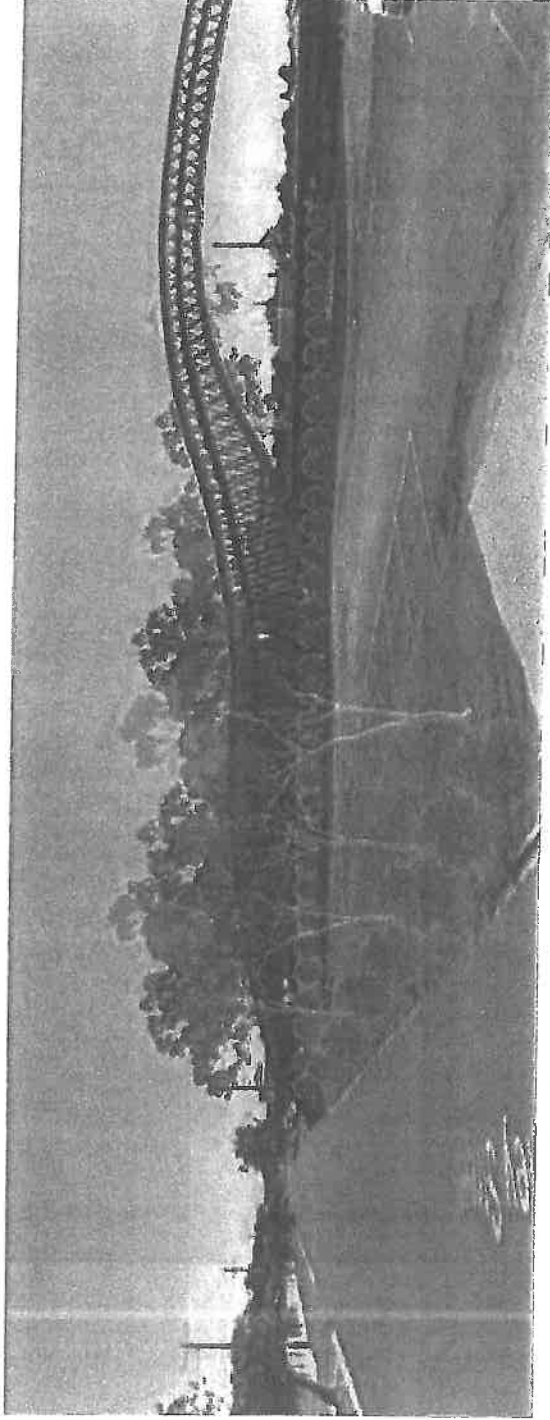
Vision

- Increase residential opportunites
- Increase temporary motor home, caravan & camping facilities
- Maintain historical significance of the area's sporting connection

6. Connectivity between CBD & West Growth Corridor (non-vehicle)

St Mary's Primary School   Campaspe River   Back 9 Golf Course   High St   Sutton St   Goulburn Rd   East Boat Ramp

West to East connection through the CBD & over the railway tracks. The connection will link up the proposed housing developments in the West & the tourist accommodation in the East

Vision

- Creates residential access to East West
- Bike, truck & pedestrian connection

New bridge over railway lines to create East West connection

7. Second Entrance to CBD

Aquatic Reserve

Existing Bridge

Anstruther St

Annesley St

High St

Campaspe River

Back 9 Golf Course

Murray Valley Hwy

Warren St
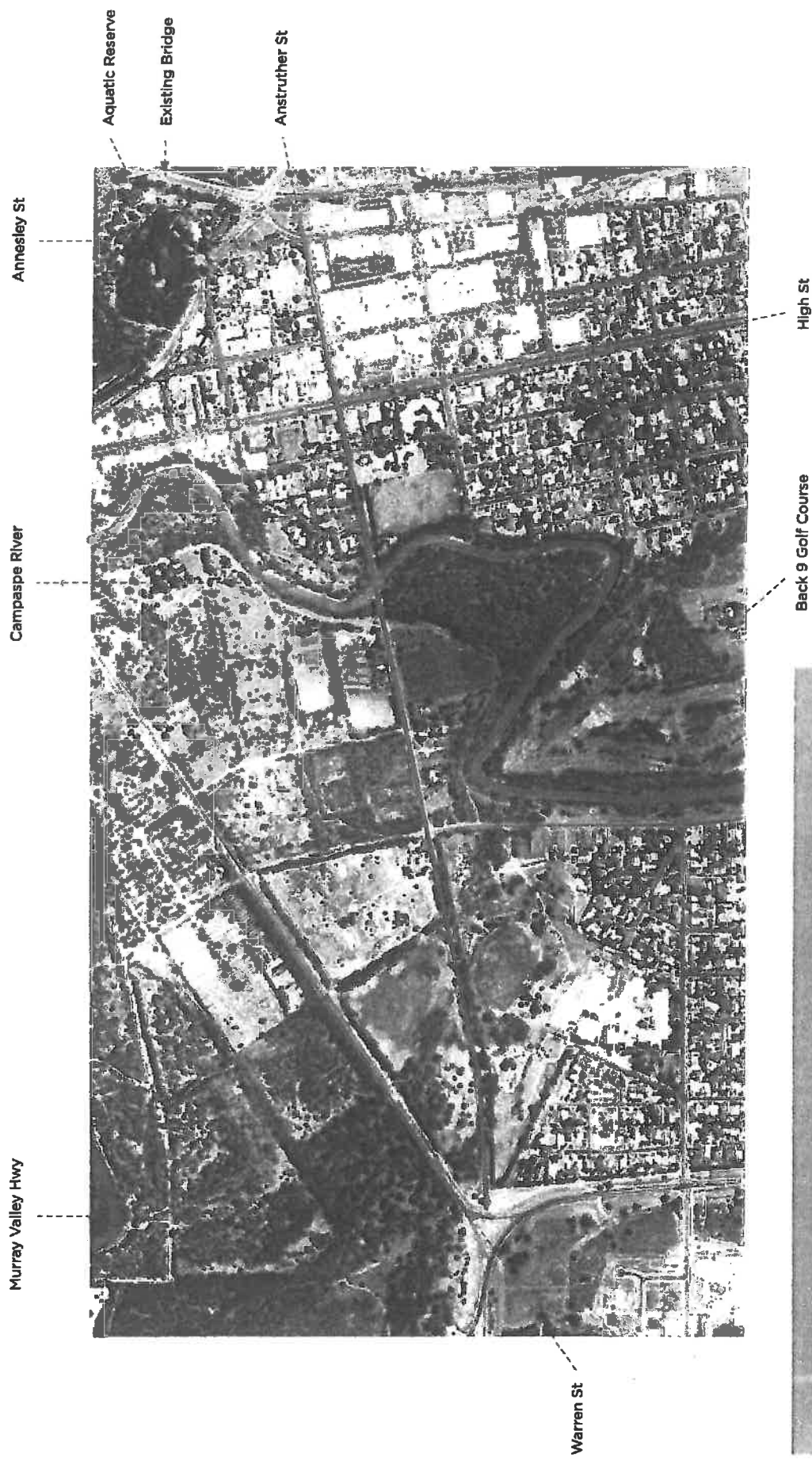
Vision

- Provide a second access link to the CBD without overloading the Port Precinct
- Increase East West connectivity

8. Green Entrances

Vision

- Obtain raw water supply from Campaspe / Murray River
- Increase artwork along entrance
- Increase bike & pedestrian pathways
- Signage to direct to Port precinct

Proposed Marina to supply water for Green Entrances in Echuca.
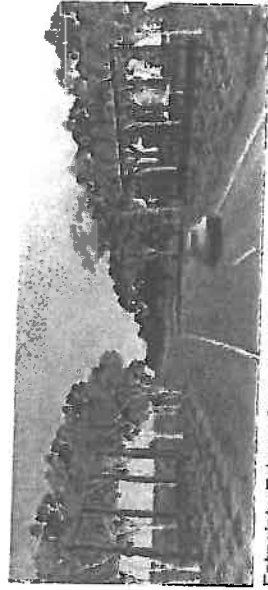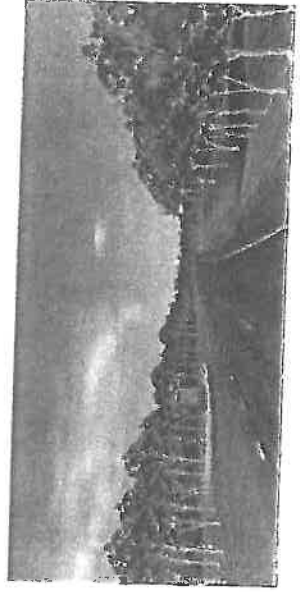

Entry into Echuca from the North West with proposed greenery & road entry to new bridge location

Murray Valley Highway from the North, heading towards the roundabout to Ogilvie Avenue

Entry into Echuca from the South with proposed greenery

Ogilvie Ave

Campaspe River

Northern Hwy

Murray Valley Hwy

9. Bridge Art Project

PARKING
Relief Parking Approx. 47 spaces

VISITOR CENTRE

ACTIVITY AREA/PICNIC

WALKING TRACK

PROPOSED BRIDGE

TOILET BLOCK

PARKING
Relief Parking Approx. 47 spaces

ARTWORK
Wall Panels / Concrete Shells

ARTWORK DISPLAYED ON PILLARS
Displayed on concrete pillars under bridge

FOOT BRIDGE / ELEVATED WALKWAY

Foot Bridge

ROAD LINK
Ramped up section of road

ROAD LINK
Concrete pillars section of road

Artwork displayed on concrete pillars under bridge

AMPHITHEATRE

MURRAY

Vision

- A unique regional national and international tourist attraction

- An iconic centre for postmodern art and education on the history and culture of indigenous and post-settlement Australians

