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The resultant scenario outcomes for closure of large-scale generators in the NEM is illustrated below, highlighting the potential for the above scenario (broadly aligned with AEMO’s Central scenario) to occur faster than the announced closure schedule.

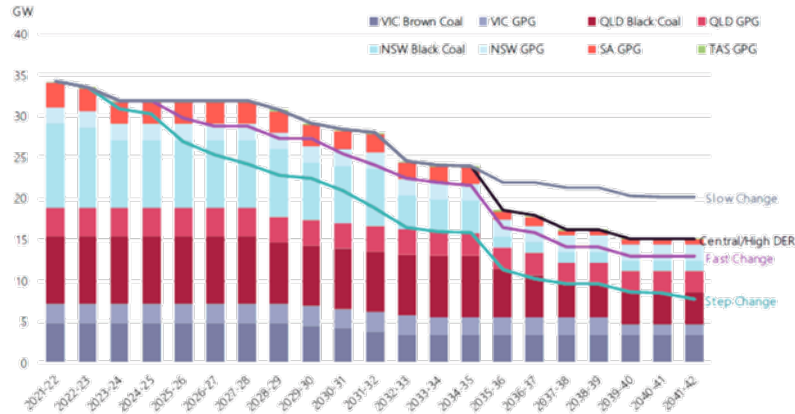


FIGURE 21: AEMO MODEL OF NEM COAL + GAS GENERATION CAPACITY & SCENARIOS¹¹

It is also feasible that the NSW grid could ‘green’ even more rapidly than AEMO’s most rapid change (‘Step Change’) scenario, and future modelling by AEMO will likely reflect updated forecasts.



The above potential scenarios for closure of coal-fired power in the NSW grid and associated reduction in carbon intensity will have a significant impact on GHG emissions in Narrandera Shire Council’s operations. **A mostly renewable energy grid, allied to electrification of transport would see much of Council’s 3,165 t CO₂-e from electricity and fuel be eliminated in time.**

Under most of AEMO’s scenarios (excepting Step Change) the majority of this impact would not be seen until the late-2030s and in to the 2040s’. Hence, if Council wants to see its emissions decline at a faster rate, then abatement through energy efficiency, more onsite solar PV and battery storage, and switching to electric vehicles powered with renewables should be pursued.



A slower change to the carbon intensity of grid electricity could see a slower rate of change in emissions intensity of grid electricity. Narrandera Shire Council has little influence over the rate of change in the grid carbon intensity, and the main risk mitigation strategy is to try and build capacity across Narrandera Shire Council to respond with local solutions to reduce emissions. Narrandera Shire Council could also have a role through its advocacy for change, potentially in collaboration with other Councils and representative organisations



There is no direct cost to Narrandera Shire Council associated with decarbonisation of the electricity grid, excepting impacts on energy pricing in future.

¹¹ AEMO, ibid



7.3 Buying clean energy

7.3.1 Renewable energy power purchase agreement



Electricity consumption accounts for 72.8% of Narrandera Shire Council’s non-waste carbon footprint, and more than 79% of electricity is consumed by just 10 sites (including streetlighting). **The single biggest opportunity to reduce electricity emissions is to purchase renewable energy and/or renewable energy offsets via Council’s electricity procurement process.** Unlike other abatement options, this does not require Narrandera Shire Council to physically implement change, only to stipulate that renewables be purchased to meet part or all of its electricity needs. This approach has been taken by several local governments in recent years and underpins most goals to reach carbon neutrality / net-zero emissions¹². There are three main ways in which an organisation can source renewable energy, illustrated below.



The most favourable approach in the current market is to enter into a renewable energy power purchase agreement (PPA) with bundled electricity and Large-scale Generation Certificates (LGCs), and to consider the purchase of renewable energy offsets where a bundled PPA falls short of any targets Council may set in future. This can potentially be implemented for Narrandera Shire Council’s next agreement, potentially just for large sites and streetlighting, or possibly encompassing all sites, and potentially in conjunction with other councils.

The cost for a PPA (typically 7 up to 10 years unlike regular electricity agreements that are for 2-3 years) will be compared with forecast electricity retail rates (wholesale rates plus retailer margin) to estimate cost savings. One current 10-year forecast for delivered retail electricity is shown below¹³, and a process to develop a renewable energy PPA in future would create an updated forecast to inform comparison with offers from renewable energy retailers, enabling Council to make the most informed purchasing decision.

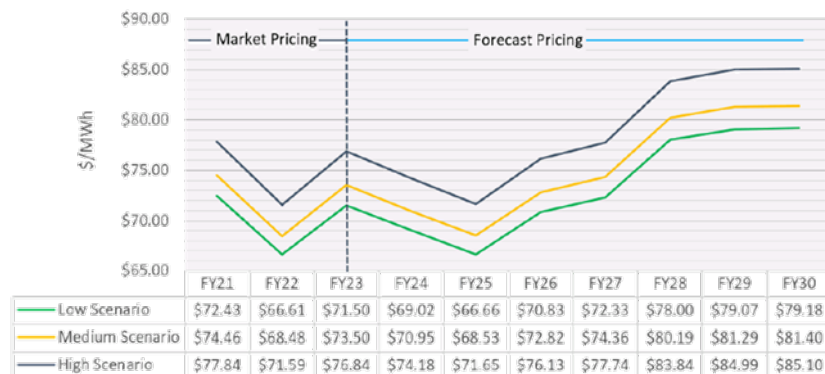
¹² Examples of NSW Councils’ purchasing renewables as part of their electricity supply include: [Southern Sydney Regional Organisation of Councils](#), [City of Sydney](#), [City of Newcastle](#) and [Hawkesbury City Council](#).

¹³ Note that this forecast shows one forecast of **retail electricity** rates for a large energy user and does not include network charges / rates that would be added to a customers’ bill.



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NSW Retail Electricity Price Estimates FY22 - FY30



In the current market there are several types of PPA offers and going forward more will emerge. Two are outlined below that are representative of current market offers that local councils have adopted, and these along with other models would be assessed in greater detail as Council’s contract renewal time approaches. These models include:

- Fixed price de-risked offer for 50% up to 100% renewable energy (for all or potentially just for large sites), and likely for up to 7-years covering both renewables and regular grid power and including LGCs in the pricing. In the current market this de-risked option is likely to be moderately more expensive than a regular-only agreement, and this would be re-assessed as part of a procurement process. Premium pricing could get smaller as the proportion of renewables approaches 100%.
- Virtual Generation Agreement (VGA): under this model around 75-80% of Council’s load under the PPA may be load matched to renewable energy projects, and potentially at good prices compared with regular grid offers. Council’s load profile would inform the proportions of wind vs solar, and the balance of load would be spot market exposed. This introduces some risk given the cap on spot prices is more than \$14,000/MWh. Council could mitigate this risk by hedging against the spot market price, effectively capping risk at say \$300/MWh. This hedge would increase the effective rate paid for electricity and could erode some or all cost savings. This model has underpinned some recent local council renewable energy PPAs, with net savings expected over their contract periods.



This opportunity for Narrandera Shire Council should be looked at in conjunction with grid decarbonisation since this will see all or most electricity sourced from renewables in any event in future. So, the opportunity is for Narrandera Shire Council to elect to buy renewables in the period between now and when decarbonisation occurs.

Based on Narrandera Shire Council’s current energy mix, **purchasing 100% renewables would lead to abatement of 2,305 t CO₂-e, and 50% renewables would lead to abatement of 1,153 t CO₂-e per year** (the exact abatement would change based on annual energy demand, on the selection of large-only sites or all sites, and on the proportion of renewables selected).



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Risks and mitigation

Establishing a corporate PPA is complex, time-consuming and contains approaches and risks not previously considered by most consumers. These take time and resources to assess and manage, and this would be an integral part of Narrandera Shire Council’s assessment, decision and procurement process.

A renewable energy PPA:

- is typically for a longer time period than a regular agreement,
- is associated with new-build solar, wind, hydro and battery projects,
- may be with recent or new entrants to the energy market, and
- occurs in an uncertain policy environment for renewable energy and climate change response

The key risk areas are illustrated below and would be assessed as part of a process to determine the best procurement solution for Narrandera Shire Council.



Costs and benefits

The costs or benefits of a renewable energy PPA are assessable via comparison of PPA offer pricing with forecast regular power pricing, and so is inherently subject to the quality of knowledge and assumptions underpinning forecasting.

In the current market (2020), PPA offers appear to be priced a little higher than regular offers where risk has been removed, and potentially lower than regular grid but with some risk exposure to the spot market. The market, pricing and contract models for renewable energy PPAs is still evolving, and the costs and benefits to Narrandera Shire Council should be assessed as part of Council’s next procurement process.

7.3.1 Mid-scale renewable energy build by Narrandera Shire Council

Description

An option available to Narrandera Shire Council is to build its own mid-scale renewable energy plant on land it owns, or to participate in a regional mid-scale renewable energy project with other councils. Power generated would be exported to the grid, and Council could then purchase this electricity (and LGCs) via a licensed retailer or could simply take the grid spot price as income and retire or sell LGCs depending on its income and/or abatement goals.

This arrangement is like projects developed in recent years by Sunshine Coast Council (15 MW solar farm at Valdora meets all of Council’s electricity needs) and City of Newcastle (5MW Summerhill landfill solar farm meets ~30% of Council’s



electricity needs). While several recent projects have been based on solar energy, bioenergy opportunities may also be feasible at a regional level.

A key aspect to note in these projects is that Council can't simply 'allocate' the renewable energy generated to its sites. If it wants to offset its regular power use with power from its own renewable energy plant, it must do so via a licensed retailer as an intermediary.

Like a PPA that is negotiated for supply from remote / non-Council projects, developing a mid-scale project is a complex undertaking, and requires assessment of a range of aspects, such as design, connection agreements, EPC and O&M contracts, ownership models, and the development of retail agreements to supply the power to Council. Community involvement in the ownership and/or purchasing of clean energy from the project could also be considered.

It is likely that this represents a medium to long term opportunity for Narrandera Shire Council, and this strategy does not assess the costs, benefits, options and risks associated with this approach.

The visits to the Narrandera Shire did not identify a particular site of Council's that could be suited to this approach at this time.



Scope for abatement

The scope for abatement of Council's emissions would depend on the scale and type of project, treatment of LGCs generated from the project's operation, and Narrandera Shire Council's offtake fraction of energy generated, for example.

