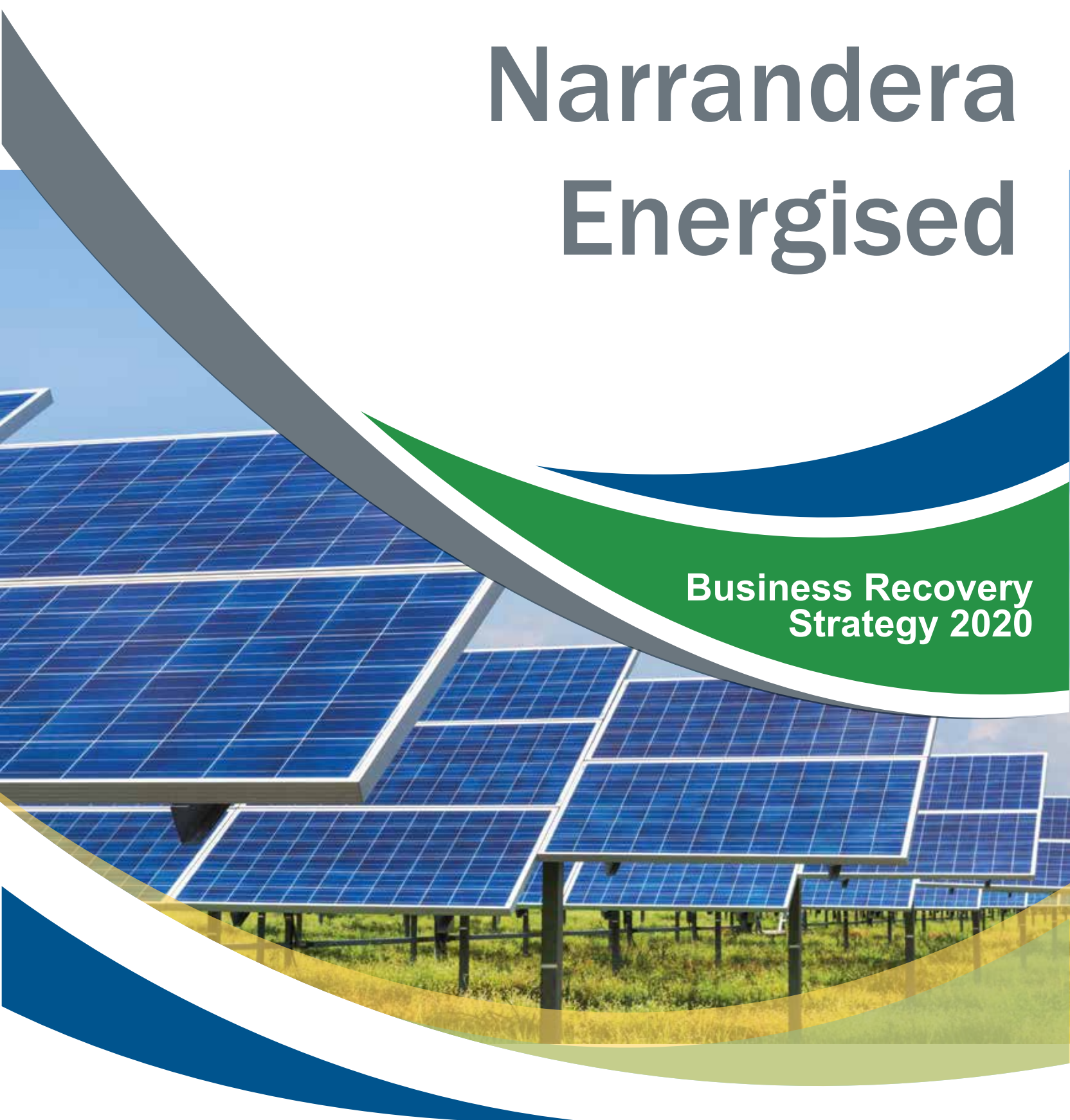


Narrandera Energised

**Business Recovery
Strategy 2020**



Narrandera Shire Council resolved at the 21 April 2020 meeting to develop a Business Recovery Strategy to deal with the emerging impacts of the global pandemic created by the spread of the Corona Virus known as Covid-19.

It is a short-medium term strategy that will be structured to dovetail with Council's current economic development strategy 2017-2020 and pave the way to the development of a longer-term strategy when the Covid- 19 emergency has passed. In the meantime it is expected that the Economic Development and Tourism Team will continue to nurture existing and emerging projects and work generally within the guidelines of Council's Economic Development Strategy 2017-2020, where possible.