10. Marina Development

Vision

- Relocate homes regulated in house boat moorings
- Activate flood overlay land and create retention basin to enhance commercial and residential opportunities
- Harvest stormwater from West growth corridor
- Unique linkages to CBD and Port area
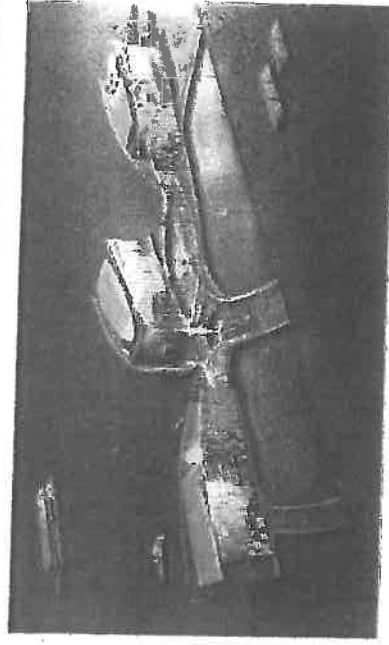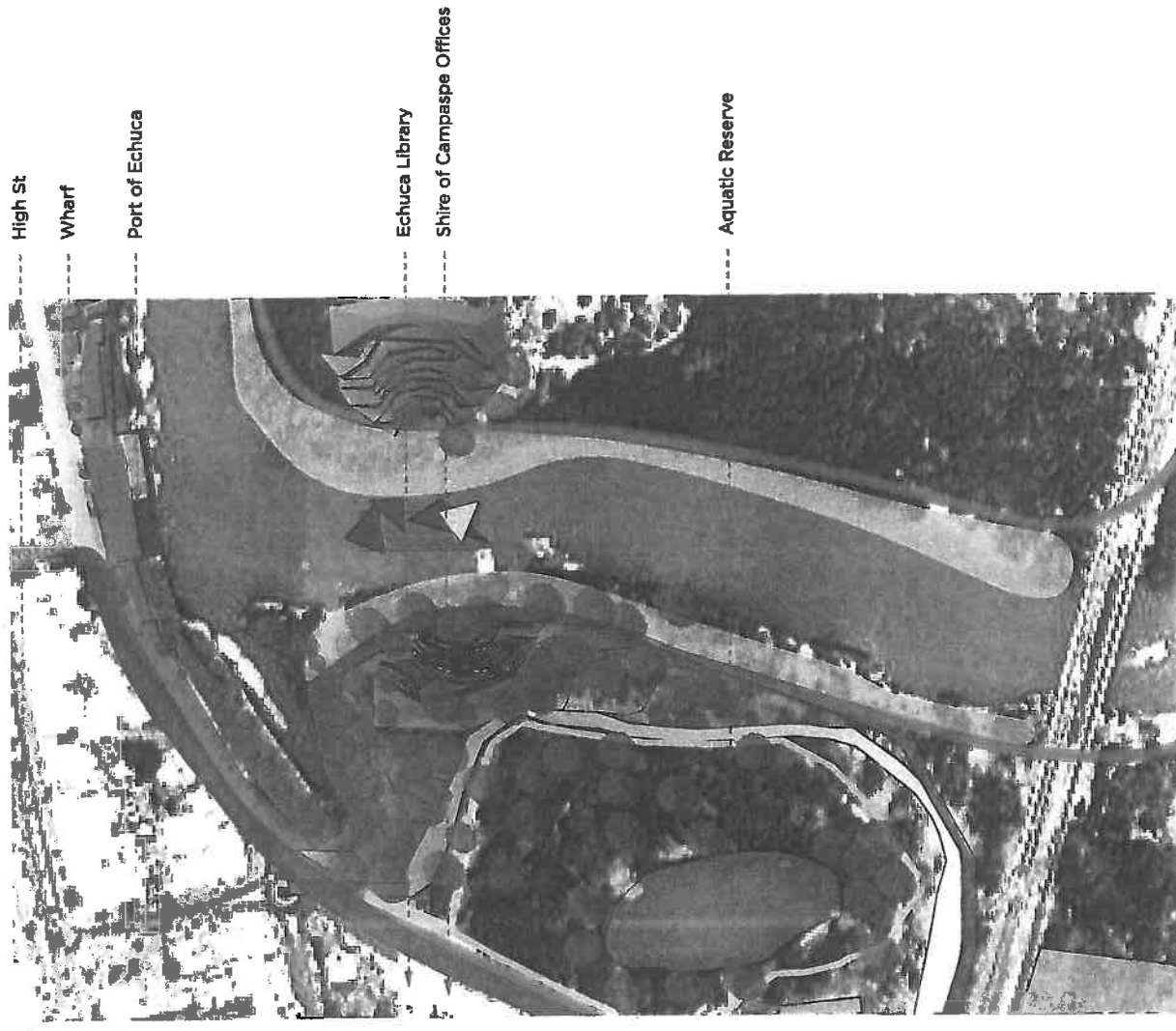
Campaspe/Murray Junction

Short Stay Marina Complex

Warren St

Murray Valley Hwy

Added passage made for the Campaspe for flooding water to be diverted to Marina. This will allow for the flood prone land next to the Campaspe to now be able to be built on & become a new residential area.
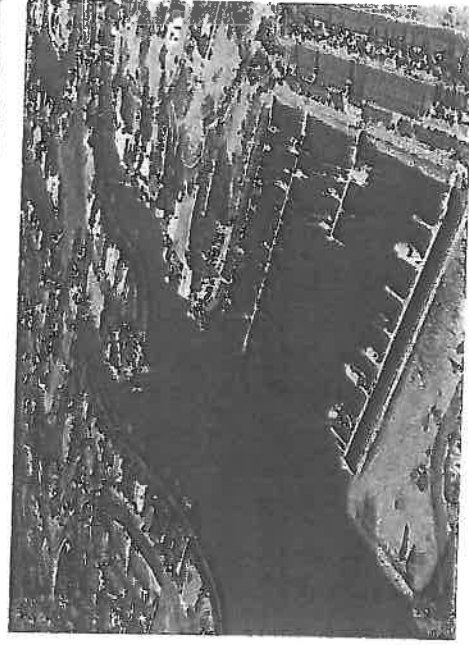
11. Waterfront Development

High St

Wharf

Port of Echuca

Echuca Library

Shire of Campaspe Offices

Aquatic Reserve

12. Water Park Development

Tourism Zone

- Existing Bridge
- Anstruther St
- Sturt St
- Proposed 24hr Police Station
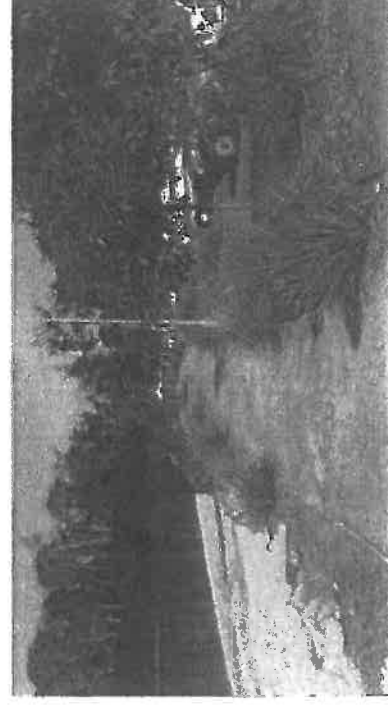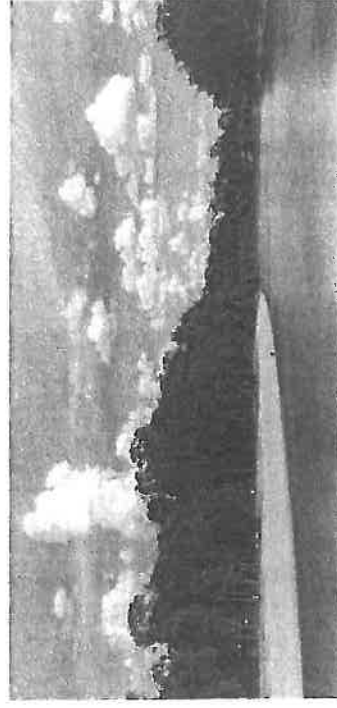
Water ...ure / Splash Park
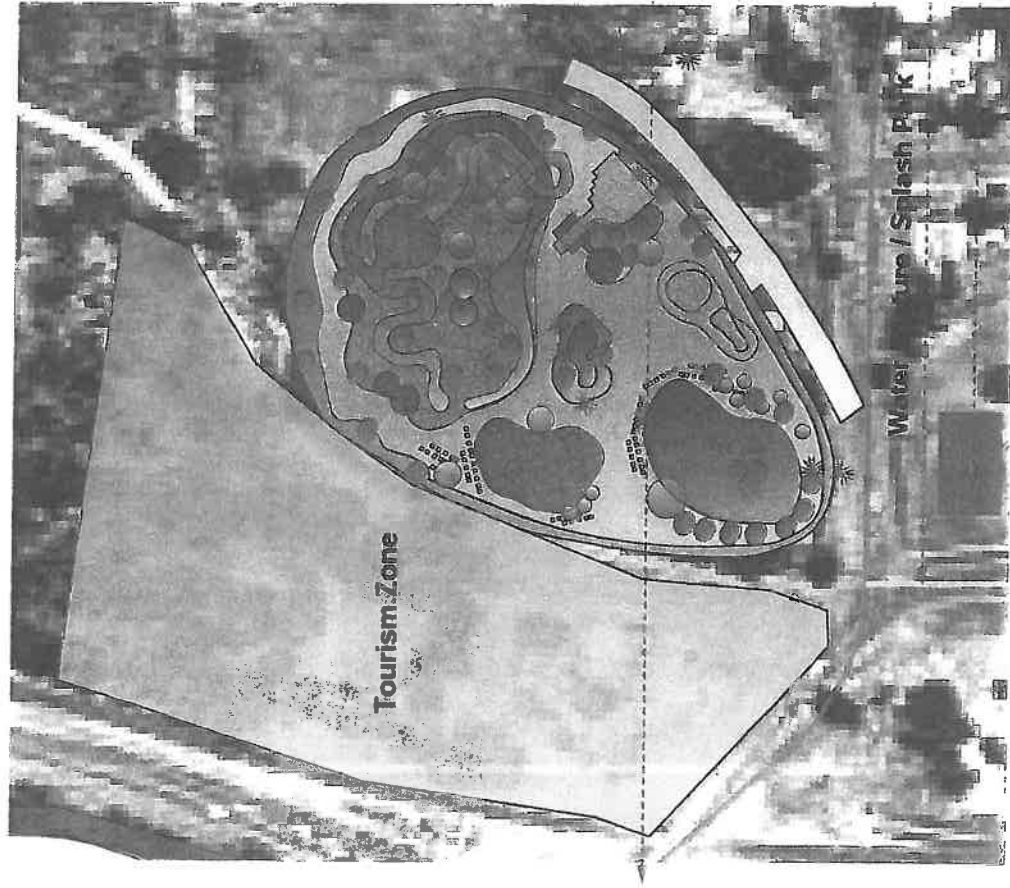
Vision