The case for Council to develop a project such as this may have multiple aspects, such as meeting its own targets for renewables and abatement, its desire to see more renewable energy projects built in Narrandera Shire or in the RAMJO area, its desire to build projects that involve community ownership and/or establishment of a community energy retailer, or opportunities for grant funding that may make such a project economically viable compared with other options.

So, the scope for abatement of Council's emissions can range from a small fraction up to 100% of electricity emissions, and the scope for abatement in the wider community is potentially even larger.



Risks and mitigation

In addition to the renewable energy PPA risks highlighted above (which would also apply in the case of a mid-scale project), additional risks apply when looking at this opportunity. These include:

- Retailers may not want to be party to off-take, so ability to sleeve with Council's electricity agreement may be limited
- If the plant exceeds 5 MW in capacity then registration with AEMO will be required, with associated registration and recurrent fees
- At more than 5 MW (up to 30MW) and above 30MW in capacity a range of AEMO regulations will apply, leading to greater complexity in the operation of the asset and associated skills and knowledge required, as well as added risks to operation and income that would need to be modelled
- Greater skills and knowledge of wholesale markets would be required to manage revenue risk over time

These are examples and other risks may apply and would need to be identified, assessed and managed / mitigated as part of the project development.




**Costs and
benefits**

In the current market – with declining wholesale prices, declining LGC prices, and lower offtake rates available for much larger renewable energy projects compared with mid-scale projects, the business case likely favours a PPA-only model to sourcing renewables for Council’s facilities, from a financial perspective.

However continuing declining costs for mid-scale solar projects, emerging bioenergy opportunities such as via ARENA’s bioenergy roadmap¹⁴, and grant support to community-based renewables may make a mid-scale project viable for Narrandera Shire Council and/or the region.

¹⁴ <https://arena.gov.au/knowledge-innovation/bioenergy-roadmap/>



7.4 Behind-the-meter solar



Description

Solar PV is a well-established technology, and more than 20% of Australian homes and an increasing number of businesses are installing solar panels to reduce their grid energy costs and greenhouse gas emissions. Uptake of battery energy storage (BESS) remains low but is expected to become more cost effective in future.

As noted above, Narrandera Shire Council has installed solar PV at the library, depot and Council chambers buildings.

Visits to Council’s operations as well as discussions about planned new facilities and upgrades has highlighted opportunities for solar at several sites. At several sites more than one option can be considered. At some sites implementation of solar and storage may be a staged approach.

The following is a summary of the solar PV and BESS opportunities that have been identified at Council operated sites:

Site name	Behind-the-meter solar potential
Narrandera STP	A 45.8 kW ground-mounted system initially can be expanded to 80.6 kW in the event the STP and ERU meters can be combined.
Sewer Pump Station No. 1 Larmer Street	A 10.3 kW ground-mounted system can be installed in front of the pump station subject to review of land control. This can potentially be expanded with a battery in the long term.
Old Water & High Water Towers	A 15.1 kW roof-mounted system initially can be expanded to 29.8 kW if the two accounts can be merged. This is a long term option once the old water reservoir is rebuilt.
Red Hill Pressure Booster Station	A 4.74 kW ground-mounted system can be installed in front of the pump station. This can potentially be expanded with a battery in the long term.
Depot	An additional 25.5 kW system with 25 kWh battery can be installed on the roof to increase the onsite solar energy use.
Truck Washbay	A 10.1 kW roof-mounted system initially can be expanded to 25.1 kW and 25 kWh battery in the long term.
Library	An additional 30 kWh battery can be installed to increase the onsite solar energy usage during off-peak.
Sports Stadium	A 14.7 kW system with 15 kWh battery can be installed on the roof of the Sports Stadium.
Parkside Cottage Museum	A 3.02 kW system with 3 kWh battery can be installed on the roof of the museum.
Community Cultural Hall	A 3.02 kW system with 3 kWh battery can be installed on the roof of the east gallery.
Lake Talbot Pool	Both 49.8 kW and 74.7 kW solar carport systems are modelled and selection can be made based on demand during full operation.



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Council Chambers	An additional 9.7 kW roof-mounted system on the Chambers roof (with micro-inverters or optimisers), with a 10.1 kW system on the roof of the HR building (provided the meters for these two accounts can be combined).
Meals on Wheels (One Stop Shop)	A 14.7 kW system can be installed on the east and west facing roofs of the One Stop Shop.

In addition, plans for the re-development of the town’s water treatment plant should include an intent to develop a solar array (ground or roof mounted) to meet much of the daytime power demand of the site. Options to schedule future WTP operations to maximise solar self-consumption and Council’s energy costs should be assessed.


Scope for abatement

The above opportunities can be summarised as:

- Council-operated sites have scope for ~206.48 kW – 296.28 kW of solar PV, with some scope for battery energy storage in the long term at sites with low or intermittent demand.
- This can generate from ~324.2 MWh to 459.2 MWh of electricity per year with most of this consumed on Council sites and some export to grid. Abatement at current grid carbon intensity would be 185.2 to 217.9 t CO₂-e per year for reduced onsite grid electricity use, plus emissions savings associated with export of excess solar energy to the grid for systems smaller than 100 kW.


Risks and mitigation

Risks associated with solar PV implementation are minimal provided systems are appropriately sized, designed, installed, connected and maintained on sound buildings and structures, as with any other asset.

The cost effectiveness of solar PV has long been demonstrated, and panel prices continue to fall. The commercial sector has embraced solar PV in recent years, and this is the main factor that has driven further acceleration in the implementation of rooftop solar.


Costs and benefits

The estimated costs and annual savings for each of the above systems is summarised in the tables below.



7.4.1 Onsite renewable energy

Site visits and data analysis were used to identify sites that are most likely to be suitable to install solar PV. A summary of the solar PV layouts at Narrandera Shire Council sites is provided in Appendix A.

TABLE 8: ESTIMATED COSTS AND SAVINGS FOR BEHIND-THE-METER SOLAR PV FOR COUNCIL-OPERATED SITES

Site	Modelled PV size	BESS (kWh)	Capital cost	Cost savings	Payback (years)	NPV	IRR	Solar yield (kWh)	% of solar export	% energy saving	Emissions reduction (t CO ₂ -e) ¹⁵
Narrandera STP	<i>Short-term option 1:</i> 45.8 kW Ground-mounted solar PV		\$59,540	\$12,860	5.0	\$103,457	20%	75,190	28.9%	33%	43.29
	<i>Short or Medium-term option 2:</i> 80.6 kW Ground-mounted solar PV ¹⁶		\$104,780	\$18,437	6.0	\$127,764	16%	131,306	52.8%	38%	50.17
Sewer Pump Station No. 1 Larmer Street	<i>Short-term option:</i> 10.3 kW Ground-mounted solar PV		\$13,390	\$4,365	3.2	\$44,079	31%	16,644	~30%	36%	9.44
Old Water & High Water Towers	<i>Long-term option 1:</i> 15.1 kW Roof-mounted solar PV		\$18,120	\$5,044	3.8	\$47,471	26%	20,837	~20%	18%	13.50
	<i>Long-term option 2:</i> 29.8 kW		\$35,760	\$10,053	3.8	\$94,984	26%	41,529	~20%	35%	26.91

¹⁵ Emissions reduction refers here only to reduced grid electricity use on site. Excess solar energy that is exported to the grid also reduces emissions that Council can claim for solar PV systems smaller than 100 kW.

¹⁶ Note that export estimates are based on the STP meter only, and would be lower than this if the STP and ERU meters are joined, AND if the ERU plant continues to operate during the day. If the ERU plant switches to treated effluent water rather than potable water then this plant would run mainly at night and the above business case would likely be accurate.



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Site	Modelled PV size	BESS (kWh)	Capital cost	Cost savings	Payback (years)	NPV	IRR	Solar yield (kWh)	% of solar export	% energy saving	Emissions reduction (t CO ₂ -e) ¹⁵
	Roof-mounted solar PV										
Red Hill Pressure Booster Station	<i>Short-term option:</i> 4.74 kW Ground-mounted solar PV		\$6,162	\$1,289	5.0	\$10,355	19%	7,816	~50%	87%	3.17
Depot	<i>Medium-term option:</i> Additional 25.5 kW Roof-mounted solar PV	25	\$48,000	\$6,621	7.7	\$25,456	10%	40,137	~50%	59%	16.26
Truck Washbay	<i>Short-term option:</i> 10.10 kW Roof-mounted solar PV		\$10,100	\$3,299	3.2	\$32,747	31%	14,823	~30%	28%	8.40
	<i>Long-term option:</i> 25.1 kW Roof-mounted solar PV	25	\$47,600	\$6,744	7.4	\$28,131	11%	37,087	~50%	51%	15.02
Library	<i>Long-term option:</i> Add BESS in the existing solar PV system	30	\$27,000	\$2,856	15.9	\$3,817	6%	11,427	-	74%	9.26
Sports Stadium	<i>Short-term option:</i> 14.7 kW Roof-mounted solar PV	15	\$28,200	\$3,604	8.4	\$10,708	9%	22,255	~40%	60%	10.82
Parkside Cottage Museum	<i>Long-term option:</i> 3.02 kW Roof-mounted solar PV	3	\$5,720	\$626	14.4	\$797	6%	3,735	~30%	76%	2.12
Community Cultural Hall	<i>Long-term option:</i> 3.02 kW Roof-mounted solar PV	3	\$5,720	\$814	7.5	\$3,380	11%	4,092	~30%	62%	2.32



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Site	Modelled PV size	BESS (kWh)	Capital cost	Cost savings	Payback (years)	NPV	IRR	Solar yield (kWh)	% of solar export	% energy saving	Emissions reduction (t CO ₂ -e) ¹⁵
Lake Talbot Pool	<i>Medium-term option 1:</i> 49.8 kW Carport solar PV		\$139,440	\$16,621	8.9	\$75,911	10%	72,318	20%	26%	46.86
	<i>Medium-term option 2:</i> 74.7 kW Carport solar PV		\$209,160	\$20,862	10.6	\$59,725	8%	108,448	40%	30%	52.71
	<i>Low priority option:</i> Kiosk Roof-mounted solar PV	Not estimated: the capacity of the kiosk roofs is fairly small, and this may only be considered if a solar carport system cannot be progressed									
Council Chambers	<i>Short-term option 1:</i> Additional 9.7 kW Roof-mounted solar PV		\$9,700	\$2,533	4.1	\$22,455	24%	14,454	30%	18%	8.20
	<i>Short-term option 2:</i> Additional 10.1 kW Roof-mounted solar PV		\$12,120	\$2,490	5.2	\$19,455	19%	14,209	30%	17%	8.06
Meals on Wheels (One stop shop)	<i>Short-term option:</i> 14.7 kW Roof-mounted solar PV		\$14,700	\$4,082	3.8	\$37,738	26%	20,517	30%	39%	11.63
Minimum total	206.48 kW	101	\$385,792	\$64,613	6.0	\$418,369		324,248	29%	32%	185.26
Maximum total	296.28 kW	101	\$558,312	\$82,842	6.7	\$466,388		459,206	41%	37%	217.87

7.4.2 Assumptions used

The analysis of these opportunities was performed with the following inputs and parameters:

- Solar modelling software (Helioscope with Nearmap / Six maps) was used for all proposed installations.