This Business Recovery Strategy is in the form of a Relief and Recovery Plan and is developed to assist and facilitate where possible business recovery activities and strategies within the Narrandera Shire to support the business community to deal with many challenges across all business categories. It is recognised that focusing on business (economic) recovery automatically recognises a concurrent recovery consideration of the social impacts on the community caused by the pandemic for all residents, businesses and ratepayers across the Shire.

The Strategy has been drafted after considering six key responses, namely:

1. Establishing the current situation

This step entails an assessment of what is happening in the business community generally and listing key problems and concerns. It also entails providing an overview of Council's extensive capital works program that will provide a significant number of jobs thereby contributing to economic recovery.

2. Assessing options and resources

This step entails determining sources of Government relief funding and identifying what business services and organisations can assist eg accountants, Government entities such as Ausindustry, Business NSW, Business Organisations such as NSW Business Chamber, Economic Development Australia (EDA), Regional Australia Institute, RDA Riverina-Murray, Destination Riverina Murray, Destination NSW, Tourism Australia, BEC and websites, groups etc.

3. Recognising the business position

Provide advocacy for businesses trying to assess what they need to do to change their business model in order to adapt to the current and emerging business environment caused by the impact of Covid-19 on the community.

4. Brainstorming ideas

Engage in discussions individually and collectively with the local business community via digital technology including zoom meetings, webinars, emails etc to brainstorm ideas how business can diversify or develop new strategies to implement to maintain cashflow such as on-line selling, social media, takeaways, tutorials for clients etc.

In particular the ED team will seek to engage the hospitality sector, pubs, clubs and motels to examine what initiatives might be able to be identified to stimulate recovery in that sector.

5. Creating plan

Encourage businesses to flush out collective ideas to create a plan to enable the continuation of the business and emergence into the business environment when the current situation has normalised -i.e an exit plan.

6. Moving forward with confidence

List key goals to achieve on a daily or weekly basis.

Response	Action by Council
Establishing the current situation	<p>Communication with the Narrandera Business Group determines that a joint initiative to develop an online resource would assist one of the hardest hit business sectors i.e the restaurant, café sector.</p> <p>ED team develop the Narrandera Business as Usual online resource in collaboration with Narrandera Business Group. Additionally, a comprehensive online business directory across all business sectors has been established to highlight services available in Narrandera and to provide contact details etc.</p>
Assessing options and resources	<p>Circulate business advice bulletins from multiple sources, Government, business organisations, accountants. regional agencies etc. Circulate by ED team electronically to Narrandera business database. Introduce a Free Webinar Program Comprising 3 sessions on A Digital Response to Covid 19.</p> <p>These sessions will be professionally hosted by zoom to all local businesses with a focus on hospitality and tourism.</p>
Recognising the business position	<p>Provide advocacy to Narrandera Business Group members and individual businesses as required. Refer to appropriate organisations and agencies for assistance and advice. Eg BEC,</p>
Brainstorming ideas	<p>Work in collaboration with Narrandera Business Group to develop online resources for the benefit of members and the wider business community. ED team builds a business directory across identified sectors for online access.</p> <p>In particular the ED team will seek to engage the hospitality sector, pubs, clubs and motels to examine what initiatives might be able to be identified to stimulate recovery in that sector.</p>
Creating a Plan	<p>Facilitate opportunities for business to create a plan that recognises the need for innovation and resilience in a changed business environment. Provide information on courses at TAFE etc . Provide information to businesses to enable them to access free advice in most cases on where they can get advice and information about business recovery strategies and support.</p> <p>Key sources:</p> <ol style="list-style-type: none"> 1) Service NSW -Twynam St Narrandera or www.service.nsw.gov.au/campaign/covid-19-help-small-businesses 2) Small Business Commissioner NSW www.smallbusiness.nsw.gov.au 3) NSW Business Enterprise Centre (BEC) Fully subsidised pandemic support www.becadvice.com.au/contact/ 4) Allens Linklaters-Internationalcommercial law firm www.allens.com.au/insights-news/insights/2020/03/covid-19/

**Moving forward
with confidence**

Continue to use Council's communications resources to instill in the business community a belief in the solidarity of the Narrandera business environment and to communicate the numerous emerging projects and associated business opportunities and importantly employment opportunities that will be available progressively as Council embarks on an extensive capital works program with capital projects valued around \$30million. The use of a Vendor Panel in the Tender Evaluation and Selection process will enable Council to not only achieve best value for money in its procurement of goods and services but will also enable local suppliers to be given preference which will also be extended to non-local suppliers who use local content.