- Waterfront activation
- Integrate unique connection of red gum milling, the River and people.
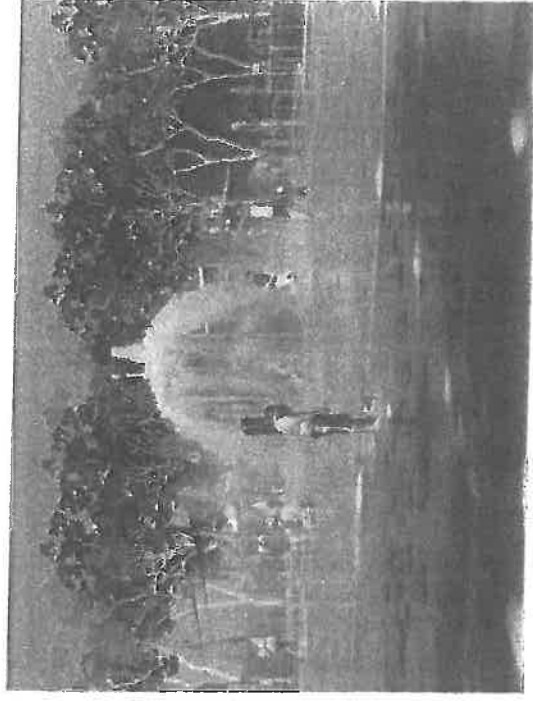
Aqua Splash Park Facilities
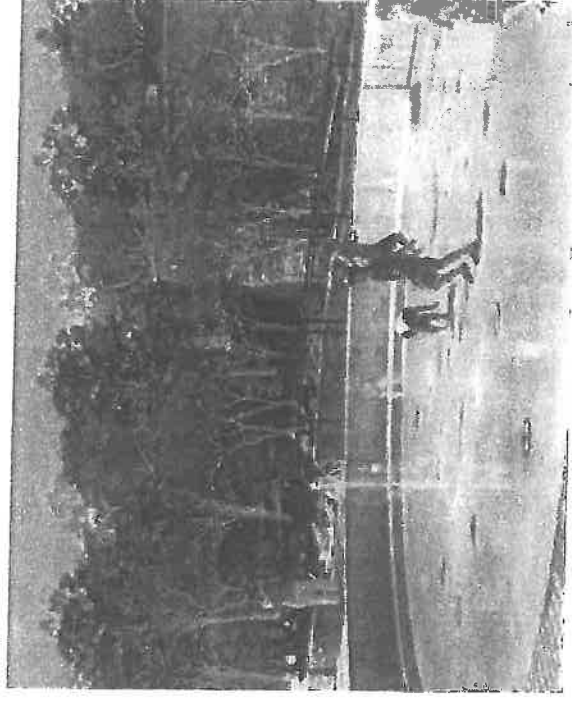
Aqua Splash Park Facilities

13. 'Onion Patch' Development

Open Air Amphitheatre Concert Venue

Forshore Drive link road

Floating Stage

Aquatic Reserve

High St   Radcliffe St   Hare St   Tourist Information Centre

Vision

- Activate water's edge with pedestrian, bike, vehicle and tourism movements.
- Connectivity with Visitor Information Centre and parking.
- Provide secondary open-air venue with wharf backdrop.

14. East Boat Ramp Development

Proposed parking & bbq amenities in the abattoirs current location

Prime short term tourist park facilities

Pathways for pedestrians & cyclists around Echuca Moama scenic areas

Murray River

Abattoirs

East boat ramp refurbished to be a more user friendly space with new BBQ areas and associated temporary camping facilities

Goulburn Rd
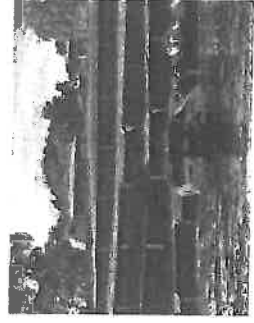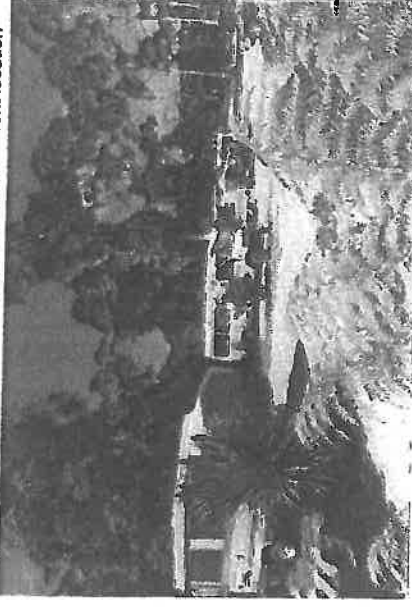
Vision

- Expand tourist water use & recreation facilities
- Upgrade the existing east boat ramp to facilitate future growth, and high demand for river access.

15. Railway linkage to the Port

Port Precinct Train Station

High St

Aquatic Reserve

Existing Bridge

Echuca V/Line Train Station
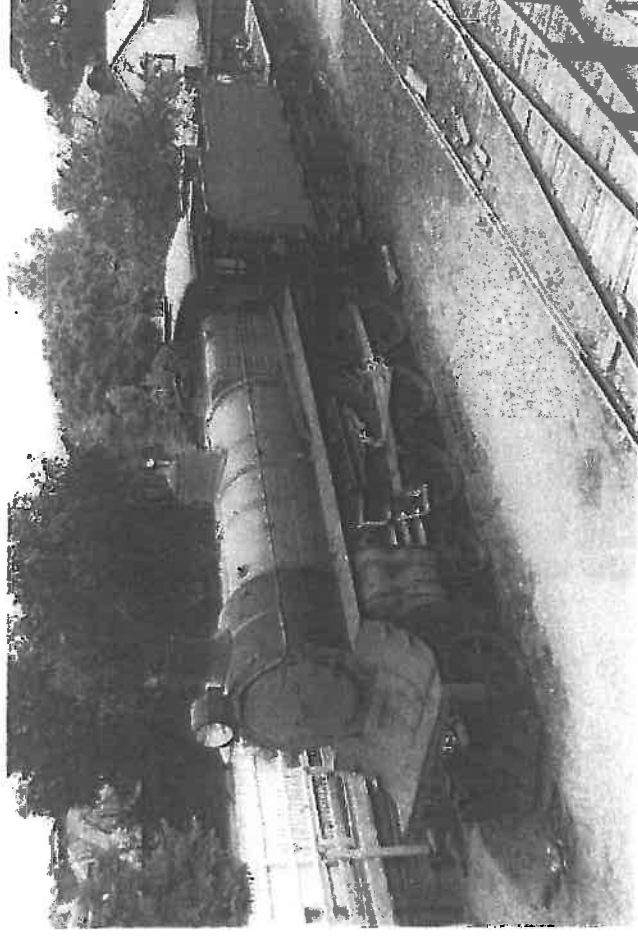
Vision

- Tourist attraction to market the Echuca Moama heritage rail network
- Link Echuca Moama Port Precinct with the opportunity of a Melbourne & Bendigo rail tourism opportunity

16. Bike & Pedestrian Linkages

Campaspe/Murray Junction   Northern Hwy   Warren St   High St   Banyula Park

Vision

- Provide bike / pedestrian network pathways
- Incorporate tourist / commercial stop points.
- Enhance cycling culture for Echuca Moama
- Activate the water edge.
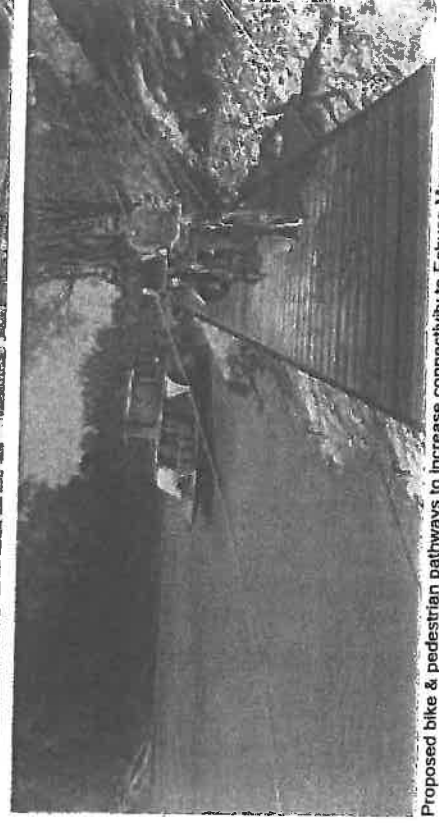
Proposed bike & pedestrian pathways to increase connectivity to Echuca Moama areas.

17. Murray River Pedestrian Bridge

Vision

- Increase connectivity between Echuca & Moama
- Connect Moama's heritage zone & tourist park with the Echuca CBD, via a pedestrian & bicycle pathway.