- Council's energy billing data and site interval data (where available) was used to determine optimum solar array sizes and to estimate or calculate the level of self-consumption of solar and the amount likely to be exported in each case.
- Benchmark pricing for solar PV systems (flush roof-mount, tilted roof-mount and ground-mount systems) and inverters has been used. An additional of 20 cents is added in the pricing if the system was modelled with microinverters.
 - Flush and fixed roof-mount systems - \$1/W STC scale and \$1.5/W LGC scale
 - Ground-mount systems - \$1.3/W STC scale and \$1.8/W LGC scale
 - Floating solar systems - \$3/W STC scale and \$3.5/W LGC scale
 - Carport solar systems - \$2.8/W STC scale and \$3.3/W LGC scale
- Annual expenses include cleaning / maintenance. Cleaning costs of \$15/MWh of solar energy generation have been used. These are applied to each solar PV opportunity with annual escalation at 2.5%.
- For all exported energy a feed-in rate of \$0.08/kWh was assumed to be available, which will require Council to seek this in electricity agreements.

A single discount rate of 5% is applied for net present value (NPV) calculations.



7.5 Energy efficiency



Description

Energy efficiency remains the cheapest form of greenhouse gas abatement in many situations. This is reflected in Narrandera Shire Council’s past and continuing efforts to manage energy efficiently as described in Section **Error! Reference source not found.**

The following is a summary of the identified energy efficiency opportunities at Council sites:

- **Load scheduling:** WFP, Bore 1, Bore 2 and Bore 3 were assessed for load scheduling opportunities, showing that shifting operations away from peak hours will provide significant cost savings to council.
- **Power factor correction:** Bore 3 and WFP have poor power factor and installation of PFC units will provide a quick-win for Council.
- **Street Lighting:** Council has received a business case and proposed costs to upgrade its street lights to LED technology. This will apply to local as well as main roads (excluding lighting owned and managed by RMS).
- **WFP, STP and Pine Hill PS VSD controls:** The existing VSDs at the STP could be optimised to maximise energy savings during aeration cycles by operating in conjunction with dissolved oxygen (DO) monitoring. Water pumps could potentially benefit from installation of VSD controls, from the main WFP to smaller systems such as the Pine Hill reservoir pumps, and each opportunity would be assessed on a case-by-case basis.
- **Lighting: office / indoor** much of Council’s facilities have been upgraded to LED lighting. This will be the preferred lighting technology going forward, and can be extended from higher use sites such as Chambers and the library, to lower use sites such as the Museum and Art Gallery in future.
- **Sports field lighting:** lighting of sporting fields with LED is widely available, but tends to be best implemented when building new lighting infrastructure or when replacing lighting at the end of its life. When replacing lights on existing poles a structural assessment may be necessary.
- **Design:** The Water Filtration Plant and Lake Talbot Pool are examples of large energy-using sites where re-design can ensure that energy efficiency measures such as VSD controls and other best practices are incorporated in to the design of these facilities. Provision for solar PV systems should also be considered when designing new facilities.
- **STP UV Treatment:** UV-LED technology has recently been trialled overseas, with claims of reduced energy costs by up to 90% compared to traditional bulbs. Council should keep abreast of developments in this technology and could look to upgrade if/when the technology is available.
- **Voltage Optimisation:** The STP’s incoming voltage is 440V which could be over the required level. A detailed technical analysis would determine if voltage optimisation is feasible and the potential savings and return to Council.
- **Air Conditioning:** A strategy should be developed by Council to replace old AC units with more efficient AC inverter units. Consider selection of low-GWP refrigerants as well as energy-efficient operation.

Efficiency plans and budgeting will be informed by regular auditing of facilities and equipment, and by Operational Budget planning and Delivery Program planning that considers projects that will continuously reduce Council’s energy footprint.



Scope for abatement

The scope for energy efficiency across Council’s sites is estimated to be around 338 MWh per year, equal to more than 13% of current electricity demand. Around 51% of this potential is associated with upgrading all streetlights to LED. At least 46% of the potential is associated with VSD control of motor systems for water and sewer services.

While energy savings potential is significant, the design and construction of new facilities may see increases in energy demand as well, even where these new facilities are energy efficient. Hence the net savings potential could be lower than these estimates.



Risks and mitigation

The risks associated with energy efficiency upgrades are generally low provided business cases, specification and contractor management processes are robust. Some of the main risks and mitigants will include:

- Designing effective measurement and verification at an affordable cost that provides useful feedback about the success of projects
- Persistence of energy savings – it is not uncommon, particularly for education initiatives and control settings to lapse in their performance and be changed back to poor practices or inefficient settings, and providing resources to sustain energy savings is also important
- Regular review processes for energy management is important. For example, design guidelines and procurement guidelines should stay at the level of development of new technologies, practices and services



Costs and benefits

The estimated costs and annual savings for each of the above systems is summarised in the tables below.



7.5.1 Energy efficiency initiatives

Site visits and data analysis were used to identify energy efficiency opportunities at Narrandera Shire Council.

TABLE 9: INDICATIVE COSTS AND SAVINGS FOR ENERGY EFFICIENCY FOR COUNCIL-OPERATED SITES

Site	Description of potential energy efficiency opportunity	Indicative cost	Cost savings	Payback (years)	NPV	IRR	Resource savings (kWh)	Emissions reduction (t CO ₂ -e)	% energy savings
Narrandera STP	<i>Short-term option:</i> Check if the STP and the ERU NMIs can be combined to lower peak demand and supply charges.	Council confirming costs							
	<i>Long-term option:</i> Install LED for UV systems.	Not estimated as this is a new technology and not in widespread use at this time							
	<i>Medium-term option:</i> Install DO monitoring system to allow the VSDs to vary in speed during aeration cycles.	\$20,000	\$3,908	5.0	\$40,708	20%	19,549	15.84	12%
	<i>Long-term option:</i> Install voltage optimisation to control the incoming voltage.	Not estimated, likely >\$25k	\$1,629	>10			>8,145	6.60	5-10%
Water Filtration Plant	<i>Short-term option:</i> Incorporate good practice energy efficient design into new works.	Not estimated							
	<i>Short-term option:</i> Install PFC unit to improve the power factor of the site.	\$13,500	\$13,738	1.0	-	-	59 kVA	0	0
	<i>Short-term option:</i> Implement load scheduling to lower energy demand during peak hours (assuming no PFC unit installed).	\$0	\$27,132	0.0	-	-	Reduce Peak Period kVA	0	0
	<i>Short-term option:</i>	~\$200,000	\$24,521	7.9	\$180,864	12%	135,769	109.97	24%



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Site	Description of potential energy efficiency opportunity	Indicative cost	Cost savings	Payback (years)	NPV	IRR	Resource savings (kWh)	Emissions reduction (t CO ₂ -e)	% energy savings
	Install VSD control on the 2 x 250 kW water pumps.								
Old Water & High Water Towers	<i>Short-term option:</i> Check if the Old Water Tower and the High Water Tower NMLs can be combined.	Council confirming costs	-	-	-	-	-	-	-
Council Chambers	<i>Short-term option:</i> Check if the 3 NMLs in Council Chambers can be combined.	Council confirming costs							
Pine Hill Pump Station	<i>Short-term option:</i> Install VSD control on the pumps supplying the Pine Hill reservoirs.	~\$10,000	\$561	16.5	-\$1,287	4%	2,244	1.82	24%
Unmetered streetlighting	<i>Short-term option:</i> Install LED streetlights for local roads.	\$359,000	\$69,230	5.1	\$634,758	20%	173,092	140.20	50%
Library	<i>Continuous improvement option:</i> Develop a replacement plan for older AC units.	Not estimated, part of continuous improvement efforts to install energy efficient equipment to replace equipment that has reached the end of its economic and useful life							
Sports Ground	<i>Continuous improvement option:</i> Upgrade field lights to LED.								
Museum	<i>Continuous improvement option:</i> Upgrade to LED lighting.								
Community Cultural Hall	<i>Continuous improvement option:</i> Upgrade to LED lighting.								
Lake Talbot Pool	<i>Short-term option:</i> Confirm good practice energy efficient designed into new works.	Not estimated, confirmation can be sought that options such as VSD control of recirculation pumps have been included in the re-development of the pool							
Bore Pumps	<i>Short-term option:</i> Install PFC unit to improve the power factor of Bore 3.	\$13,500	\$9,352	1.4	-	-	47 kVA	0	0



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Site	Description of potential energy efficiency opportunity	Indicative cost	Cost savings	Payback (years)	NPV	IRR	Resource savings (kWh)	Emissions reduction (t CO ₂ -e)	% energy savings
	<i>Continuous improvement option:</i> Implement load shifting of 5-8 pm load to off-peak hours for Bore 1.	\$0	\$1,441	0.0	-	-	Reduce Peak Period kVA	0	0
	<i>Continuous improvement option:</i> Implement load shifting of 5-8 pm load to off-peak hours for Bore 2.	\$0	\$1,245	0.0	-	-		0	0
	<i>Continuous improvement option:</i> Implement load shifting of 5-8 pm load to off-peak hours for Bore 3 (without PFC unit installed).	\$0	\$19,879	0.0	-	-		0	0
	<i>Continuous improvement option:</i> Implement load shifting of 5-8 pm load to off-peak hours for Bore 3 (with PFC unit installed).	\$0	\$15,913	0.0	-	-		0	0
All sites	<i>Short-term option:</i> Install smart meters on all significant sites to capture energy usage.	Not estimated. Council to determine if this is a capital expense or if new smart meter costs can be passed through via regular billing. Access to smart meter information for all sites will improve Council's energy management efforts in the future.							
	<i>Continuous improvement option:</i> Promote a higher awareness of good energy saving practice and recognise staff accordingly.	Not estimated. Typically behaviour change can have a modest impact, particularly in a regional council where a large proportion of energy use is by water and sewer system pumps & motors that are required to operate. Staff influence on energy use may therefore be modest but this can promote good energy practices elsewhere.							
Maximum total		\$653,000	\$168,670	4.4	\$873,339		338,801 kWh	274.43	13%



7.6 Sustainable transport



Description

Transport emissions are a mid-sized GHG source for Narrandera Shire Council, primarily from diesel used for Council's operational vehicles. Petrol, including E10 ethanol blended petrol use for passenger cars is small by comparison. Given the dominance of larger diesel-fuelled vehicles and plant the opportunities for Council to transition rapidly to low and zero-emissions fleet are currently limited.