In addition to the many Council projects other State significant projects will provide job opportunities e.g. the construction of two large solar farms and the Energy Connect High Voltage transmission line from South Australia to Wagga Wagga which will pass through Narrandera Shire.

Wider actions already initiated by Council to immediately address recognised pressures on business are as follows:

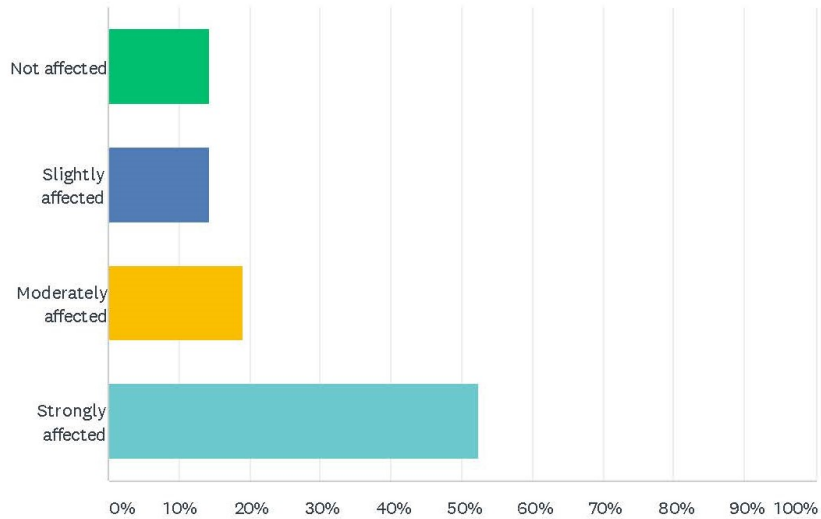
- Council calls on Federal and NSW Government to (a) urgently deliver comprehensive and multifaceted financial support packages to Local Government to enable the sector to continue to operate efficiently and provide essential services during the Covid-19 pandemic (b) calls on Federal Government to increase Federal Assistance Grants to 1% to help Councils maintain essential functions and services (c) Immediate financial assistance to support Council Employees.
- Provide stimulus funding to Councils for projects that will help maintain council operations and boost local economies.
- Support Rex Airlines by waiving head taxes at Narrandera/Leeton Airport from 1 April 2020 to 30 June 2020 with 50% payable for head taxes for period 1 July 2020 to 31 December 2020.
- Endorsement of a Business Continuity Plan for Council
- Amendment of Policy CS300 Rates and Charges to allow applications, supported by Statutory Declaration, by all classes of ratepayers suffering financial hardship
- Establishment of NIL interest rate on any Rates and Charges deferred
- Support for staff efforts to transfer to web-based support services particularly in Community Services and Economic Development
- Consideration of all options to sustain local businesses impacted by the economic downturn being experienced as a result of the drought and impact of the Covid-19 pandemic including; rental payment relief to businesses operating out of Council facilities where impacted; waiving of fees for business inspection costs until an agreed time to be determined by Council; suspension of grease trap inspections (trade waste etc) and associated costs until further notice; assisting any businesses that may need advocacy and support to access State and Federal Government funding programs. Additional measures implemented include:
 - Installation of an intercom service at the Visitor Information Centre to facilitate non face to face traveller enquiries. This was an interim measure prior to Government direction to fully close the facility and redeploy staff where possible. The intercom service will be a valuable tool once again when the VIC transitions to full operation when the health emergency has passed.
 - Recognition of the Buy Local Support Local campaign through development of online resources by the ED team in collaboration with Narrandera Business Group i.e Business as Usual and Narrandera Business Directory.

Results of Survey

Effects of COVID-19 and Creation of Facebook Group Narrandera - Business As Usual

Q1 How has your business been affected by COVID-19?

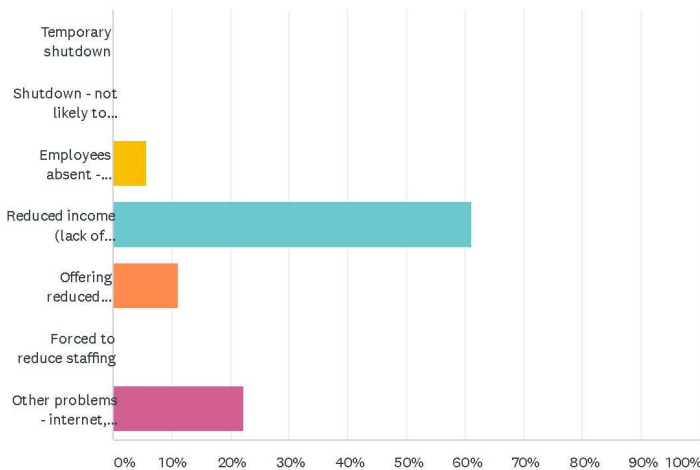
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Not affected	14.29% 3
Slightly affected	14.29% 3
Moderately affected	19.05% 4
Strongly affected	52.38% 11
TOTAL	21

Q2 In what way has COVID-19 affected your business ?