Chanter St

Echuca Moama pedestrian link foot bridge

Chinamans bend

Murray River

Banyule Park State Forest
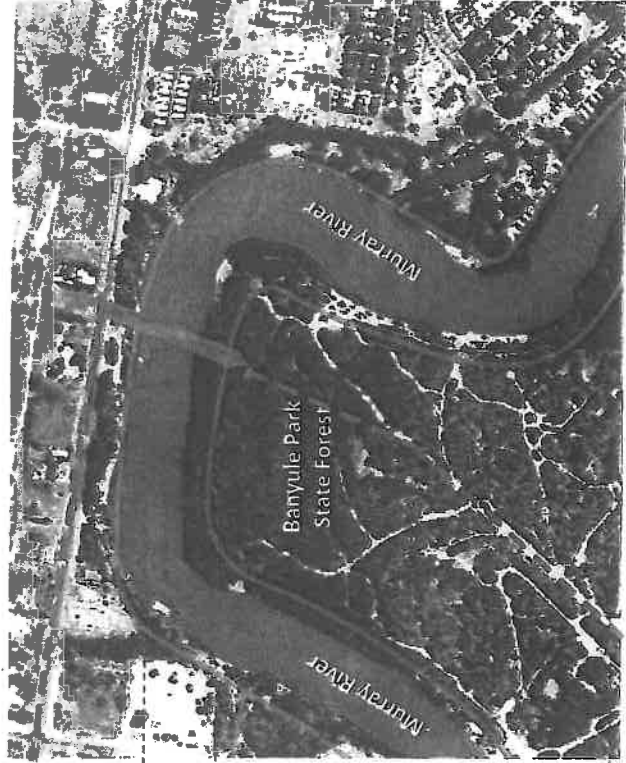
Murray River

Link to Goulburn Rd and Pakenham St Junction

18. Echuca Moama Punt

Vision

- Reinstate the historic and iconic Hopwood Crossing
- Additional tourist attraction in Port Precinct
- Reinstate a symbolic local history tradition in the Port precinct
- Connection between Echuca/Moama CBD
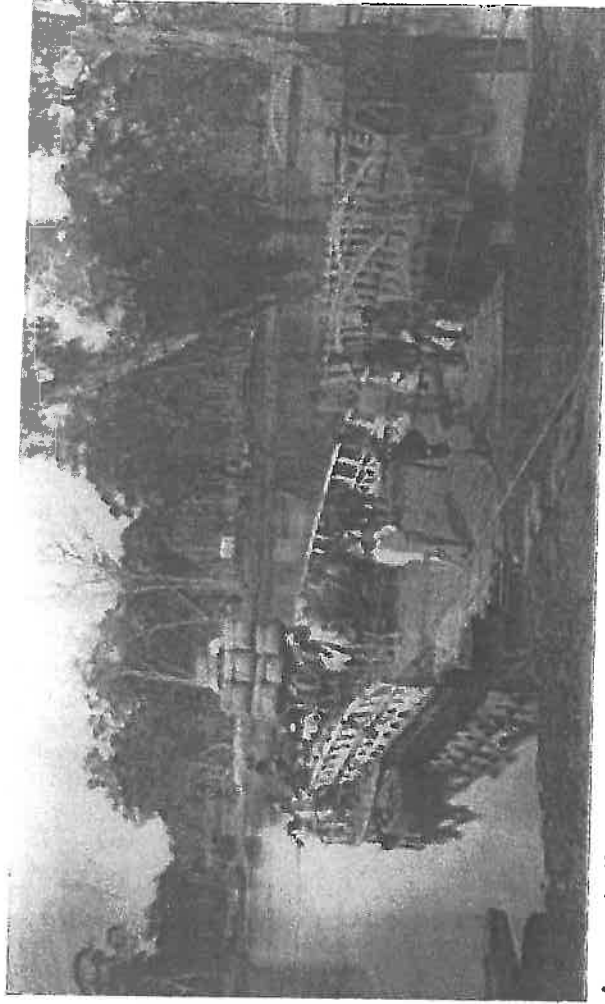
A wagon using Hopwood's Punt to cross the Murray at Echuca about 1875. The proposed Punt will incorporate the same notion of the Punt that previously existed and will educate tourists and become part of the bike trail proposal.

Proposed Punt Crossing

Murray Esp

Warren St

High St

Proposed Punt and its location across the Murray River

19. Food Processing and Transport Hub
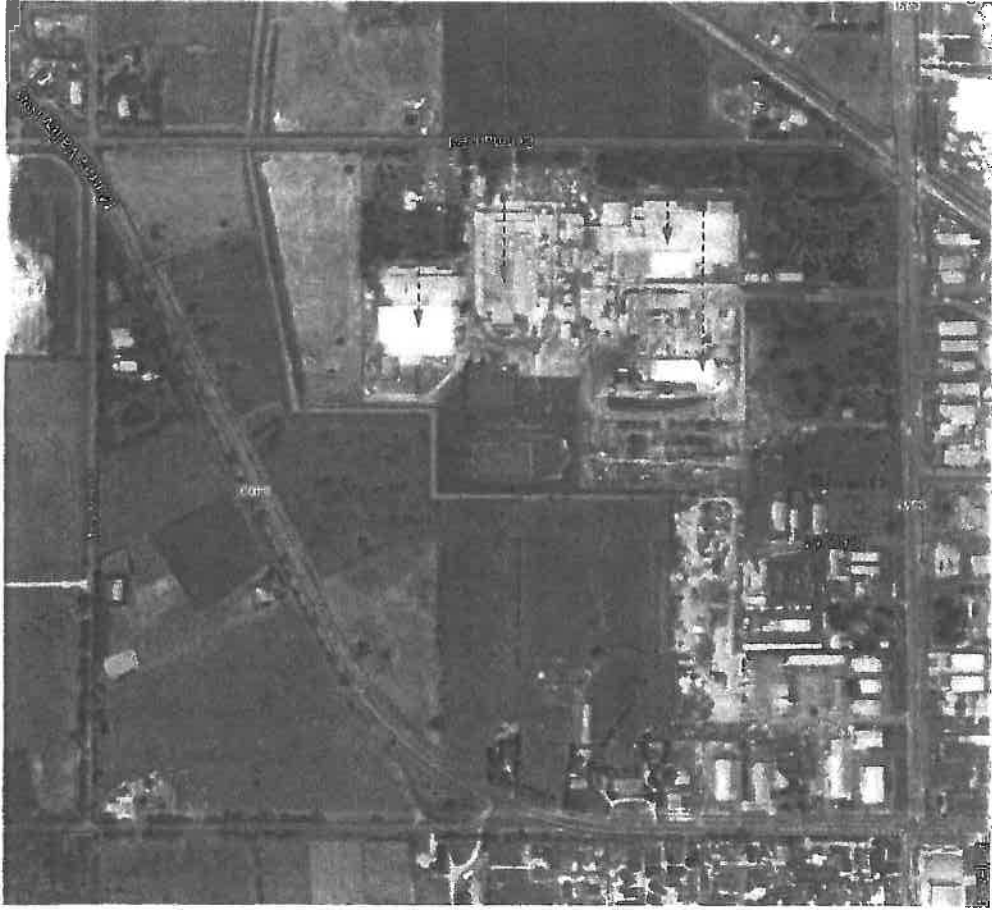
Vision
- Support & enhance our food processing sector
- Create road & rail transport linkages for efficient movement of produce
- Reduce the cost of key inputs such as water, gas & electricity

Getting there...
- Expand food processing hub
- Create transport & logistics hub
- Railway siding – roll-on, roll-off capability
- Cogeneration plant
- Solar Park
- Maximise waste-water usages
- Upgrade roads for heavy haulage

Heinz

Fonterra

Simplot

Kagome

Echuca Tatura Railway Line

Echuca Kyabram Rd

Murray Valley Hwy

Members
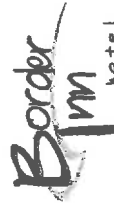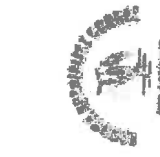
We gratefully acknowledge the financial support and commitment of our members.

C4EM

Committee for Echuca Moama Inc.
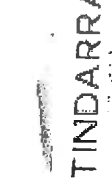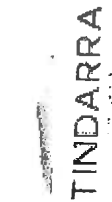
PO Box 1115 Echuca Vic 3564
Web: www.c4em.com.au
Email: ceo@c4em.com.au

Public

Attachment 5

ABOUT MURRAY SHIRE

Murray Shire covers 4,328 square kilometres and is located on the New South Wales/Victorian border and is the closest point of the Murray River to Melbourne. The Shires largest township of Moama forms a "twin city" with Echuca on the Victorian side of the border. Murray Shires smaller communities include Mathoura, Bunnaloo, Womboota and Cummeragunja.

Murray Shire continues to enjoy a consistent level of growth and development with Planning NSW predicting that the population will grow at approximately the rate of 1% per annum over the next ten years[1]. Moama is designated by the NSW Government as a Major Town in the Murray-Murrumbidgee Regional Growth Plan.

The region is a vibrant and expanding tourist destination filled with historic precincts, clubs and sporting facilities and, each year, a range of special events and activities are held within the Shire that showcase the mighty Murray. Murray Shire includes the largest river red gum forest in Australia.

With an average summer temperature of 30 degrees Celsius and an average winter temperature of 14.2 degrees Celsius it is a warm and inviting area for people to live, work and play. Murray has a population of 7,312 permanent residents and consistently ranks amongst the fastest growing Local Government Areas (LGA) in NSW .

Tourist visitation to the area exceeded 699,000 in the year ending December 2014, with overnight stays of 1,832,000. Visitors spent an estimated $268m in the region during the same period. Deep Creek Marina, located off Perricoota Road, is just one example of a high volume tourist destination catering for house boat enthusiasts. Significant social infrastructure has been developed at the site.

In addition to tourism, Murray Shire has a diverse business base and key industries including agriculture, manufacturing, construction and health care.

Through Council's vision of "A sustainable community offering opportunity and lifestyle", we have established four major themes;

1.   A leading community
2.   An enhanced natural environment
3.   A caring community
4.   A growing community

Murray Shire is a southern facing Shire interfacing closely across the river, and the border with Campaspe Shire and indeed through to Melbourne. The proximity of Moama and

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[1] www.department ofplanning.nsw.gov.au

Echuca and the "oneness" of the community allows each Shire to be enriched through shared services, shared vision and mutual benefit.

Whilst Murray Shire is involved in regional collaborations with neighbouring NSW Shires, through RAMROC and other initiatives, it is the connection with the Murray River that is the heart of Murray Shire. Smaller communities of the Shire gravitate towards Moama/Echuca for shopping, health care, entertainment, work and community support. Whilst Shires such as Deniliquin provide some services which are taken up by Murray Shire residents the bulk of services that are provided from outside the Shire are from the Victorian side of the border. Equally, Murray Shire provides services to Campaspe and its residents in a true partnership relationship.

The river towns of Moama and Echuca provide a social and geographic hub for Murray Shire that is accessed by all within the Shire. In addition, Moama/Echuca is the gateway to further services within Victoria, with towns such as Bendigo and Melbourne being focusses for health and allied services.

LKS Quaero[2] described the Murray/Campaspe connection as follows;

"There is consistently an obvious tendency towards interaction and engagement with Victoria in health, education, sport, transport and commerce. Moreover, telecommunications have a 03 prefix and the area is serviced by Victorian –sourced electronic media."