NSW Government's Net Zero Plan 2020-2030 is developing a range of measures that will start to shape the future of transport in the State. Current measures under development in relation to electric vehicles (EV), for example, include:

- EV infrastructure
- Transport Consumer Information
- EVs in Government fleet
- Financial support for purchasing EVs.
- Electric Buses

For communities such as Narrandera, some of the key aspects that these measures will need to consider in order for EV strategies to be locally applicable will include:

- Real data examining performance of hybrid and EVs in regional communities,
- Supply, warranty and servicing issues at a local regional level, and
- Coordination on EV charging infrastructure development, between State Government, councils / groups of councils through RAMJO, and private + motoring association providers

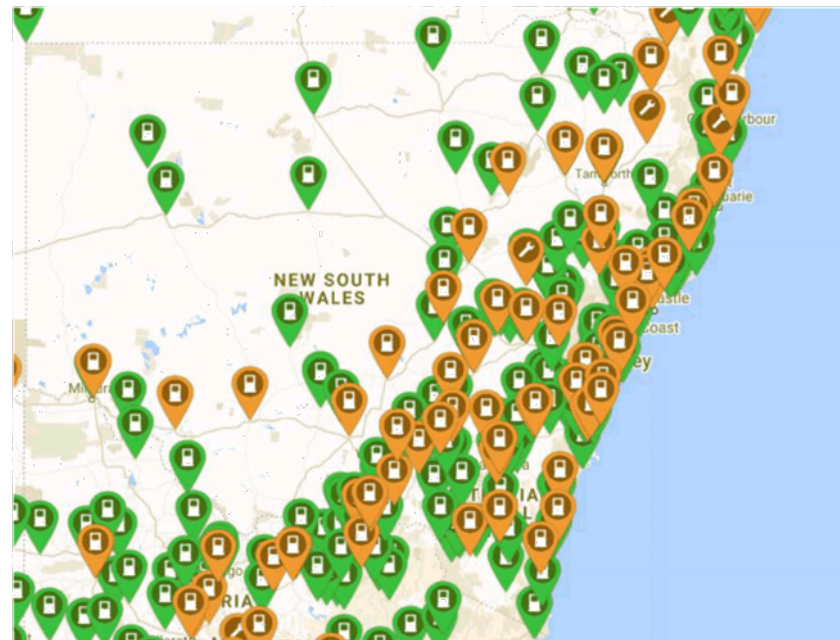
The focus of this section of Council's Climate Action Strategy is to provide an overview of the current status some of these key areas that will shape future transport, including current EV infrastructure, EV growth, and actions that Council can start to progress.

EV charging infrastructure

In July 2019 the Electric Vehicle Council reported that there were 1,930 DC and AC chargers in Australia¹⁷. Locations of DC and public chargers are readily accessible, see below¹⁸, where green pins denote public chargers and orange pins denote fast, or rapid chargers. Increasing numbers of private chargers are also being installed, retrofitted to homes and businesses as well as designed into new buildings.

¹⁷ <https://electricvehiclecouncil.com.au/wp-content/uploads/2019/09/State-of-EVs-in-Australia-2019.pdf>, p19

¹⁸ <https://www.plugshare.com/>



PLUGSHARE MAP OF PUBLIC (GREEN) AND FAST (ORANGE) EV CHARGERS IN NSW, OCTOBER 2020

In Narrandera Shire itself there is a dedicated fast charger installed in Narrandera Park (NRMA), and others at Hay, West Wyalong and Wagga Wagga. In many regions, public chargers are being installed at facilities such as hotels and motels, with local businesses seeking to provide charging for guests driving EVs.

Current and continued growth in EV charging infrastructure will facilitate uptake of EVs, and Council should continue to develop and/or enable the implementation of chargers in the region.

Projected growth in electric vehicles

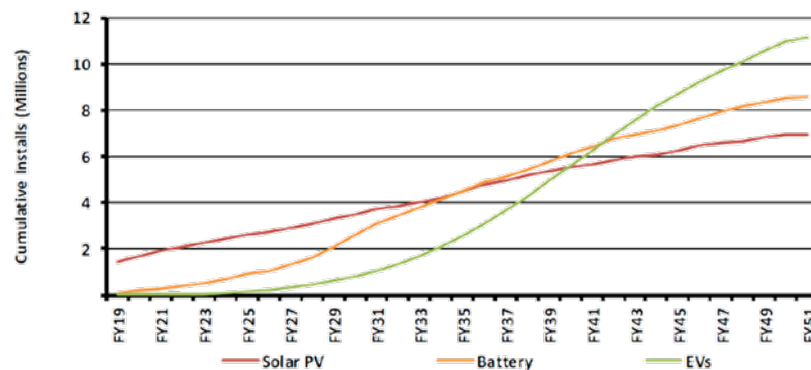
AEMO’s most recent forecast of uptake sees low uptake of EVs to 2030 (currently EVs make up <<1% of new car sales), with accelerated uptake after 2030 and reaching over 11 million cars by 2050¹⁹.

Where fuelled with regular grid power in NSW EVs currently have higher operational emissions than hybrids, whereas where fuelled from renewables this is not the case. As the grid changes with planned retirements of coal-fired power stations, this situation will change and emissions from EVs will become less than those from hybrids.

¹⁹ Energeia 2019: Distributed Energy Resources and Electric Vehicle Forecasts, prepared for AEMO, 13 June 2019



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AEMO PROJECTIONS OF EV UPTAKE – APRIL 2019

Based on these forecasts it is likely that emissions reduction from sustainable transport measures nationally will be modest in the period to 2030, but significantly increased by 2050 as the grid greens and EV uptake increases. Forecasts are updated periodically, and Council should monitor these from time to time. As indicated above the NSW Government’s Net Zero Plan for the 2020-2030 period includes significant work to incentivise and encourage uptake of EVs well ahead of the above forecasts, so this is an area that may accelerate quicker than current forecasts.

Availability of electric passenger vehicles in Australia

According to the Electric Vehicle Council²⁰, in 2019 there were 22 EV models available in Australia (both BEV and PHEV), and this was forecast to grow by a further 9 vehicles in 2020, with a shift towards battery electric vehicles (BEV).

In addition, the EV Council reports the commitments by most major car manufacturers to develop EVs in coming years. For example:

- Ford: \$11 billion in investment in EVs, 24 PHEV models and 16 BEV models by 2022
- General Motors: 20 BEVs by 2023
- Hyundai/Kia: \$20 billion investment in 5 years in EVs, AVs and batteries, 14 BEVs, 12 PHEVs and 2 FCEVs by 2025
- Nissan: Alliance with Mitsubishi and Renault to invest \$11.5 billion to develop new powertrains and electric technologies - 12 electric Renault-Nissan-Mitsubishi vehicles, 8 BEVs by 2022, \$335 million in an EV and battery plant in Thailand, \$10 billion investment in EVs
- Toyota: Aims to sell 4.5 million or more hybrids and PHEVs, and 1 million BEVs and FCEVs (approx. half of global sales) by 2025, 10 electric models available globally from 2020 across all vehicle segments, electrified versions of all models by 2025

²⁰ <https://electricvehiclecouncil.com.au/wp-content/uploads/2019/09/State-of-EVs-in-Australia-2019.pdf>, pp49-52



Corporate and government fleets make up more than 50% of new EV sales, and many Councils are now developing long term transport strategies that explicitly include a shift in their fleet to low and ultimately zero-emissions fleet. Most prominent at this time is the ACT Government, which is switching its passenger fleet to EVs for all new leases from 2020-21 and has trialled electric buses with a view to shifting these to all-electric by 2040 as part of the ACT's carbon neutral commitment.

Availability of low emissions Light Commercial Vehicles in Australia

Light Commercial Vehicles (LCVs), including utility vehicles are common among Council fleets and often account for a sizeable proportion of total diesel fuel use. Over the medium term, most of the major ute manufacturers have plans in place to provide electric and hybrid electric options in their ute range. A short summary of the current status for several vehicles is provided below.

- Mitsubishi Triton²¹: in September 2019 Mitsubishi advised that the next-generation Mitsubishi Triton ute – due two to three years from now (~2022/23) – will have the option of hybrid power, with decisions still to be made whether this will be a PHEV or a paired electric battery with fuel engine.
- Toyota has committed to including electric options with all new vehicle models going forward, which will include utes²². Toyota is developing a hybrid version of its next-generation HiLux ute. It is expected this will be available from 2023. At this stage, Toyota has not committed to an all-electric model. A diesel-electric powertrain is one of the options under consideration.
- Nissan is also planning for an electric vehicle future, with a hybrid diesel-electric Nissan Navara ute potentially available by the mid-2020s²³. Nissan also indicated that commercial vans were also candidates for electrification.
- Ford's next-generation Ranger and Everest models will include plug-in hybrid variants of both the dual-cab ute and off-road SUV, understood to be from 2022.

Most of the current activity and plans points to electric and hybrid electric utes being a medium to long-term proposition, and day-to-day performance while carrying load, and charging infrastructure are key factors that will evolve in the next couple of years.