Answered: 18 Skipped: 3



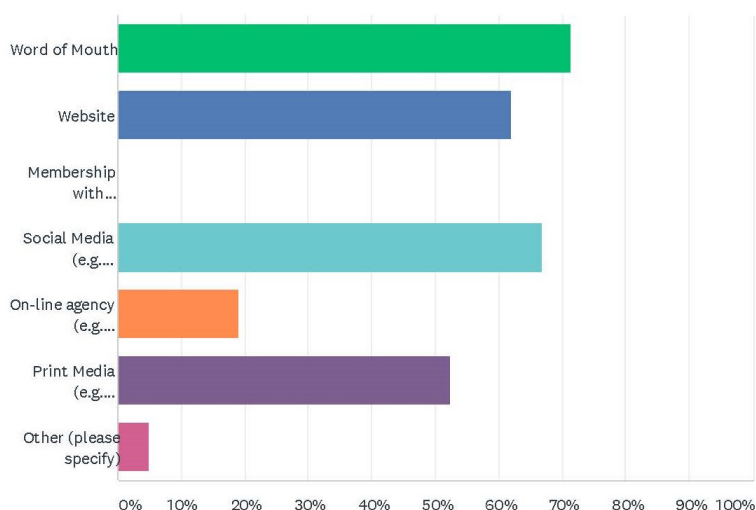
Other responses included:

- Slower delivery time for outside orders
- Trying to source chemical products which are often formulated in China has been our biggest issue
- Restructuring of hours and stock

ANSWER CHOICES	RESPONSES
Temporary shutdown	0.00% 0
Shutdown - not likely to reopen	0.00% 0
Employees absent - childcare/ sickness	5.56% 1
Reduced income (lack of customers/ late payments of invoices)	61.11% 11
Offering reduced services	11.11% 2
Forced to reduce staffing	0.00% 0
Other problems - internet, services, stock etc (please specify)	22.22% 4
TOTAL	18

Q3 How do you promote your business ? (Please tick all that apply)

Answered: 21 Skipped: 0



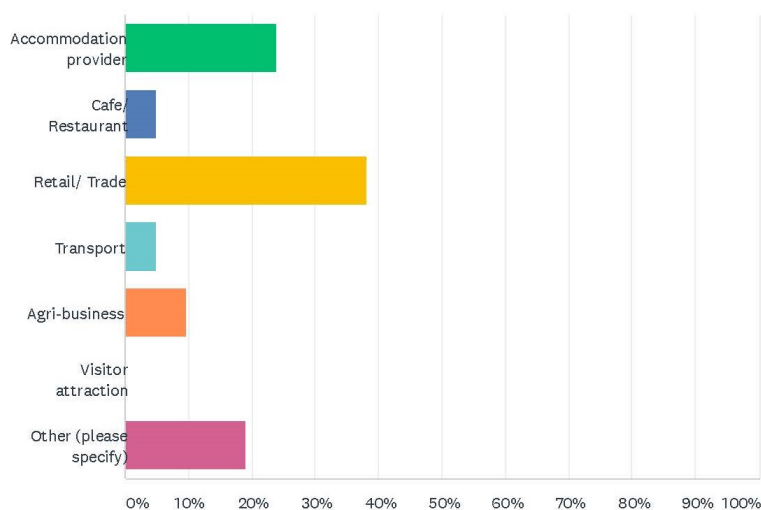
Other responses included:

- Corporate advertising within the media saleyards etc

ANSWER CHOICES	RESPONSES
Word of Mouth	71.43% 15
Website	61.90% 13
Membership with Destination network (Destination NSW, Destination Riverina Murray)	0.00% 0
Social Media (e.g. Instagram, Facebook)	66.67% 14
On-line agency (e.g. booking.com)	19.05% 4
Print Media (e.g. newspaper, catalogue, flyers)	52.38% 11
Other (please specify)	4.76% 1
Total Respondents: 21	

Q4 What type of business are you operating?