Further, LKS Quaero stated;[3]

"There is only a passing community connection with the NSW towns and services, despite the legislative framework under which the Councils and the communities are governed'

---

[2] LKS Quaero Deniliquin, Murray and Wakool Fit for the Future Business Case Pp1
[3] Ibid

MURRAY SHIRE STATISTICS

AREA	4,328 square kilometres
PHYSICAL FEATURES	- Bordered by the Murray River and its tributaries - Wetlands of international significance - Largest River Red Gum forest in Australia - Murray Valley National Park and Barmah National Park (Victoria) form the biggest eco-system of its type in the world
POPULATION	7,312
POPULATION BY TOWNSHIP (from 2011 Census Data)	Moama **5117** Mathoura & District ; and Bullatale and District **1163** Bunnaloo & District ; and Womboota and District **442** Brassi and District **235**
TOWNS AND VILLAGES	Moama Mathoura Bunnaloo Womboota Cummergunja

INDUSTRIES	Agriculture Tourism Accommodation and hospitality Manufacturing Construction Retail Health Care
LOCATIONS OF VARIOUS GOVERNMENT AGENCIES THE SHIRE PARTNERS WITH	• **MOAMA** • **DENILIQUIN (80 KMS from Moama)** • **DUBBO (670 km from Moama)** • **ALBURY (230 km from Moama)** • **SYDNEY (800 km from Moama)** • **WAGGA WAGGA (340 km from Moama)** • **CANBERRA (566 km from Moama)**

SPORTS

- Multiple Sports Facilities
- Echuca Moama Skate Park
- Integrated cycle path network
- River sports/access facilities
- Mountain bike track

SYDNEY 800 KM

MELBOURNE 200 KM

MEDICAL SERVICES

- Allied Health Services
- Campaspe Murray Mental Health Network
- Campaspe Primary Care Partnership
- Disability Services
- Ambulance Service
- Echuca Regional Health
- General Practitioners
- Echuca Nursing Homes
- Community Transport
- Welfare Services including Vinnies, Salvos, Uniting Church
- Community Living and Respite Services and Murray Human Services for disability support services

POLICY /OPERATIONAL COLLABORATION

- North East Local Government aerial photography group with Benalla, Shepparton, Mansfield, Moira, Indigo and Campaspe Shires
- Echuca Moama Sustainable Water Group (Campaspe and Murray Shire)

MURRAY SHIRE COUNCIL
POPULATION 7,312

CAMPASPE
POPULATION 38,000

TOURISM/INVESTMENT INITIATIVES

- Visitors Information Centre
- Echuca Moama Tourism
- Murray Regional Tourism
- Murray Business Network

EDUCATION

- Aboriginal education and Employment Working Party
- Campaspe Cohuna Local Learning and Employment Network
- Echuca Neighbourhood House
- Moama Grammar School
- Schools and kinders
- Tertiary Outreach Services

LIBRARY SERVICES

SOCIAL COMMUNITY SERVICES/COMMITTEES/INITIATIVES

- Echuca Moama Men's Shed
- Botanic Gardens
- Community Garden
- Murray Campaspe Business Awards
- Echuca Moama Arts Initiative
- HOME-Homeless Options Moama Echuca
- Chance for Change-Unemployment Initiative
- Campaspe Young Professionals Network
- Echuca Moama Community Kitchen
- Adventure Play Park

Public

Attachment 6

YEAR 1 ACTION PLAN

3.1   SUSTAINABILITY

FIT FOR THE FUTURE PROPOSAL	REF	ACTION	IMPLEMENTATION STRATEGY	MILESTONES	COSTS/SAVINGS	ASSUMPTIONS	RISKS
Section 3.1	A	Growth of private works	Private works already form part of the MSC budget. Work will be completed to closely monitor and grow the work stream	Develop a formal management, monitoring and reporting process for private works to identify opportunities for growth **COMPLETION:30 November 2015 (For inclusion in 2015/16 budget development)**	Currently factored into the MSC budget. Formal monitoring will be used to set targets for growth from year 2 onwards	That existing private works can be grown through formal management and targeted pursuit of works	**LOW** A contraction of growth and private works opportunities decrease
Section 3.1	B	Develop professional services to market to other Shires and/or the JO	Further develop professional capability in areas that will be required by rural shires and/or JOs delivering or coordinating shared services SEE ALSO **Confidential Staffing Strategy**	1. Development of a local JO structure maximizing opportunities for collaboration, Shared Services and the development of Centre's of Excellence **COMPLETION: 31 March 2016**	Cost neutral	That the JO will be developed to facilitate the needs of participating Councils for service delivery in addition to strategic deliverables	**MEDIUM** That legislative changes are not made in time to commence JO operation or that JOs are not developed in a way that supports local needs
				2. Negotiate opportunities for shared service/service delivery **COMPLETION: 30 June 2016**	Expected to generate income but not currently factoring into MSC budget outcomes or in the outcomes against the FFF criteria	That neighboring Councils moving to a rural council model will require support to deliver key professional services including planning	**MEDIUM** That neighboring Councils are unsuccessful in their bids to become rural Councils . That the need/organization of service sharing is delayed or does not develop
				3. Implement structural changes as required to deliver agreed services **COMPLETION: 31 AUGUST 2016**	Cost neutral as the implementation wont occur unless there is a substantiated market for services that lead to structural changes occurring	Dependent on the successful achievement of steps 1 and 2	**MEDIUM** A number of change management issues related to implementation of new work practices
Section 3.1	C	Review rating strategy	To review the current MSC rating strategy and consider a Special Rate Variation (SRV) as required to ensure future sustainability	1. Complete a review of MSC current rating strategy informed by the 2011 TCorp assessment of MSC's position and having regard to the requirements of sustainability and efficiency of the FFF criteria **COMPLETION: 30 SEPTEMBER 2015**	Costs to be borne by MSC		**LOW**

					2. Prepare documents required to lodge a SRV application and complete all necessary community consultation **COMPLETION:30 NOVEMBER 2015**	Costs to be borne by MSC		**LOW** Complexity associated with completing documents and consulting with the community
					3. Incorporate SRV outcomes into MSC budget cycle for 2016/17 financial year **COMPLETION:28 FEBRUARY 2016**	Budget forecast predicated on an SRV of 35 being implemented in the 2016/17 budget	SRV process will be successful	**MEDIUM** Delays to the processing of SRV application may delay the implementation beyond the 2016/17 financial year.

3.2 INFRASTRUCTURE

FIT FOR THE FUTURE PROPOSAL	REF	ACTION	IMPLEMENTATION STRATEGY	MILESTONES	COSTS/SAVINGS	ASSUMPTIONS	RISKS
Section 3.2		Complete Lean 6 Sigma Review of processes	SEE EFFICIENCY PLAN	SEE EFFICIENCY PLAN	SEE EFFICIENCY PLAN and CONFIDENTIAL STAFFING STRATEGY	SEE EFFICIENCY PLAN	SEE EFFICIENCY PLAN
Section 3.2		Develop robust Service Level Agreements (SLA) with community	SEE EFFICIENCY PLAN	SEE EFFICIENCY PLAN		SEE EFFICIENCY PLAN	SEE EFFICIENCY PLAN

3.3 EFFICIENCY

FIT FOR THE FUTURE PROPOSAL	REF	ACTION	IMPLEMENTATION STRATEGY	MILESTONES	COSTS/SAVINGS	ASSUMPTIONS	RISKS
Section 3.3	A	Review and restructure operating model	SEE CONFIDENTIAL STAFFING STRATEGY	SEE CONFIDENTIAL STAFFING STRATEGY	SEE CONFIDENTIAL STAFFING STRATEGY	SEE CONFIDENTIAL STAFFING STRATEGY	SEE CONFIDENTIAL STAFFING STRATEGY
Section 3.3	B	Review elected member structure and numbers	Complete review of elected numbers and seek Council resolution regarding reduction in numbers if appropriate. Make representations to OLG concerning opportunities during transition to decrease numbers of elected members. Take appropriate steps to implement resolution of Council	1. Desk top review of other LGA of similar size with similar communities and land mass to determine possible alternative numbers/benefits. **COMPLETION: DECEMBER 2015** 2. Prepare report to Council concerning outcomes of review **COMPLETION: FEBRUARY 2016** 3. Action steps to change number of elected members pursuant to resolution and in accordance with transition provisions of new Act.	Nil Nil Estimated at $40,000 per annum savings if number of elected members are decreased by 2. (Savings are factored into attached ten year forecast).	Legislative changes will allow for the immediate decrease in elected members subject to Council resolution	**MEDIUM** Legislative changes will not be made in time to meet the time frames proposed or do not allow for changes in numbers of elected representatives.
Section 3.3	C	Lean 6 Sigma Process Review	Seek funding through the small rural Shire innovation fund to complete a Lean 6 Sigma Review of internal and customer facing processes to minimize duplication and to free up resources for front line service delivery.	1. Complete and lodge small rural Shire innovation fund application to complete Lean 6 Sigma process review **COMPLETION: DECEMBER 2015**			

					Estimate	All costs to be sought through	LOW
				2. Engage a Lean 6 Sigma specialist to under the review and to train a select staff group in the Lean 6 Sigma (light) process. **COMPLETION : SEPTEMBER 2016**	Estimate $120,000 to $150,000	All costs to be sought through the Small Rural Shire Innovation Fund	**LOW** That there is a delay in funding through the fund or that funding is not made available
				3. Implement outcomes of review and assess savings and benefits realization **COMPLETION: MARCH 2017**	It is expected that this process will yield savings through the simplification of process and the deletion of duplication. At this stage no savings have been budgeted for in the budget forecasts	Nil	**LOW** Resistance to change implementation amongst staff
				4. Following the completion of this process the organization structure will be reconsidered to look at opportunities to redirect resources to front line service delivery. **COMPLETION: JUNE 2017**	It is expected that this process will yield benefits for the organization through the redirection of staff effort into front line service delivery.		
Section 3.3	D	Establish Service Level Agreements (SLA) across the organization in line with community expectations and financial constraints	Develop a SLA that meets the expectations of communities within the funding and staffing envelope that exists post-FFF reforms	1. Complete a desktop audit of current SLAs across the organization. **COMPLETION: MARCH 2016**	Nil		
				2. Review SLA agreements as developed by other similar size LGAs and establish a program for SLA development that is achievable and coordinated with the organization structural review and expenditure cuts **COMPLETION: MAY 2016**	Nil		
Section 3.3	E	Expenditure review	Review all expenses across the organization with a view to minimizing duplication and unnecessary expenditure	1. Develop a continuous program of expenditure review across the organization. **COMPLETION: 30 SEPTEMBER 2015**	It is expected that an initial review of expenditure will yield savings which have not been factored into the budget forecasts		