For Narrandera Shire Council utility vehicles are widely used and hybrid models such as those noted above may provide an opportunity to trial one or more in Council's fleet in coming years.

²¹ <https://www.caradvice.com.au/790317/mitsubishi-triton-to-get-hybrid-power-precède-nissan-navara-development/>

²² <https://www.motoring.com.au/toyota-hilux-to-go-hybrid-121251/>

²³ <https://www.motoring.com.au/nissan-navara-e-power-hybrid-by-2025-119492>



Recommended actions – electrification of vehicles

Suggested actions for Council to pursue in coming years in relation to electrification of its vehicle fleet include:

- Assess the costs and benefits of hybrid passenger cars within council’s petrol and diesel fleet for new purchases or leases.
- In the medium-term switch to hybrid passenger vehicles and LCVs when these become commercially available and viable, and potentially one or more electric passenger vehicles.
- Consider the development of EV charging infrastructure on Council land and by supporting local businesses.
- Consider trialling or implementing telematics on fleet to get more detailed data that can help to inform future vehicle selection decisions.
- In future reviews of Council’s transport / vehicle procurement strategy, integrate planning to assess / evaluate and progress Council’s fleet towards electric technologies where and when feasible.
- Stay abreast of developments in EV incentives, policy and other support, and incorporate these in Council’s planning process for its transport fleet.
- Over the longer term, progressively migrate fleet to lower and zero emissions where it is technically and financially viable, including passenger vehicles, utes, commercial vans / buses and other operational plant.
- Continue transition from diesel to petrol vehicles where hybrids are not available (NOx, Euro 6).


Scope for abatement

The scope for emissions reduction for Narrandera Shire Council overall from transport measures is 861 t CO₂-e inclusive of both scope 1 and scope 3 emissions. The speed of emissions reduction will depend on the rate of adoption of EVs and hybrids, and on selection of renewable energy as the fuel source


Risks and mitigation

Narrandera Shire Council should assess the range of factors influencing the uptake of EVs for different types of vehicle user – owned or leased by Council, salary-sacrificed by staff, or driven by contractors. Factors will include:

- Whole of Life costing basis that consider purchase price, incentives, resale, and operating costs including electricity price
- Range and charging infrastructure
- Fitness for purpose
- Availability, serviceability, warranties
- The role of other technologies such as hydrogen, autonomous vehicles, etc in Council’s long-term fleet strategy


Costs and benefits

The capital cost premium for EVs and hybrid models that are fit for purpose for Council requirements, as well as the future resale value will be assessed alongside fuel, registration, insurance and maintenance cost savings from time to time using a Whole of Life cost calculation. A cost-neutral approach would see low-emission vehicles have comparable total-cost-of-ownership to current fleet.



7.7 Sustainable procurement



Description

Sustainable procurement is an effective method of incrementally reducing Council's energy consumption and emissions, and improving sustainability over time. There are three main components to a suggested sustainable procurement approach:

1. Regularly reviewing and updating existing procurement policy framework to incorporate or update sustainable procurement aspects
2. Providing engagement and training to Council staff to educate and drive the use of a sustainable procurement framework in all aspects of Council's operations
3. Review current equipment and services specifications, and identify opportunities to incorporate the sustainable procurement framework into the procurement and use of equipment

Sustainable procurement framework

A policy relating to sustainable procurement can set out Council's overall intent to procure products and services with consideration of Council's sustainability goals, such as emissions reduction, energy efficiency and water conservation (among others). Alongside a policy, Council should develop its internal sustainable procurement guidance, drawing on an appropriate framework. One is summarised here:

NSW Local Government Guide

*"Sustainable procurement takes into consideration responsibility for the **economic, environmental, social and governance** impacts of any purchase – products or services. These four factors are referred to as the quadruple bottom line and relate to a total purchase cost, and not just the upfront dollar expense. Sustainable procurement, applied to NSW councils' spending, represents a significant opportunity to drive social and environmental change throughout a wide range of not only direct suppliers, but also the associated supply chains²⁴".*

The 2017 Sustainable Procurement Guide for NSW local governments aims to help Councils develop and embed sustainable procurement practices in their organisation. The guide presents information on key concepts, certifications, standards and processes and is designed for all council staff involved in any purchasing. The Guide is applicable from major tenders through to one-off equipment purchases.

Council should examine the guide to identify key areas within its procurement processes where this can add value and lead to more informed and better procurement decisions.

Complementing a Guide such as this, Council has access to a wide range of information and data that can help it take decisions on equipment purchases. A prominent resource is the Equipment Energy Efficiency (E3) program.

²⁴ Sustainable Procurement Guide for Local Governments in NSW, 2017: <https://www.lgnsw.org.au/files/imce-uploads/127/esstam-sustainable-procurement-guide-30.05.17.pdf>



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- The Equipment Energy Efficiency (E3) program²⁵, through which Australian jurisdictions (and New Zealand) collaborate to deliver nationally consistent mandated energy efficiency standards and energy labelling for equipment and appliances. Procurement policies and practices that routinely ensure that high star-rated appliances (motors, air conditioning units, kitchen appliances) are selected when replacing or buying new equipment will help Council's energy footprint decline over time.

Engagement & Training

Even with a policy and sustainable procurement framework in place, decisions to source services and products that deliver best practice sustainability outcomes will happen when people who are buying these services and products take these decisions.

Underpinning this needs to be engagement, education and training of staff across Council who procure services and products. This could encompass:

- Capital works staff involved in the design of new projects such as new water and sewer treatment plants, or new / renovated buildings, where energy and water efficiency and onsite renewables and battery storage could be specified,
- Roads and pavement repair / maintenance teams who specify the types of materials to be used, where there may be opportunities to use more sustainable materials,
- Fleet procurement staff who assess plant and vehicle needs and specify new purchases and leases that will impact fuel use for a number of years,
- Operational staff who may repair or replace equipment as it fails, such as appliances, air conditioners, lights, where there are opportunities to ensure that replacements are fit for purpose and energy efficient

Equipment and Services Specifications

Policy, procurement frameworks and education / training should ultimately lead to the specifications that Council develops for services and works / products being modified to include requirements for efficiency and renewables where applicable. In addition, the evaluation criteria and weighting of responses to tenders and quotes should be designed to properly evaluate and weight performance against specified sustainability requirements, such as level of efficiency, emissions reduction and whole-of-life cost.

Products and services where Council could potentially amend its specifications include:

- **Building lighting:** Council will see added savings over time as all lights are upgraded to LED, increasing if suitable controls are also specified as either additional components or built into LED lights.
- **HVAC:** Air conditioning at Council's sites is generally supplied by split system AC units. Replacement is generally not justified for energy-savings, and controls are generally user-managed. The opportunities

²⁵ <http://www.energyrating.gov.au/>

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for Council to improve the energy efficiency of air conditioning include:

- Review the design of planned new systems,
 - Review any opportunities or incentives to select energy efficient AC units,
 - Research best practice energy efficient units that are available on the market and can be serviced locally,
 - Review energy efficient models in the current market (e.g. refer to www.energyrating.gov.au) and specify minimum efficiencies (COP / EER) in cooling and heating mode that align with good to best practice.
- **Power & appliances:** Power and appliances represent a fairly modest % of Council's electricity use, including servers that run 24/7, office equipment such as computers, copiers and printers, and appliances like fridges, boiling water units, microwaves, dishwashers and televisions. Efficient appliances and 'green IT' options are available and specifications can be developed that ensures all equipment such as these is energy efficient when purchased.
 - **Water and sewer pumps** are upgraded or rebuilt from time to time, typically more frequently with sewer pumping systems. Upgrades offer the opportunities to assess system design, evaluate VSD opportunities and improve control systems. As these systems account for around 60% of Council's electricity use, all savings made in these systems will impact on Council's future energy demand.
 - **Public park lighting:** LED lighting is gradually emerging as the default technology here. As parks are upgraded this will emerge as the preferred technology, integrated with controls where feasible/practical.
 - **Sporting oval lighting:** some councils have started to select LED as the default technology for new sporting oval lighting, and more suppliers of both LED and traditional sporting oval lighting technologies are giving equal prominence to both solutions. Ovals have relatively few operating hours, so the technology cost and warranties need to more closely match those for existing technologies to make a compelling case for change to LED.
 - **Building design policies:** The National Construction Code is a uniform set of technical provisions for the design, construction and performance of buildings throughout Australia. Energy efficiency performance requirements are set out in Section J of the BCA and these or an improvement to these could be stipulated by Council in designing new facilities. Section J recently underwent a review, with changes coming into effect mid-2019. The measures under NCC2019 are expected to deliver energy and carbon savings of at least 25% compared with the provisions of the 2016 NCC. Future reviews of Section J may see more stringent efficiency requirements.



Scope for abatement

The scope for abatement from sustainable procurement is sizeable, with incremental gains made via all purchased goods and services over the long



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term. Narrandera Shire Council also has the capacity to influence emissions reduction by its suppliers and contractors



Risks and mitigation

An assessment of risks and mitigation strategies would be part of any periodic review of procurement policies and processes for goods and services.



Costs and benefits

A robust sustainable procurement approach would see sustainable services and goods sourced on a whole-of-life cost basis, which will tend to favour efficiency and lower lifetime cost. Similarly, contractors and suppliers who are sustainable in their own operations are likely to have lower, not higher costs.



8 Narrandera Shire Council Action Plan

In order to achieve deep cuts in its energy use and associated GHG emissions, Narrandera Shire Council will need to commit time, resources and financial support to a multi-year program of work that will implement measures identified in this plan that reduce emissions. A key priority in this should be to invest in measures that also improve Council's bottom line.

These measures are identified below and tabulated into a short-medium term plan, and long-term and continuous improvement actions, based on priorities, costs and maturity of the technology recommended. The opportunities identified reflect the measures identified in the above section.



8.1 Short to medium term action plan

Based on the assessment of onsite measures, the current electricity market and sustainable transport opportunities, a suggested short to medium term action plan for Narrandera Shire Council is outlined below. Actions recommended could be implemented during the course of the current and next Delivery Plan cycle, for example.