Answered: 21 Skipped: 0



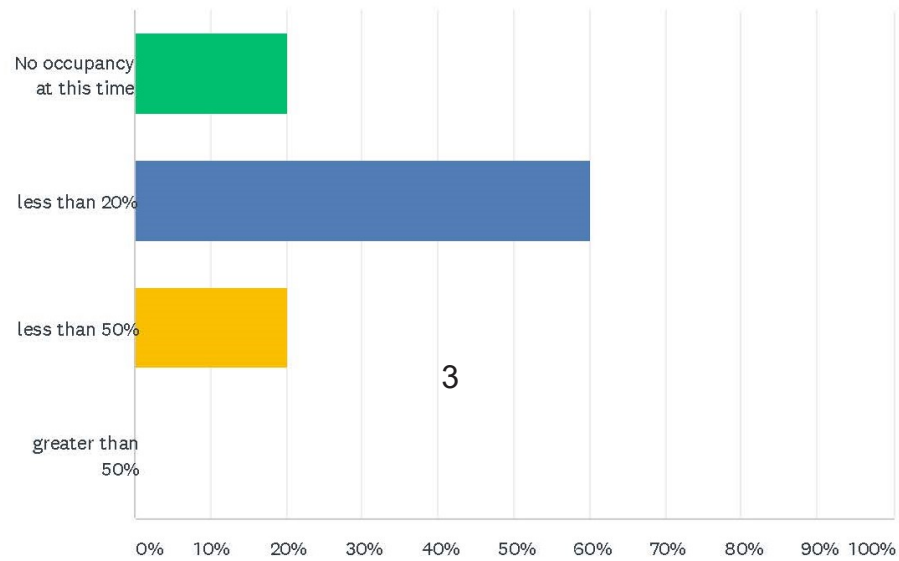
Other responses included:

- Repair and Manufacturing
- Education - Tafe
- Childcare
- Healthcare

ANSWER CHOICES	RESPONSES
Accommodation provider	23.81% 5
Cafe/ Restaurant	4.76% 1
Retail/ Trade	38.10% 8
Transport	4.76% 1
Agri-business	9.52% 2
Visitor attraction	0.00% 0
Other (please specify)	19.05% 4
TOTAL	21

Q5 Accommodation providers ONLY Are you able to estimate your occupancy rate in this current climate

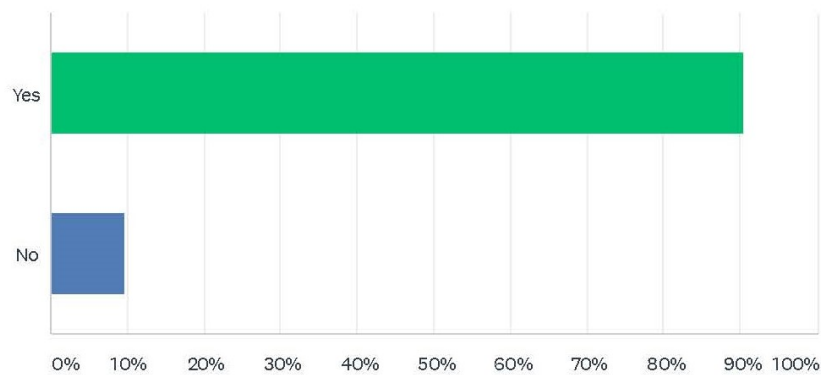
Answered: 5 Skipped: 16



ANSWER CHOICES	RESPONSES	
No occupancy at this time	20.00%	1
less than 20%	60.00%	3
less than 50%	20.00%	1
greater than 50%	0.00%	0
TOTAL		5

Q6 Have you heard of the newly formed Facebook group 'Narrandera - Online, Takeaway and Delivery Services '?

Answered: 21 Skipped: 0



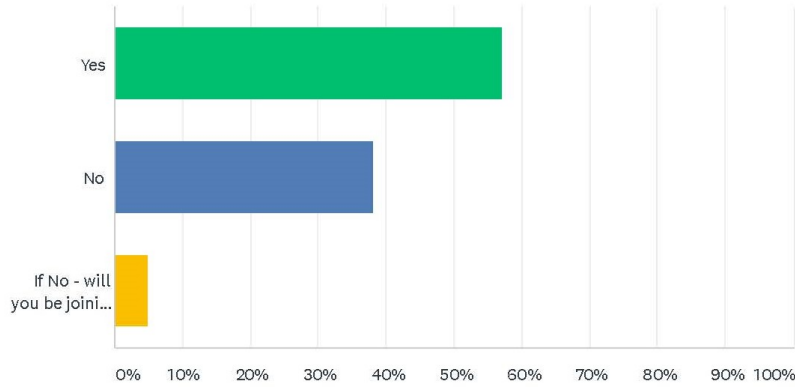
ANSWER CHOICES	RESPONSES	
Yes	90.48%	19
No	9.52%	2
TOTAL		21

Q7 Do you use the new Facebook group 'Narrandera - Online, Takeaway and Delivery Services ' ?