Public

Attachment 7

GENERAL FUND FINANCIAL STATEMENT

Description	Notes	Estimate 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Revenue												
Rates and Annual Charg	1	5,449,960	5,656,227	5,994,733	6,186,002	6,386,273	6,593,140	6,806,822	7,027,544	7,255,541	7,491,054	7,734,332
User Charges & Fees	2	2,206,523	2,600,784	2,676,114	2,753,631	2,833,399	2,918,401	3,005,953	3,096,131	3,189,015	3,284,686	3,383,226
Interest	3	377,060	321,742	317,292	313,421	309,468	305,244	300,859	297,725	296,924	296,033	295,047
Other Revenues	4	319,400	328,619	338,112	347,894	357,968	368,407	379,159	390,233	401,640	413,389	425,491
Operating Grants & Contribu	5	6,894,329	7,381,594	6,956,714	6,987,876	7,174,295	7,380,346	7,578,179	7,781,961	7,991,873	8,208,097	8,430,826
Capital Grants & Contribution	6	1,503,853	962,235	726,397	232,367	238,505	250,210	252,116	259,230	271,557	281,748	281,877
Profit on Sale	7	26,172	0	0	0	0	0	0	0	0	0	0
Revenue Total	8	16,777,298	17,251,201	17,009,362	16,821,190	17,299,907	17,815,747	18,323,087	18,852,825	19,406,549	19,975,007	20,550,798
Expenditure												
Employee Benefits & Cost	9	5,793,712	6,137,680	6,108,894	6,086,221	6,294,658	6,510,613	6,734,033	7,000,942	7,278,325	7,566,589	7,762,309
Borrowing Costs	10	51,400	41,833	36,158	31,787	28,958	26,047	22,936	19,615	16,886	15,226	13,449
Materials & Contracts	11	1,488,373	1,284,190	1,514,446	1,393,108	1,413,410	1,425,352	1,492,977	1,532,986	1,545,167	1,571,395	1,614,136
Depreciation	12	5,608,776	5,680,169	5,747,085	5,816,305	5,886,535	5,957,792	6,030,097	6,103,468	6,177,926	6,253,491	6,330,184
Other Expenses	13	2,725,669	2,672,394	2,778,353	2,781,459	2,864,420	2,947,175	3,126,518	3,128,386	3,240,913	3,312,083	3,471,826
Loss on Sale of Assets	14	133,763	-	-	-	-	-	-	-	-	-	-
Expenditure Total	15	15,801,694	15,816,267	16,184,936	16,108,880	16,487,981	16,866,979	17,406,561	17,785,398	18,259,218	18,718,783	19,191,905
Operating Result Surplus/(d	16	975,605	1,434,935	824,426	712,310	811,926	948,768	916,526	1,067,427	1,147,332	1,256,225	1,358,893
Transfers From Reserves	17	3,059,803	1,086,357	1,176,909	1,088,010	549,034	597,731	605,888	606,198	245,840	265,750	266,779
Depreciation	18	5,608,776	5,680,169	5,747,085	5,816,305	5,886,535	5,957,792	6,030,097	6,103,468	6,177,926	6,253,491	6,330,184
Loan Funds	19	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Paid	20	80,867	69,955	58,422	57,860	61,305	63,549	65,882	-	-	-	-
Carrying value of Asset Sales	21	1,159,025	967,442	1,145,498	959,860	1,216,251	1,099,358	1,098,840	949,455	1,146,220	987,726	1,196,462
Sub Total	22	9,908,471	7,803,923	8,127,914	7,922,035	7,713,125	7,718,431	7,800,706	7,659,121	7,569,987	7,506,967	7,793,425
Capital Expenditure												
Asset Expenditure	23	9,512,826	7,940,276	7,724,212	7,360,172	7,224,576	7,260,831	7,704,158	7,563,733	7,688,139	7,541,553	7,781,585
Debt Redemption	24	442,886	361,306	335,513	314,980	308,692	310,336	28,215	30,083	-	-	-
Deferred Debtors Advance	25	12,000	-	-	-	-	-	-	-	-	-	-
Transfers To Reserves	26	1,097,291	935,524	891,641	958,264	983,397	1,057,282	982,134	969,730	916,571	1,064,398	1,063,095
Sub Total	27	11,065,004	9,237,106	8,951,365	8,633,416	8,516,665	8,628,449	8,714,507	8,563,546	8,604,710	8,605,952	8,844,680
Net Capital Result	28	(1,156,533)	(1,433,183)	(823,451)	(711,380)	(803,541)	(910,018)	(913,801)	(904,425)	(1,034,724)	(1,098,985)	(1,051,255)
Overall Budget Result	29	(180,928)	1,752	975	930	8,385	38,750	2,725	163,002	112,608	157,240	307,638
ORBCF - Operating Resu	30	(528,248)	472,699	98,029	479,944	573,421	698,558	664,410	808,197	875,775	974,476	1,077,017

Budget Alterations

Date	Item	Reason	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
25/05/2015	General Fund - Operating Result Before Capital	Draft 1	-1,467,873	-1,327,232	-1,552,980	-1,482,914	-1,519,813	-1,518,760	-1,610,452	-1,482,337	-1,493,071	-1,489,647	-1,566,286
25/05/2015	RMS 3 X 3 Income	Regional Road Repair Programm	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000
25/05/2015	Roads to Recovery Grant		120,555	121,000	124,630	128,369	132,220	136,187	140,272	144,480	148,815	153,279	157,878
25/05/2015	Private Works		710,307	1,294,398	668,235	668,235	668,235	682,229	682,229	682,229	682,229	682,229	682,229
25/05/2015	Rate Increase	One off extra 3%		56,246	57,933	59,671	61,462	63,305	65,205	67,161	69,175	71,251	73,388
25/05/2015	Rate Increase				157,254	162,286	167,479	172,838	178,369	184,077	189,967	196,046	202,320
25/05/2015	Domestic Waste Charge	Increase extra 3% pa			17,490	35,856	61,920	75,358	96,573	118,819	142,140	166,578	192,180
25/05/2015	RMS Contract Works	Increase to $250K & show profit		56,451	58,145	59,889	54,897	63,537	65,443	67,407	69,428	71,511	73,657
25/05/2015	RMS Agency	Increase cont.		13,528	13,934	14,352	14,782	15,226	15,683	16,153	16,638	17,137	17,651
25/05/2015	Building Permits	Increase Growth	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439
26/05/2015	Concrete Bridge inspect	Reallocate								22,000			-22,000
26/05/2015	Town Planning Legal	Submission		5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
26/05/2015	Maintenance Grading	Remove Growth						17,510	18,035	18,576	19,134	19,708	20,299
26/05/2015	Parks and Gardens	Remove Growth				12,370	12,741	13,123	13,517	13,923	14,340	14,770	15,214
26/05/2015	MVBC Salaries	Remove Growth			31,000	32,085	33,208	34,370	35,573	36,818	38,107	39,441	40,821
26/05/2015	Admin Services	Remove Growth					15,564	16,109	16,673	17,256	17,860	18,485	19,132
26/05/2015	Engineering Services	Remove Growth					31,128	32,217	33,345	34,512	35,720	36,970	38,264
26/05/2015	Environmental Services	Remove Growth					15,564	16,109	16,673	17,256	17,860	18,485	19,132
26/05/2015	Aerial Photography	Reallocate						30,000					-30,000
26/05/2015	Payable by Developers	Increase Income		30,000	30,750	31,673	32,623	33,601	34,609	35,648	36,717	37,819	38,953
26/05/2015	Garbage Tipping Fees	Increase Income		80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
11/06/2015	Central Murray Regional	Reduced Contribution		11,009	11,324	11,664	12,014	12,374	12,746	13,128	13,522	13,927	14,345
18/06/2015	Contribution to General - from Water				12,687	13,068	13,460	13,863	14,279	14,708	15,149	15,603	16,072
18/06/2015	Contribution to General - from Sewer				12,109	12,472	12,846	13,232	13,629	14,038	14,459	14,893	15,339
18/06/2015	Contractors and Materials reduce index from 3% to 2.7% for 3 yrs				9,725	20,061	30,965	32,776	34,704	36,339	38,103	40,230	41,716
18/06/2015	Plant reduce index from 3% to 2.7% for 3 yrs				912	2,257	3,678	4,323	5,003	5,717	6,469	7,258	7,933
22/06/2015	Staff Uniform	Reduce costs		5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060
22/06/2015	Councillor Uniforms	Reduce costs		1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
22/06/2015	Councillor Reduction from 9 to 7				30,387	41,731	42,858	44,016	45,205	46,426	47,680	48,968	50,291
22/06/2015	Motor Vehicle Contribution increases		4,763	7,000	7,182	7,376	7,576	7,793	8,017	8,248	8,485	8,728	8,979
22/06/2015	Fringe Benefits Tax Reductions			8,000	8,200	8,422	8,649	8,883	9,122	9,369	9,621	9,881	10,148
22/06/2015	Staff Reductions				184,676	423,159	437,970	453,298	469,164	485,584	502,580	520,171	642,377
22/06/2015	Policy review donations	Reduce donations and promotions			2,000	2,054	2,109	2,172	2,237	2,305	2,374	2,446	2,519
23/06/2015	Rate recalculations			13,000	13,416	13,845	14,288	14,746	15,218	15,705	16,207	16,725	17,260
	Total		-528,248	472,699	98,028	479,943	573,420	698,557	664,409	808,197	875,775	974,476	1,077,016
		Balance	-528,248	472,699	98,029	479,944	573,421	698,558	664,410	808,197	875,775	974,476	1,077,017
			0	0	0	0	0	0	0	0	0	0	0

Budget Alterations

Colour	Description
(orange)	Income items that have been shifted from Capital to Operating Income. This helps our Operating Performance Ratio.
(blue)	Income that has been increased to bolster our "Own Source Revenue". These are changes that will involve extra charges to our customers on top of those shown in the Community Strategic Plan.
(light purple)	Income changes due to the budget being conservative and it is highly probable that the budget will be exceeded
(green)	Revisit the budget requests and alter these to save money
(yellow)	Cuts to operating expenditure to save money
(tan/grey)	Alterations that have occurred since the draft CSP was done, that will save money

Public

Attachment 8

MURRAY SHIRE COUNCIL

OTHER ACTIONS CONSIDERED

Murray Shire considered a number of options before resolving to pursue a stand alone proposal.

MSC took the following steps to engage with Councils identified as the "Mid-Murray" group of Councils;

- Met informally several times to discuss issues of mutual interest including rural councils, stand alone Councils, mergers and Jos;
- Agreed to proceed to a facilitated workshop to explore the strengths/weaknesses of merger opportunities;
- Resolved to prepared a range of merger business cases as agreed between MSC/Deniliquin/Conargo and Wakool;
- Continued with the preparation of appropriate merger business cases after Conargo withdrew from the process;
- Engaged the same consultants to prepare a stand alone business case to ensure that comparative analysis could be completed;
- Considered all business cases completed and then considered the alternatives available to MSC given the withdrawal of Conargo from the merger discussions and given the decision of Wakool Shire (after the consideration of the merger business cases) to lodge a stand alone rural business case.

MSC resolved to lodge a stand alone business case on the basis of three reform platforms;

1. A review of the organisation structure;
2. A review of the elected representation with the Shire; and
3. A review of the rating strategy of the Shire with a view to increasing rates revenue through a SRV.

MSC considers that these three reform platforms offered sufficient scope to significantly change the Shire's outcomes in terms of both scale and capacity and in terms of meeting the FFF requirements concerning sustainability, infrastructure and efficiency. With a long history of prudent financial management MSC was already set on a path of sustainability. The actions that have been outlined in the attached improvement plan are sensible, achievable outcomes that will ensure the future of MSC into the future.