TABLE 10: NARRANDERA SHIRE COUNCIL SHORT TO MEDIUM TERM PLAN FOR COUNCIL OPERATED SITES

Category	Sub-category	Site	Energy-saving option	Indicative cost
Energy efficiency	Metering and Accounts	Narrandera STP	Determine if the STP and Effluent Reuse Plant can be combined into a single NMI account to lower peak demand and supply charges.	Council confirming costs
Energy efficiency	VSD Control		Install a DO monitoring system to optimise the usage of existing VSD controls during aeration cycles.	\$20,000
Behind the meter solar	Solar PV - Ground - STC		Install a 45.8 kW ground-mounted system in the field adjacent to the STP.	\$59,540
Behind the meter solar	Solar PV - Ground - STC		ALTERNATIVE: Install an 80.6 kW ground-mounted system in the field adjacent to the STP if the STP and ERU meters can be combined	\$104,780
Behind the meter solar	Solar PV - Ground - STC	Sewer Pump Station No. 1 Larmer Street	Install a 10.3 kW ground-mounted system in the field in front of the pump station.	\$13,390
Energy efficiency	New Plant	Water Filtration Plant	Incorporate good practice energy efficient design into new works.	Not assessed
Energy efficiency	Power Factor Correction		Install a 135 kVAr PFC unit to reduce the demand charges.	\$13,500
Energy efficiency	Scheduling		Implement load shifting of operations from peak to off-peak to reduce demand and energy charges.	Staff time
Energy efficiency	VSD Control		Investigate the costs and savings to install VSD control on the 2x 250 kW water pumps.	\$200,000



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Energy efficiency	Metering and Accounts	Old Water & High Water Towers	Determine if the Old Water and High Water can be combined into a single NMI account to lower peak demand and supply charges.	Council confirming costs
Behind the meter solar	Solar PV - Ground - STC	Red Hill Pressure Booster Station	Install a 4.74 kW ground-mounted system in front of the pump station.	\$6,162
Energy efficiency	LED Lighting	Unmetered streetlighting	Install LED streetlights for local roads.	\$359,000
Behind the meter solar	Solar PV - Roof - STC	Truck Washbay	Install a 10.1 kW roof mounted system.	\$10,100
Behind the meter solar	Solar PV + BESS - Roof - STC	Sports Stadium	Install a 14.7 kW roof-mounted system with 15 kWh battery.	\$28,200
Energy efficiency	Metering and Accounts	Council Chambers	Determine if the 3 NMIs supplying the Chambers main building, HR & Finance and the bell tower can be combined into a single NMI account.	Council confirming costs
Behind the meter solar	Solar PV - Roof - STC		Install an additional 9.7 kW roof-mounted system on the roof of the Chambers building (with micro-inverters).	\$9,700
Behind the meter solar	Solar PV - Micro-inverter - Roof - STC		Install an additional 10.1kW roof-mounted system on the roof of the HR building, provided the meter for this and the Chambers building can be combined.	\$12,120
Behind the meter solar	Solar PV - Roof - STC	Meals on Wheels (One stop shop)	Install a 14.7 kW roof-mounted system on the roof of the centre.	\$14,700
Energy efficiency	Power Factor Correction	Bore Pumps	Install a 135 kVAr PFC unit to reduce the demand charges.	\$13,500
Energy efficiency	Metering and Accounts	All sites	Install smart meters on all significant sites to capture usage to facilitate consumption analysis and potential for solar and batteries.	TBC if this is a capex or on-bill cost



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Behind the meter solar	Solar PV + BESS - Roof - STC	Depot	Install additional 25.5 kW roof-mounted system with 25 kWh battery to increase solar energy usage onsite.	\$48,000
Sustainable transportation	EV Charging		Install EV charging station to charge PHEV or BHEV vehicles.	\$12,000
Behind the meter solar	Solar PV - Carport - STC	Lake Talbot Pool	Install a 49.8 kW carport solar system.	\$139,440
Behind the meter solar	Solar PV - Carport - STC		Install a 74.7 kW carport solar system.	\$209,160

8.2 Long term action plan

A suggested long-term action plan for Narrandera Shire Council is outlined below.

TABLE 11: NARRANDERA SHIRE COUNCIL LONG TERM PLAN FOR COUNCIL OPERATED SITES

Category	Sub-category	Site	Energy-saving option	Indicative cost
Energy efficiency	Voltage Optimisation	Narrandera STP	Install a voltage optimisation system to control incoming voltage.	\$7,000
Behind the meter solar	Solar PV - Micro-inverter - Roof - STC	Old Water & High Water Towers	Install a 15.1 kW roof-mounted system on the roof of Old Water reservoir (after the current reservoir is replaced)	\$18,120
Behind the meter solar	Solar PV - Micro-inverter - Roof - STC	Old Water & High Water Towers	Install a 29.8 kW roof-mounted system on the roof of Old Water reservoir (after the current reservoir is replaced AND if the meters for the two water towers can be combined.	\$35,760
Behind the meter solar	Solar PV + BESS - Roof - STC	Truck Washbay	Install a 25.1 kW roof-mounted system with 25 kWh battery on the roof of washbay.	\$47,600
Behind the meter solar	BESS	Library	Install an additional 30 kWh battery to the existing solar PV system to increase solar energy consumption.	\$27,000



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Behind the meter solar	Solar PV + BESS - Roof - STC	Parkside Cottage Museum	Install a 3.02 kW roof-mounted system with 3 kWh battery on the roof of the museum.	\$5,720
Behind the meter solar	Solar PV + BESS - Roof - STC	Community Cultural Hall	Install a 3.02 kW roof-mounted system with 3 kWh battery on the roof of the east gallery.	\$5,720
Behind the meter solar	Solar PV + BESS - Roof - STC	Sports Stadium	Install a 14.7 kW roof-mounted system with 15 kWh battery.	\$28,200
Energy efficiency	VSD Control	Pine Hill Pump Station	Install VSD control on the pumps supplying the Pine Hill reservoirs.	\$10,000
Energy efficiency	UV Treatment		Install LED for UV systems at the STP	Not estimated

8.3 Continuous improvement

Based on the assessment of onsite measures, the current electricity market and sustainable transport opportunities, a suggested continuous improvement plan for Narrandera Shire Council is outlined below

TABLE 12: NARRANDERA SHIRE COUNCIL CONTINUOUS IMPROVEMENT PLAN FOR COUNCIL OPERATED SITES

Category	Sub-category	Site	Energy-saving option	Cost or resources required
Sustainable Procurement	Sustainable Procurement	All sites	Review Council's procurement policy and practices and consider adopting the updated Local Government Sustainable Procurement Guidelines to inform policy, training and specifications for buying products and services, such as sporting field LED lighting and split system air conditioning unit replacement for example.	Not estimated
Sustainable transport	Sustainable transport		Review options available to Council to progressively improve the emissions of its fleet, and opportunities to transition towards electric vehicles – including hybrid vehicle costs for passenger cars and LCVs, development of EV infrastructure, a trial of an	Not estimated



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			electric vehicle, Council's fleet strategy and review process including obtaining data from telematics, staying abreast of technology, policy and incentives, and low-NOx and Euro 6 opportunities for large fleet and plant.	
Buying clean energy	Renewable Energy Power Purchasing		Incorporate renewables as a procurement option in Council's next supply agreement.	Not estimated
Energy efficiency	Energy efficiency awareness		Promote a higher awareness of good energy saving practise and reward staff accordingly.	Not estimated
Energy efficiency	Scheduling	Bore Pumps	Implement load shifting of 5-8 pm load to off-peak hours for Bore 1, and review periodically to optimise performance and respond to any network tariff changes	Not estimated
Energy efficiency	Scheduling		Implement load shifting of 5-8 pm load to off-peak hours for Bore 2, and review periodically to optimise performance and respond to any network tariff changes	Not estimated
Energy efficiency	Scheduling		Implement load shifting of 5-8 pm load to off-peak hours for Bore 3, and review periodically to optimise performance and respond to any network tariff changes	Not estimated