Answered: 21 Skipped: 0

Other responses included:

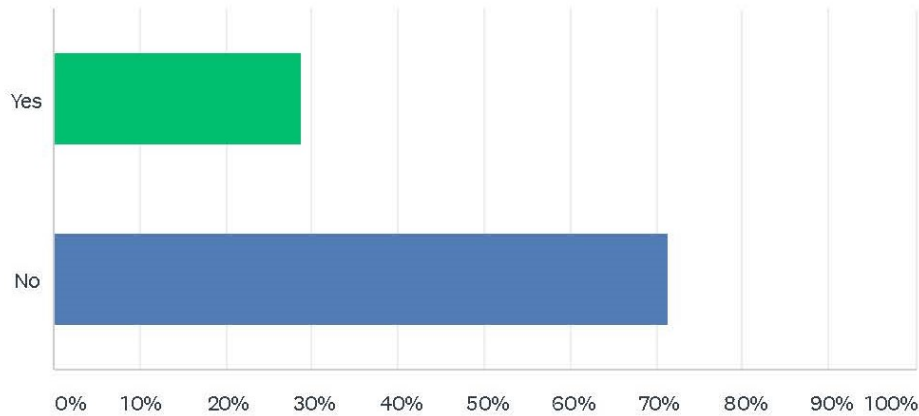
- Yes



ANSWER CHOICES	RESPONSES
Yes	57.14% 12
No	38.10% 8
If No - will you be joining the group in the future?(Please specify Yes or No)	4.76% 1
TOTAL	21

Q8 Have you shared a post to the Narrandera - Online, Takeaway and Delivery Services group?

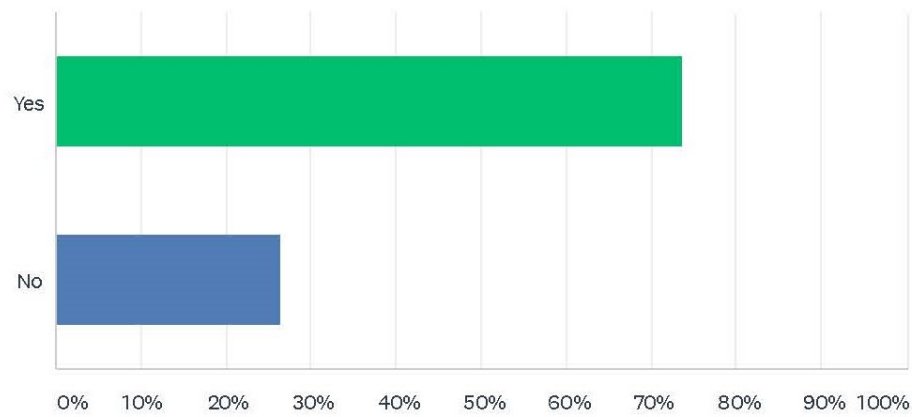
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	28.57% 6
No	71.43% 15
TOTAL	21

Q9 Do you think the creation of this group has helped boost sales during this time?

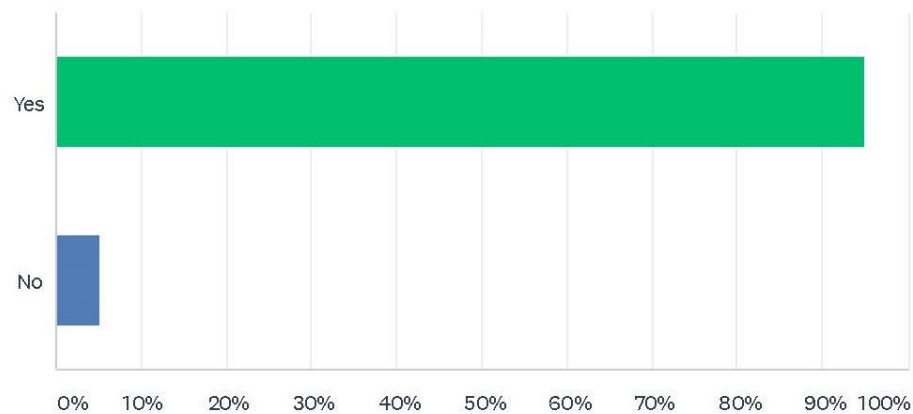
Answered: 19 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	73.68%	14
No	26.32%	5
TOTAL		19

Q10 Do you feel this page is helping to promote "Buy Local" ?