The actions taken by MSC throughout the FFF process have had considerable community support. MSC chose to engage the community very early in the process despite having some gaps in knowledge concerning the requirements of reform and whilst still negotiating with neighbouring Councils around viable options.

COMMUNITY CONSULTATION

MSC's community consultation was completed in two phases;

1. A series of nine facilitated public consultation workshops were held during the first half of February 2015. As well as the workshops a dedicated FFF email address was established, a feedback form was made available and a pinned section of the MSC Facebook page was dedicated to feedback. Attached is a copy of the community consultation report prepared by The Regional Development Company engaged by MSC to run the workshops. In addition, a number of staff meetings were held (4 in total) to seek staff feedback around the same issues that were put to the community at the facilitated workshops.

2.
    A meeting was also held with the CEO of the Cummergunja Aboriginal Mission to outline the Fit for the Future Reform process and to obtain input.

    The community response to these workshops was overwhelmingly in favour of a stand alone option for Murray Shire. Many community members acknowledged that if Murray Shire was "forced" into an amalgamation then it was important to be a strong voice advocating for the needs to Murray Shire during that process. If however forced amalgamation was not on the table, the community was supportive of a bid to remain a stand alone Council.

3. Following the decision of MSC to lodge a stand alone proposal a further communication strategy was developed incorporating the following;

    *   A special edition of Council's newsletter, The Enterprise was developed. It set out four pages of information outlining the steps that had led to the Council's stand alone resolution and advising of feedback mechanisms and further steps in the process.
    *   Two Community Consultation Forums, run in conjunction with Community Strategic Plan Forums., outlined similar information to that which was provided in The Enterprise;
    *   Four staff meetings were held to outline Council's position to staff and to take questions;
    *   A meeting with Mr Brian Harrington from the United Services Union to advise of the proposed organisation structural reform that is a key platform of Murray Shires stand alone bid; and
    *   Recommisioning of the FFF email address and Community Feedback Forms available from Council offices.

Of the feedback received no community member, or staff member, suggested that a voluntary amalgamation with Deniliquin was a preferred option. Feedback forms received,

comments at forums and emails received all strongly support Councils decision to lodge a stand alone submission. In all forums rate rises and a recalibrating of service delivery in line with the restructuring of the organisation were flagged. The community recognised that any merger option

MSC action plan aligns perfectly with the actions that were outlined at community and staff forums. In addition to the high levels of consultation Councillors have undertaken to meet with the community at further workshops to outline what decisions have been made and to reinforce why Councillors believed that MSC was in a strong position to lodge a stand alone submission. Equally they will again explain why they did not believe that a merger was the best outcome for Murray Shire.

The actions that have been developed to ensure Murray Shire is fit for the future and will continue to grow and develop as a sustainable local government area have bee cross referenced with Murray Shire's IP&R documents including the Community Strategic Plan
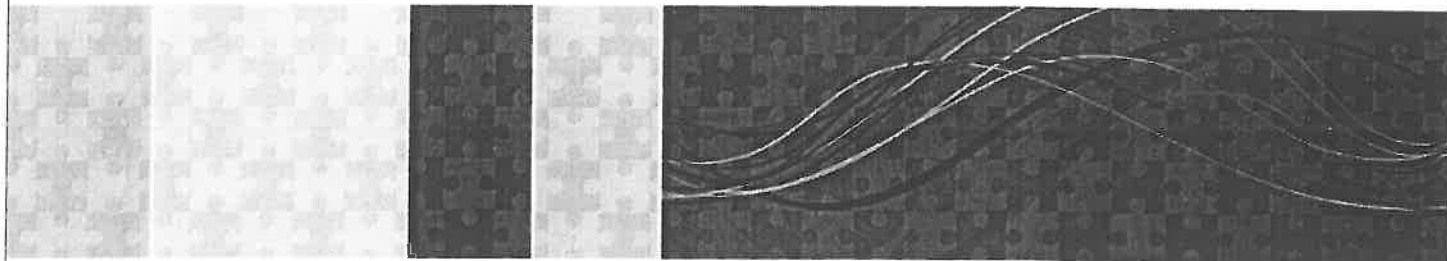
Community
Consultation Forums

Report

March 2015

The Regional Development Company
Exploring the possibilities...

Facilitation I Engagement I Strategy I Results

Contents

Introduction and Background

The Murray Shire covers an area of 4,328km^2 located in the Southern Riverina, with some 7,312 residents. The Shire area includes plains areas, Redgum forest areas and is almost totally surrounded by the Murray River and its tributaries.

In October 2014, the NSW Minister of Local Government announced a $1billion reform package to provide support and incentives to help each council in NSW become "Fit for the Future".

As part of the Fit for the Future (FFF) reform process, Murray Shire Council is required to prepare and lodge a proposal by 30 June 2015 on how it intends to be FFF. The submission will outline how Council aims to achieve the scale and capacity required to become FFF. There are a number of options open to councils going forward, including remaining a stand-alone council, merging with one or more neighbouring councils and adopting the newly developed rural council operating model.

An important part of the FFF reform process for Murray Shire Council when considering the options available to Council, is to seek input from its community. Murray Shire has scheduled a number of **FFF Community Consultation Forums** across the Shire to allow engagement with all within the community who wish to have a say on these important reform proposals.

The objectives of the Community Consultation forums were to:

- Gather community feedback about each of the options (upsides, downsides, potential issues, and potential opportunities) so that this feedback can then be added to other considerations for Council to make their final decision on their preferred path.

- To share with the community the key pieces of information that is definitely 'known' about the FFF reform and the currently 'unknown' or yet to be clarified areas of the FFF reform.

The regional development company facilitated the discussion at the forums and have prepared this report on the outcomes of the Community Consultation forums.

Community Consultation Forums

The workshops were held as community public events, dates and locations were advertised in local media and on the Council website and newsletters.

Councillors and key staff members were involved at each workshop. A detailed listing of workshop attendances at each location is included the table below.

Location	Details	Number of Participants
Bunnaloo	Wed 4 March, 6-8pm Bunnaloo Recreation Reserve	12
Moama	Thurs 5 March, 6-8pm Moama Seniors Community Centre	32
Bullatale	Friday 6 March, 2-4pm Bullatale Fire Shed	2 (late arrivals, decision was made not to run a formal process)
Moama	Saturday 7 March, 2 - 4pm Moama Seniors Community Centre	xx[1]
Mathoura	Sunday 8 March, 2 - 4pm Mathoura Visitor and Business Centre	xx
Mathoura	Monday 9 March, 6 - 8pm Mathoura Visitor and Business Centre	xx
Bunnaloo	Saturday 14 March, 2 - 4pm Bunnaloo Recreation Reserve	5

A total of xx community members participated in the workshops. The highest attendances occurred at Moama (more than 30 participants) with lowest attendances at Bullatale (less than 5).

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[1] Awaiting confirmation of attendee numbers

Summary of Consultation Forum Outcomes

The outcomes from each individual forum are documented in the appendix of this report. Below is a summary of the outcomes from all of the forums.

Option – Don't Engage

	Initial Councillor Thinking	Consultation Forum Feedback
Advantages	Control own destiny	▪ Helps to prove our point ▪ Forces them to tell us what the advantages of merging are
Disadvantage	Could lead to forced merger Must be part of joint organisation at some stage	▪ Our good reputation could at risk - Murray Shire is known as a progressive shire ▪ Potential for rates to rise ▪ We will be forced to merge anyway ▪ Potential loss of influence in the process

Option - Rural Council

	Initial councillor thinking	Consultation Forum feedback
Advantages	Remain stand alone Control own destiny	
Disadvantage	Not recommended by Independent Local Government Review ? A step towards merger	▪ Planning laws? ▪ Where to for Moama? ▪ Roads will be at risk

Option - Independent Stand Alone Council

	Initial councillor thinking	Consultation Forum feedback
Advantages	Control own destiny Manage rates and costs Acknowledges unique relationship with Echuca	▪ Keeps our local knowledge base and identity ▪ More say in decision making ▪ Murray remains strong and has a good reputation ▪ Keeps our "stand alone" freedom ▪ We don't have the debt that Deni and Wakool have ▪ Continued close/strong relationship/sharing of facilities with (Echuca) Campaspe Shire is more likely, particularly with tourism and services ▪ Continued growth
Disadvantage	Lack of access to merger funds If not found "Fit for the Future", then what? Not recommended by Independent Review – will need to prove 'scale and capacity' Will require robust Improvement Action Plan	▪ What will our rates be if we stand alone? ▪ Will the state government starve us of funds if we stand alone? ▪ Unknown information at this time ▪ Loss of identity ▪ No 'bribe' funding made available ▪ Probably only minimal funding available after ▪ Could stand alone status be challenged later?

Comments made about this Option at the Forums

- Stay as Murray
- Don't engage, stand alone, prove that Murray can stand alone
- Council must engage in the process
- Concerns re 'bribery' to accept decisions which are unknown
- Compared with merged councils, Murray Shire appears much better cared for – eg. streets, parklands, approaches to town, roads, etc

Option - Voluntary Merger

	Initial councillor thinking	Consultation Forum feedback
Advantages	Access to reform funding and benefits (this is the Independent Review recommendation) Avoids forced merger Economies of scale Have a say in distribution of reserves Don't have to prove immediate 'scale and capacity'	• Ability to set for future growth • MDBA • Ability to deal with issues and organisations eg MDBA and phone infrastructure with a larger presence • Will there be more clout? • Murray is a stronger council and growing, so should have a strong voice • Will help us to get the best deal possible • Will the revenue base increase? • Gives us influence - no influence if you are outside the system • The government money is an incentive - Go with the option with the most money incentive
Disadvantage	Loss of control Loss of representation Loss of localism Rate harmonisation Service delivery challenges Challenges in implementing merger	• Loss of local services • Risk of rates increase • Rules changing as merger progresses • Risk to timber bridges • Forced or voluntary merger means loss of local jobs, loss of shire offices? Loss of community • Moama has excellent parks and gardens that will suffer • All our costs will rise to cover other shires • The grant will be gone very quickly - then we are left with broke councils • Merging with Deniliquin, Wakool and Conargo - how much debt would be involved? • The amount of money offered will not be sufficient to wipe out the weak Shire's debts • Potential loss of employment in some areas • Murray Shire is a growing shire, that brings in more wealth to the area - this will be used to support other shires • Loss of identity if we merge • Loss of local representation - not as many local councillors

Comments made about this option at the forums:

- Group B - want the best for Murray – this one is too rural
- Group C - not as good as group D
- Group D - Berrigan, Deniliquin, Murray
- Group D - Murray merging with Deniliquin/Conargo is the best option
- If voluntary, merge with Deni – if not, stand alone

- Merge with Deni
- Merge with Deni and Conargo as preferred option
- The new act will change the rules anyway
- Victoria still has inter-council issues since it's merger
- Queensland is now backpedalling on mergers of Councils have not worked
- No one wants Deniliquin
- If headquarters stays in Mathoura - area remains roughly the same
- Merging will take us backwards
- Councillors must unite to do the best for Murray Shire rate payers
- If a merger is to be, we should be in control of it – but who to merge with?