Appendix A: Solar PV potential locations

Narrandera STP – 45.8 kW – Ground-mounted solar PV



Narrandera STP – 80.6 kW – Ground-mounted solar PV





Sewer Pump Station No. 1 Larmer Street- 10.3 kW - Ground-mounted solar PV



Old Water & High Water Towers - 29.8 kW- Roof-mounted solar PV





Red Hill Pressure Booster Station - 4.74 kW - Ground-mounted solar PV



Depot - 25.50 kW- Roof-mounted solar PV





Truck Washbay - 10.10 kW - Roof-mounted solar PV

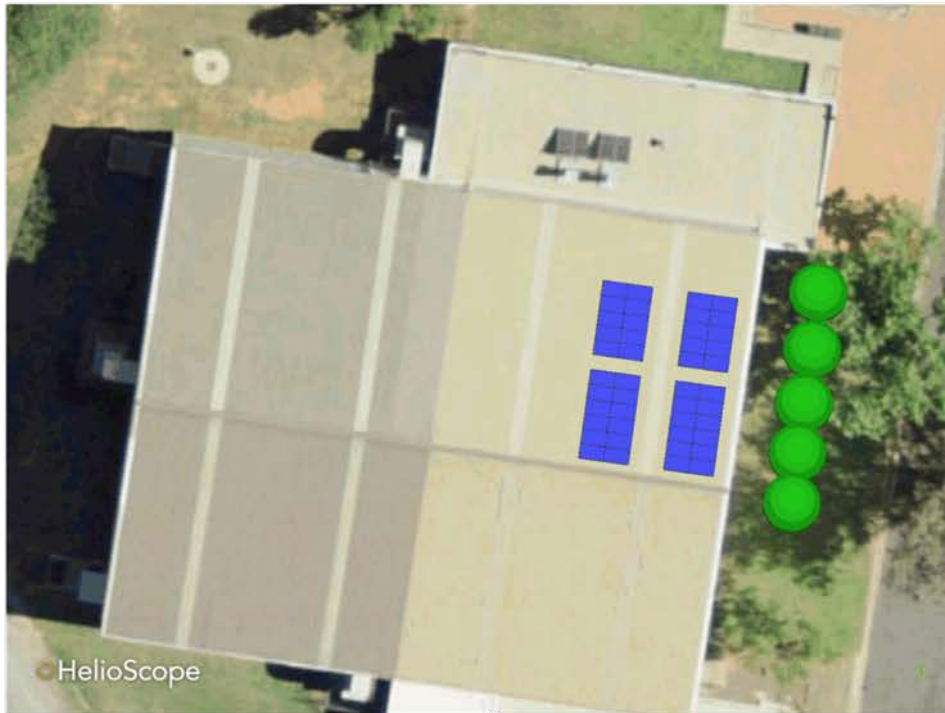


Truck Washbay - 25.10 kW- Roof-mounted solar PV





Sports Stadium- 14.70 kW- Roof-mounted solar PV

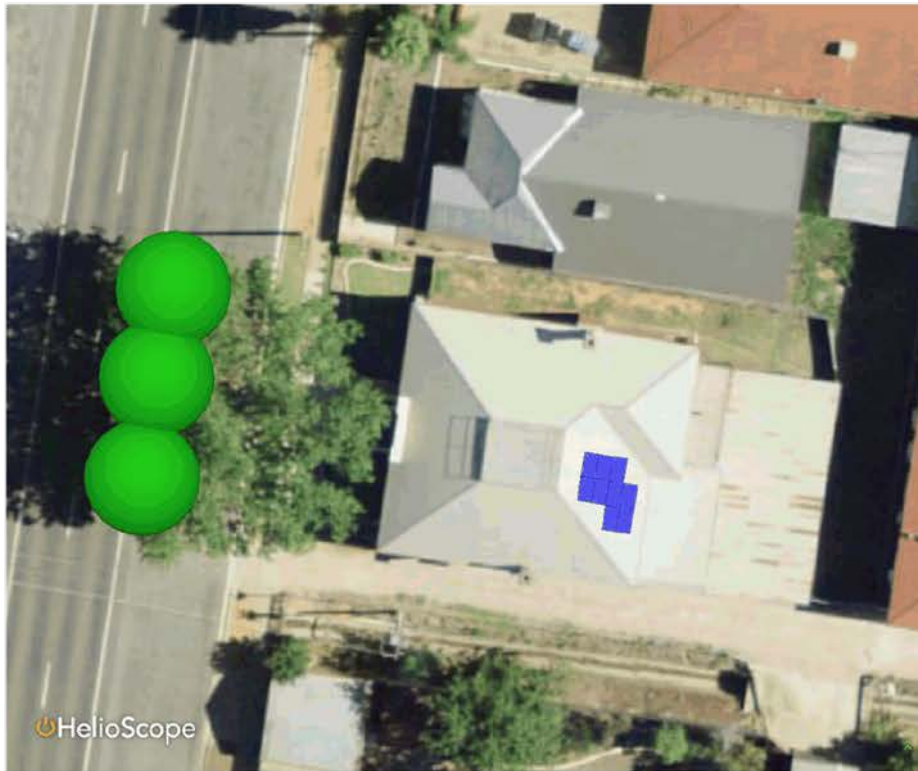


Parkside Cottage Museum - 3.02 kW - Roof-mounted solar PV

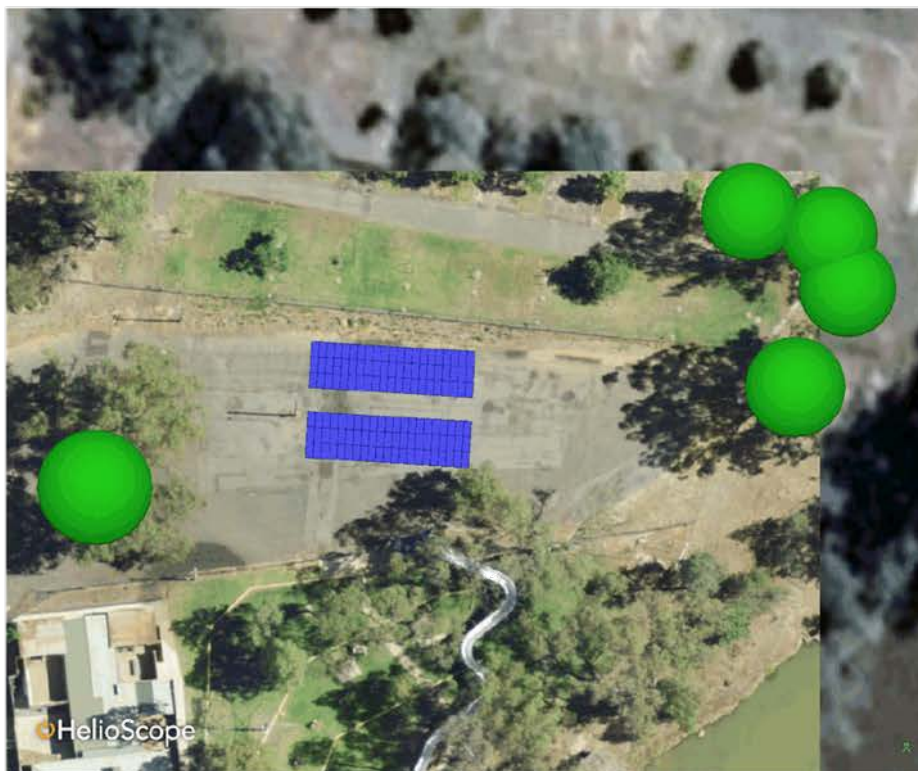




Art Gallery / Cultural Hall - 3.02 kW - Roof-mounted solar PV



Lake Talbot Pool - 49.80 kW - Carport solar PV





Lake Talbot Pool – 74.70 kW – Carport solar PV

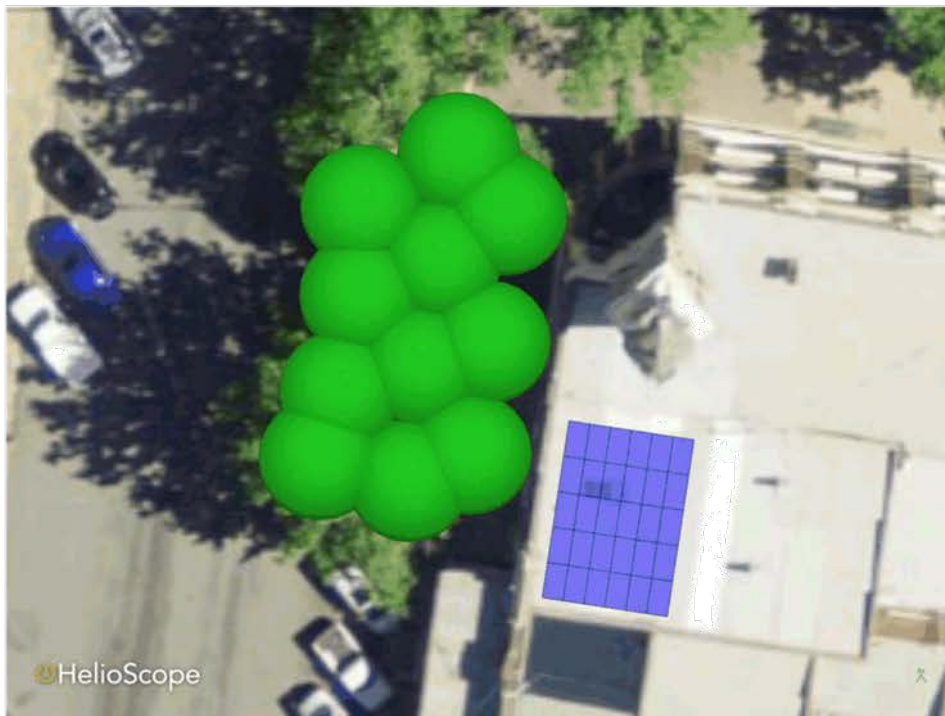




Council Chambers – 9.70 kW – Chambers roof-mounted solar PV



Council Chambers – 10.10 kW – HR roof-mounted solar PV





Meals on Wheels (One stop shop)- 14.70 kW - Roof-mounted solar PV

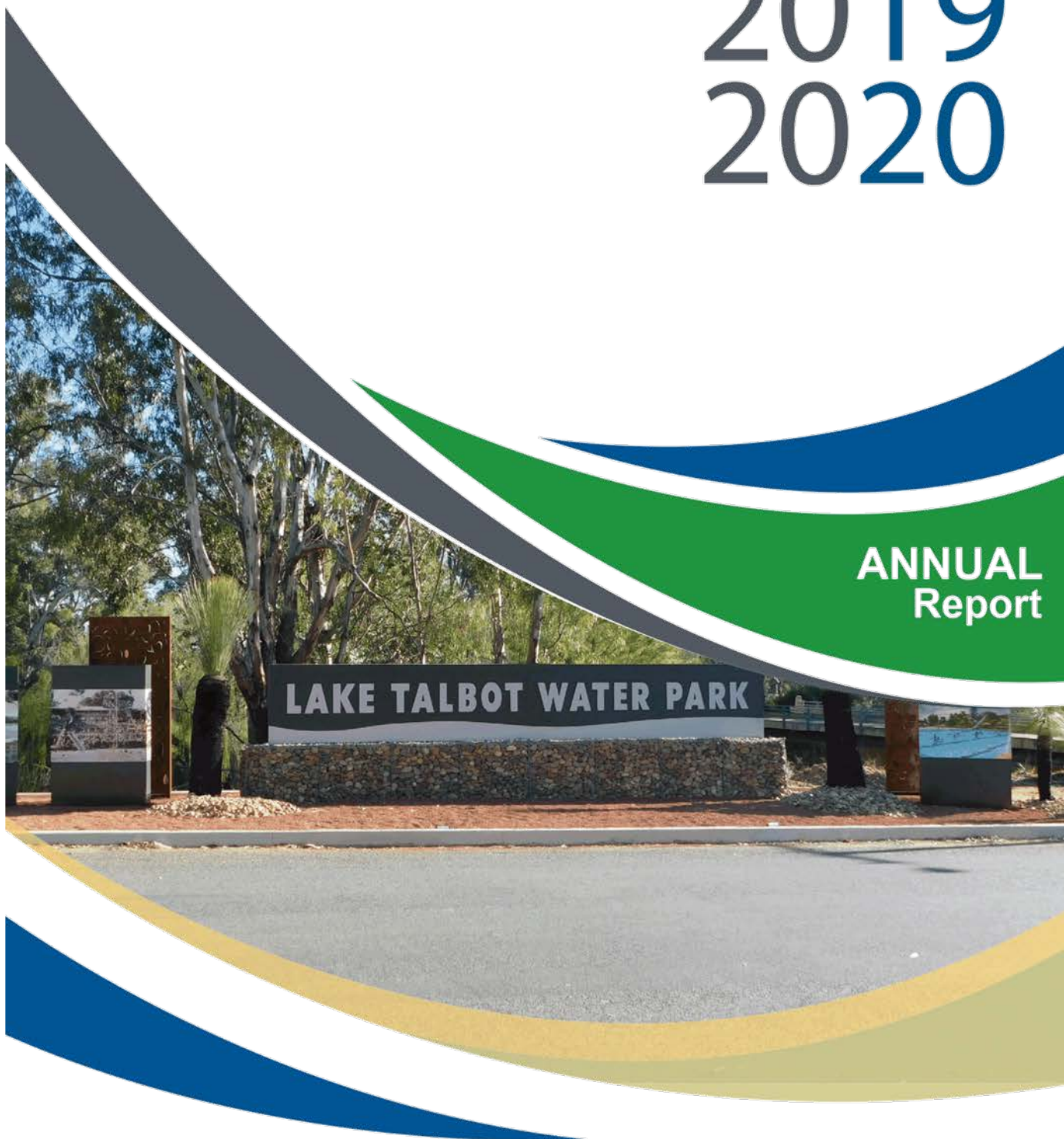




Level 32, 101 Miller Street
North Sydney 2060

www.100percentrenewables.com.au

2019 2020



**ANNUAL
Report**





Narrandera Shire Council
141 East Street
Narrandera NSW 2700
T. (02) 6959 5510
E. council@narrandera.nsw.gov.au