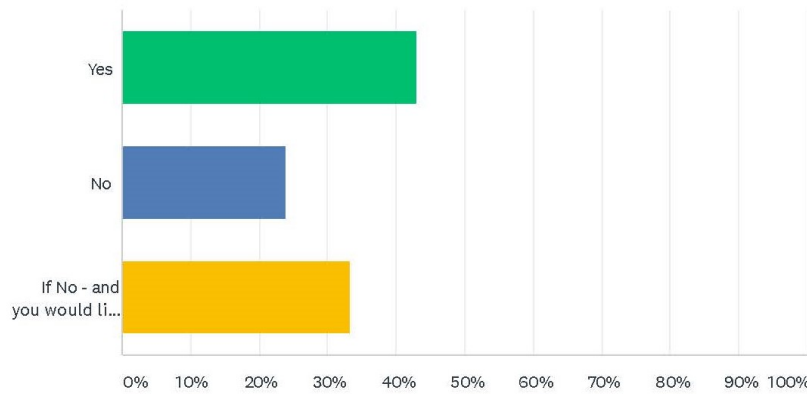
Answered: 20 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	95.00%	19
No	5.00%	1
TOTAL		20

Q11 Have you signed up for the Narrandera Tourism Industry Newsletter?

Answered: 21 Skipped: 0



Other responses included:

- Email addresses for businesses to sign up

ANSWER CHOICES	RESPONSES
Yes	42.86% 9
No	23.81% 5
If No - and you would like to please enter your name and email address below and we can add you to the distribution list.	33.33% 7
TOTAL	21

Q12 Do you have any comments you would like to pass onto the Narrandera Tourism and Economic Development Team?

Answered: 9 Skipped: 12

#	RESPONSES	DATE
1	we have had a reverse effect with being busier than ever	5/7/2020 3:23 PM
2	Doing a great job in trying times	5/7/2020 8:35 AM
3	Anything that helps showcase the wonderful shops and services in Narrandera is invaluable. The more focus on buy local, the better. Well done Tiff.	5/6/2020 7:34 PM
4	Please help the historic star lodge, an iconic building and a important part of narranda's history. We have had no support from the council and continue to be frustrated by their lack of concern to help us to increase tourism by simply being more proactive and repairing the footpaths.	5/6/2020 6:15 PM
5	I have joined the Facebook page through my personal FB page and I can see how it has been great for the local community. I have supported food outlets during this time as I have seen a post showing their specials etc. Great initiative !	5/6/2020 5:28 PM
6	When possible, it would be great to meet with you to learn how to better to promote my business with you. I lack the skills and confidence with online promotion is all. Also it would be great when advertising on your site to link all the other local businesses we all support. I know you showcased one local business recently who does not support a few of our local businesses. I think what your trying to achieve is great for our town but when I seen this it was rather a contradiction. I'm not sure that you were aware of this.	5/6/2020 4:10 PM
7	thank you for helping	5/6/2020 4:07 PM
8	You are doing a fantastic job - this has been a wonderful venture for our businesses. I hope this continues post COVID	5/6/2020 3:13 PM
9	not all residents use social media. These are mainly aged and are missing out on the information and services available, many are isolated with no support. Council should proved a leaflet to be posted and pay on behalf on the businesses	5/6/2020 1:33 PM

Facebook Group Insights

Narrandera - Business As Usual

Total Members

May 20, 2020 - Jun 16, 2020

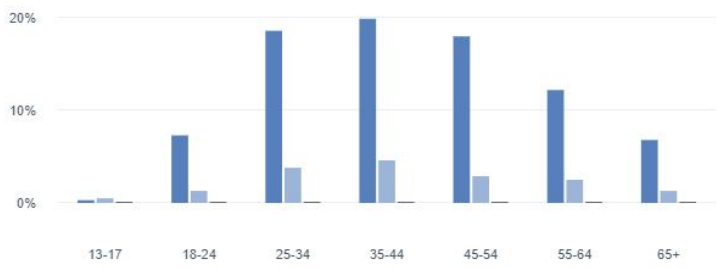
651 Members



651
Total Members
+10%

Age and Gender ?