Option - Involuntary Merger

	Initial councillor thinking	Consultation Forum feedback
Advantages	May need to pursue no merger stance if the community is strongly against anything else	
Disadvantage	Late entry into merger group may disadvantage, as decisions might be already made Loss of control Will merger funding still be paid??	- Job security? - Risk to services – meals on wheels, people disenchanted by forced merger - Will upset rate payers - Loss of ratepayer interaction - The biggest centre in the amalgamation will get all the advantages at the cost of the smaller centres - Loss of council staff for street cleaning and social benefits - Affinity is important. Few Moama residents visit Wakool (town) very often (if at all)

Comments made about this option at the forums:

- "Forced merger shows is Hitler alive and well"
- "A camel is a horse designed by a committee"

Other Options

Option	Advantages	Disadvantage
1. Actively pursue Merger with Wakool	• Maintaining our identity as a rural shire along the Murray River • Being proactive in the merger process by pursuing our own destiny • Merging with Wakool won't increase rate base much but increase savings by not doubling on assets (machinery and people)	Things we don't know are the state of Wakool infrastructure. Can't decide on things we don't know about
2. Change the boundaries so Murray Shire takes all river areas	• Based on an area of common interests	
3. Merge Murray, Wakool, Berrigan	• This makes sense tourism wise	
4. Stay independent for 2 months then go for voluntary amalgamation		
5. Participate in the talks until we know more - currently see no advantage in merger	• Participation helps to maintain the best position	
6. Merge Conargo and Deniliquin	• Makes sense for these two LGA's to merge insofar as the Conargo offices are in Deniliquin	
7. Redraw Shire boundaries so that "Wakool" is enlarged and becomes a rural council		

Appendix

Murray Shire Fit for the Future Community Consultations

Location: Bunaloo

Date: 4 March 2015

		Don't Engage	Rural Council	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Actively Pursue Merger with Wakool[2]

Advantages				■ Knowledge base
				■ More say in decision making
				■ Cross border issues
				■ Shire has been addressing over the years
				■ If MSC remains independent
				  1. No 'bribe' funding
				  2. Probably only minimal funding there after
					■ Ability for set future growth
					  1. MDBA
					  2. Phone infrastructure
					■ Will there be more clout with 1 and 2?
							■ Maintaining our identity as a rural shire along the Murray River
							■ Being proactive in the merger process by pursuing our own destiny
							■ Merging with Wakool won't increase rate base much but increase savings by not doubling on assets (machinery and people)

Disadvantages		■ Murray Shire known as a progressive shire	■ Planning laws? ■ Where to for Moama? ■ Roads		■ Loss of local services ■ Victoria still has inter-council issues since it's merger ■ Queensland is now backpedalling on mergers of Councils have not worked ■ Rates increased? ■ No one wants Deniliquin ■ Rules changing as merger progresses ■ Timber bridges	■ Will upset rate payers ■ Loss of ratepayer interaction	■ Things we don't know are the state of Wakool infrastructure. Can't decide on things we don't know about
Other comments							

■ Remove State Government and leave Local Government to deal with the Feds!

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[2] Option raised at meeting by participant

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Murray Shire Fit for the Future Community Consultations

Location: Mathoura

Date: 8 March 2015

	Don't Engage	Rural Council	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other Options
Advantages			- If stand alone was a definite option not challenged later locally that be best - Keep our identity	Group D – Berrigan, Deniliquin, Murray		Could there be a change in boundaries like Murray Shire taken all river areas
Disadvantages			- What will our rates be if we stand alone? - Will the state government stave us of funds if we stand alone	Forced or Voluntary merger means loss of local jobs, loss of shire offices? Loss of community		
Other comments	1. Stand alone 2. Murray, Deni, Conargo, not Wakool! - Stand alone, only merge with Deni and Conargo - If amalgamation was likely to be forced anyway, we should be on the front foot and try to maximise bargaining power **VOLUNTARY MERGER ONLY** - Merging assets in a 3 council merger an easy transition - Council take lead and purchase land in Moama that could be available for a future joint merged office or sold for other development - Why fix when not broken - Have a trail on a coastal region - They are talking about scale of economy, what about diminishing returns? - Infrastructure??					

Murray Shire Fit for the Future Community Consultations

Location: Mathoura
Date: 9th March 2015

	Don't Engage	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other Options
Advantages		• Murray is strong and has a good reputation • Stay as Murray • Don't engage, stand alone, prove that Murray can stand alone	• If voluntary, merge with Deni – if not, stand alone • Merge with Deni • Merge with Deni and Conargo as preferred option – Murray is a stronger council and growing, so should have a strong voice.		• Suggest Murray, Wakool, Berriga amalgamate tourism wise. • Is there a possibility the NSW Government want to push one or two weak councils with a strong one eg. Murray Workers, sewerage, will they remain with council or will they be trivialised. • The offer of payment is nothing but bribery • The effect of the senate after the election • Vote Labor 28/3
Disadvantages				• Job security? • Services – meals on wheels, people disenchanted by forced merger	
Other comments					

Murray Shire Fit for the Future Community Consultations

Location: Moama
Date: 5th March 2015

	Don't Engage	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other Options
Advantages	• Helps to prove our point • Forces them to tell us what the advantages of merging are	• Keep our strong relationship with Echuca and Victoria • Keeps our "stand alone" freedom • We don't have the debt that Deni and Wakool have	• Will help us to get the best deal possible • Will the revenue base increase? • The new act will change the rules anyway • Gives us influence - no influence if you are outside the system • The government money is an incentive • Go with the option with the most money incentive		• Stay independent for 2 months then go for voluntary amalgamation • Participate in the talks until we know more - currently see no advantage in merger • Participate to maintain the best position

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	Don't Engage	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other Options
Disadvantages	■ Potential for rates to rise ■ We will be forced to merge anyway ■ Potential loss of influence in the process		■ Moama has excellent Parks and gardens that will suffer ■ All our costs will rise to cover other shires ■ The grant will be gone very quickly - then we are left with broke councils ■ Merging with Deniliquin, Wakool and Conargo - how much debt would be involved? ■ The amount of money offered will not be sufficient to wipe out the weak Shires debt ■ Rates will rise to cover the poorer councils ■ Our money goes else where ■ Loss of employment in some areas ■ Murray Shire is a growing shire, that brings in more wealth to the area - this will be used to support other shires ■ If headquarters stays in Mathoura - area remains roughly the same ■ Merging will take us backwards	■ Job security?	
Other comments		■ We are geographically related to Victoria ■ There are lots more reasons against amalgamation ■ I don't want amalgamation but it will happen whether we want it or not ■ Amalgamation examples in Victoria - Ballarat and Wendouree and Bunninyong - they are now dead ■ Seems like the decision has already been made ■ No difference to having a bad marriage - your assets are halved immediately ■ Amalgamation is inevitable - embrace it voluntary ■ Please don't make us merge - we are a proud shire			

Murray Shire Fit for the Future Community Consultations

Location: Moama
Date: 7 March 2015

	Don't Engage	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other Options
Advantages		- Independent, Stand Alone, but council must engage - If stand alone, continued close relationship/sharing of facilities with Campaspe Shire is more likely - Continued association with Campaspe re tourism and services - Continued growth - Standalone Independent	Group D - Murray merging with Deniliquin/Conargo is the best option		- Conargo and Deniliquin – it would make sense for these two LGA's to merge insofar as the Conargo officers are in Deniliquin - Redraw Shire boundaries so that "Wakool" is enlarged and become a rural council
Disadvantages		- Unknown information at this time - Bribery to accept decisions which are unknown. - Loss of identity - Compared with merged councils, Murray Shire is obviously better cared for – eg. Streets, parklands, approaches to town, roads, etc	- Loss of identity if we merge - Councillors must unite to do the best for Murray Shire rate payers - If a merger is to be, we should be in control of it – but who to merge with? - Group C not as good as group D - Group B Want the best for Murray because too rural	- The biggest centre in in the amalgamation will get all the advantages at the cost of the smaller. - Loss of council staff for street cleaning and social benefits - Affinity is important. Few Moama residents visit Wakool (town) very often (if at all) - Forced merger is Hitler alive and well - A camel is a horse designed by a committee	
Other comments		- How will our rates change with any change? - Consideration should be given to including Campaspe Shire for tendering (eg. For road plant/machinery) as well as Deniliquin, Canargo Shire, etc	Stand alone, if not might council go for Voluntary Merger		

Murray Shire Fit for the Future Community Consultations

Location: Bunaloo

Date: 14 March 2015

	Don't Engage	Rural Council	Independent, Stand Alone	Voluntary Merger	Involuntary Merger	Other options
Advantages				• Keeps control • Keeps our identity		• Merge Echuca and Moama - we all do our business in Echuca
Disadvantages				• Potential for financial loss • Potential for us to take on other shires debt • Loss of local representation - not as many local councillors		

Public

Attachment 9

FIT FOR THE FUTURE

IMPLEMENTATION TIMELINES

ACTION	RESPONSIBILITY	JUN 15	JUL 15	AUG 15	SEP 15	OCT 15	NOV 15	DEC 15	JAN 16	FEB 16	MAR 16	APR 16	MAY 16	JUN 16	JUL 16	AUG 16	SEP 16	OCT 16 to DEC 16	JAN 17 TO Dec 17
FFF Proposal Section 3.1 A	Director Engineering/GM	▓	▓	▓	▓	▓	▓												
FFF proposal Section 3.1 B	GM/Director Corporate Services	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓			
FFF Proposal Section 3.1 C	Director Corporate Services/GM	▓	▓	▓	▓	▓	▓	▓	▓	▓									
FFF Proposal Section 3.3 A	GM/Manager HR	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
FFF Proposal Section 3.3 B	GM/Director Corporate Services/Manager HR	▓	▓	▓	▓	▓	▓	▓	▓	▓									
FFF Proposal Section 3.3 C	Management Executive Team	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
FFF Proposal Section 3.3 D	Management Executive Team	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓			
FFF Proposal Section 3.3 E	Management Executive Team/Manager HR	▓	▓	▓															