83.1 % Women 16.9 % Men 0.0 % Custom



83.1 %
Women

16.9 %
Men

0.0 %
Custom

Top Cities

Narrandera, NSW, Australia	510
Leeton, NSW, Australia	34
Sydney, NSW, Australia	26
Wagga Wagga, NSW, Australia	24
Grong Grong, NSW, Australia	7
Melbourne, VIC, Australia	3
Brisbane, QLD, Australia	2
Matong, NSW, Australia	2
Morundah, NSW, Australia	2
Ganmain, NSW, Australia	2

Posts Comments Reactions **All**

May 20, 2020 - Jun 16, 2020

391 Posts 167 Comments 1.3K Reactions



391
Posts
+18%

167
Comments
+23%

1,313
Reactions
+17%

Economic Stimulus Projects: continuing work in progress

Project	Status
Yarrabee Solar Farm	Modification to Development consent approved Voluntary Planning Agreement signed. Construction scheduled for commencement late 2020. Average of 150 workers per month max of 450.
Avonlie Solar Farm	Assess updated employment and accommodation strategy. Siemens Gamesa confirmed as EPC. Engage Solar Farm Reference Group to review strategy by 8 May 2020. Construction scheduled for commencement late 2020. Average of 150 workers per month max of 283.
AAPA at Narrandera/Leeton Airport	Coordinate meeting between CEO of AAPA and user group at the airport. .AAPA establish a briefing/debriefing facility at the airport for use by instructors and students.
Parallel taxiway at the airport	Invite quotations from suitably qualified consultants to indicate the cost of developing engineering designs for the taxiway and run-up bay
Energy Connect-High voltage interconnect between South Australia and Wagga Wagga NSW(passing through Narrandera Shire)	Engage with project engineer Secure Energy for briefing on the project. Significant transient workforce in the area commencing mid- 2021. Possible temporary administrative offices in Narrandera during construction in this region.
Development at Red Hill Industrial Estate-Road product manufacturer	Await visit by company director post Corona Virus emergency.
Independent living village concept cnr Elwin and Crescent Sts Narrandera	Engage consultants to report on Survey, Geotechnical and Environmental components and provide reports to appointed architect Noel Thomson.

<p>Playground on the Murrumbidgee fully funded multi-component project.</p> <p>Series of 9 components of a project fully funded and construction ready. This project will be a major contributor to an employment engagement and infrastructure enhancement development for the whole Shire generating real economic development for the Shire.</p>	<p>Timelines established for staged completion of each of the 9 components:</p> <ol style="list-style-type: none"> 1. Lake Talbot water park redevelopment 2. Narrandera Destination and Discovery Hub 3. Northbank walkway and bridge 4. Bike and hike extension 5. Railway Heritage Bridge 6. Amenity Block conversion to two family units at Lake Talbot Tourist Park 7. New amenity block and camp kitchen at Lake Talbot Tourist Park 8. Level sites 41-52 Lake Talbot Tourist Park 9. New Playground at Lake Talbot Tourist Park.
<p>Grant funded projects and projects in budget</p>	<p>Over \$30 million dollars in funded projects already commenced or with commencement imminent across Narrandera Shire. This will greatly assist recovery from the current health emergency through engagement of local businesses and contractors and employment of significant numbers of trades and others across the workforce.</p>

Tourism Stimulus Projects: continuing work in progress

Project	Status
Joint Marketing Initiative – Murrumbidgee Trails	Collaboration of Narrandera, Leeton, Lockhart and Murrumbidgee Councils. Graphic Designer/ Copy writer engaged Development of Booking form and advertising prospectus – Advertisers currently being sort Developing information for guide
Social Media	Facebook and Instagram Creation of posts using new imagery #lovenarrandera and #DreamNowVisitLater Free Webinar Series-A Digital Response to Covid 19. 3 sessions in June and July professionally hosted through Zoom.
Narrandera Business Group	Filtering information to businesses Supporting the groups initiatives Narrandera – Business as Usual page – in conjunction with Narrandera Business Group, supporting local and buy local initiatives Quick reference business directory
Survey	Development of business surveys to grasp impact of pandemic on local businesses
Water Tower	Postage stamp feature launched by Australia Post. Riverina Outdoor Art Trail component
Transport – Advertising	Investigating the opportunity to buy truck curtains for Hayllar’s transport to install on a truck travelling over 200,000kms. Report to be submitted to council.
Tourism Website	Developing and posting blog posts to interact with travellers Auditing website pages Developing information and product for pages
Tourism Newsletter	Currently monthly, communicate information and resources. Business NSW, Tourism Australia, Destination Networks (DRM, DNSW)
Thrive Riverina	Current board member Involvement in campaigns – Social Media, Newsletters, website Using #DreamNowVisitLater Riverina Outdoor Art Trail – social media platforms
Destination Riverina Murray	Supporting the campaigns developed by DRM #LoveNSW
Narrandera Destination and Discovery Hub	A multi- faceted project that will be the tourism showpiece in the region. Scheduled to commence construction in November 2021 for completion in October 2022. Significant employment during construction and continuing employment in the Visitor Information Centre component and in other active workspaces within the Hub.



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