www.narrandera.nsw.gov.au



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COVER PHOTO

The entry to Lake Talbot Water Park. The jewel of Narrandera Shire, the new entrance was completed in September 2019.

NARRANDERA SHIRE COUNCIL

Annual Report To 30 June 2019

Section 1.	The Reporting	
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	Appendix A	Government Information (Public Access) Act 2009 Annual Report ending 30 June 2020
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	Appendix C	Audited Financial Reports for 2019-2020
	Appendix D	Update for the Disability Inclusion Action Plan 2017-2021 ending 30 June 2020
	Appendix E	Delivery Program 2017-2021 Annual Report ending 30 June 2020

ABOUT THIS DOCUMENT

This document has been prepared in accordance with Sections 406 & 428 of the Local Government Act 1993 also Regulation 217 of the Local Government (General) Regulation 2005; other statutory and guideline documents include Government Information (Public Access) Act 2009, Privacy and Personal Information Protection Act 1998, Public Interest Disclosures Act 1994, Carers' Recognition Act 2010, Disability Inclusion Act, 2014 also the Integrated Planning and Reporting Guidelines for local government in NSW issued March 2013 by the Office of Local Government.

This document is accessible for viewing and printing from Council's website with each section created as a separate PDF document. Please visit www.narrandera.nsw.gov.au and select Council from the main menu then select Council Reporting.

Copies of this document are on public display at Council's Administration Centre located at 141 East Street, Narrandera and may be viewed anytime between the hours of 9am and 4.30pm weekdays. Photocopy charges will apply if any page or pages are requested to be copied.

This document is also on public display at the Narrandera Shire Library at 39-51 East Street, Narrandera; the Barellan Post Office at 108 Yapunyah Street, Barellan; the Binya Post Office at 33 Francis Street, Binya also Grong Grong AGnVET Services at 40-44 Junee Street, Grong Grong. Photocopy charges may apply if any page or pages are requested to be copied.

ADMINISTRATION & GOVERNANCE

Details

LOCATION OF COUNCIL'S ADMINISTRATION CENTRE

-  141 East Street
NARRANDERA NSW 2700
-  (02) 6959 5510
-  (02) 6959 1884
-  council@narrandera.nsw.gov.au
-  www.narrandera.nsw.gov.au
-  <https://www.facebook.com/NarranderaShire/>
-  <https://www.instagram.com/narranderashirecouncil/>
-  <https://www.linkedin.com/company/narrandera-shire-council/>

HOURS OF OPERATION OF COUNCIL'S ADMINISTRATION CENTRE

Enquiries	9.00am	-	4.30pm
Cashier	9.00am	-	4.00pm

2019-2020 ELECTED MEMBERS FROM 20 SEPTEMBER 2016

Mayor	Cr Neville Kschenka
Deputy Mayor	Cr David Fahey
Councillors	Cr Jenny Clarke Cr Tracey Lewis Cr Kevin Morris Cr Barbara Bryon Cr Wesley Hall (resigned August 2019) Cr Tammy Galvin Cr Narelle Payne

2019-2020 MANAGEMENT TEAM

General Manager	Mr George Cowan
Deputy General Manager Corporate & Community Services	Mr Martin Hiscox
Deputy General Manager Infrastructure Services	Mr Julian Geddes until 27 September 2019 Mr Shane Wilson from 6 January 2020



Message from
The Mayor

Councillors: [Back row L-R] Cr Tammy Galvin, Cr Narelle Payne, Cr Tracey Lewis, Cr Jenny Clarke, Cr Barbara Bryon.
[Front L-R] Deputy Mayor Cr David Fahey, Mayor Cr Neville Kschenka, Cr Kevin Morris.

It gives me great pleasure to present the annual report for the year ending 30 June 2020. Before I proceed, I would like to acknowledge the traditional owners of the land of Narrandera Shire the Wiradjuri people and pay my respects to the Elders past, present and emerging.

In a bizarre twist of nature just as the effects of the drought were easing with good rains, we then felt the full impact of the COVID-19 virus. The drought restricted the annual harvest and resulted in lower than usual returns for the farming community and contractors who rely on seasonal employment. The virus impacted the hospitality industry with many other businesses in lock-down through April and May. We are certainly looking forward to a better outcome with the 2020-2021 season.

Council is extremely grateful for the support provided by both the Federal and State Governments during these extreme times. In April, recognising the impacts of both the drought and the virus, Council extended the hardship policy to apply to all property owners and also provided direct support to several businesses and organisations. It is critical that these important organisations continue to provide services to our residents with the help provided by Council assisting to secure their long-term futures.

Visitors to our community are a vital source of economic activity adding significantly to the social fabric of our towns. During the first 6 months of this

year the visitor economy was strong with the traditional events of the "Good Old Days" and "Rocking on East" drawing great crowds. Another highlight was the completion of the water tower project and the receipt by Council of the Best Mega Mural award in the Australian Street Art Awards. The art has attracted visitors from across the country and has recently been recognised by Australia Post by inclusion in a stamp series.

Council continues to work toward improving the quality of life for residents with the completion of stage 1 of the Lake Talbot Water Park upgrades. This involved replacement of water slides and the construction of deck level amenities. Officially opened by Steph Cooke our local member and myself, the improvements drew thousands of visitors to Narrandera over summer. Stage 2 of the works commenced in April and will see a full upgrade of the filtration and pumping equipment also the main pool and a new splash park area. This investment ensures the facility retains its status as the premier water play area in the Riverina.

Grant funding opportunities were plentiful with Council both applying and encouraging groups within the community to apply for funding. Assisted by the State Government, Council has delivered significant upgrades to public halls and community centres across the Shire. The completion of the aged care units at Barellan is an example of the State Government, Council and the

community coming together to deliver great outcomes. The Narrandera Golf Club completed the installation of a new automated watering system and having access to the Council raw water scheme, the course has been rejuvenated.

Fortunately, our Shire was spared from the bush-fires that ravaged much of the state during the summer months, I was very proud that a number of our volunteer brigades served to fight those devastating fires. I was able to lead the community during the Australia Day celebrations to acknowledge their service and I again pay tribute to those volunteers and to the many other residents who volunteer in different capacities to help keep our communities strong.

We continue to work with other councils in the region to support the Riverina and Murray Joint Organisation (RAMJO) which is quickly gaining strength and direction. RAMJO is making a real difference in areas of infrastructure funding, health services, connectivity and energy. I had the opportunity to take part in lobbying both State and Federal politicians on these issues recently. Priorities for RAMJO include health, transport, energy, telecommunications, and water supplies.

I take this opportunity to thank my fellow Councillors and the staff for their efforts during the reporting year and for their loyalty and support. I am sure that you as a community member appreciate these efforts as well..

Councillor Neville Kschenka, Mayor

Message from George Cowan, General Manager

The 30 June 2020 saw the completion of another successful year for this Council with many projects completed and Council's financial position remaining strong.

During the year Council staff have focused on engaging with residents and improving our customer service such as launching a new website allowing easier access to the latest information about Council services and projects.

Our staff are adapting to our increased social media presence by keeping the community informed by recorded presentations on important issues. The numbers of views on our Facebook and Instagram posts are steadily increasing, with social media providing almost instantaneous communication with residents both from Council and to Council. Many comments provide valuable feedback on proposed projects and surveys, as well as many other issues, and I thank the community members that have participated. We regularly monitor the media for complaints and ideas and take positive suggestions on board.

Traditional media is also used with many items of information and advertisements published within the local newspaper, and the Mayor and I conduct regular interviews using local community radio. During the year Narrandera Shire Council was recognised as one of the most connected Councils in NSW.

At the end of March our Shire felt the full impacts of the COVID-19 restrictions and, like many others, Council was forced to change its operations with some facilities closed and others operating on restricted hours with expanded cleaning regimes and social distancing introduced in a number of public areas. Visitor information services, the library and community transport looked very different with staff adjusting programs and support services to meet the challenges. Teams working behind

the scenes of Council were separated with some staff relocated to other buildings and some working from home. Despite these difficulties I am proud to say that service levels remained high and a very significant program of works was delivered.

Residents will be pleased to know that Council remains financially strong and is meeting most of the financial ratios used to assess its performance. For the second year in a row, Narrandera Shire Council was the first general purpose Council in NSW to lodge its audited financial reports with the NSW Audit Office.

With the help of the State and Federal Governments a number of major projects have been completed and or commenced delivering long awaited outcomes for residents. Extensions to the Library building have been completed that now provide a meeting and activity space for the young people of the Shire called the 'Youth Space'. The youth of the Shire are led by the Narrandera Youth Council. New and improved facilities at Marie Bashir Park add value to that area. Similarly, Stage 1 of the Lake Talbot Water Park upgrade has been completed drawing immense crowds of patrons throughout the summer. At Barellan new change rooms at the Sportsground have consolidated that facility as a leading AFL ground in the region.

The largest component of Council's asset base is the roads network and during the year significant upgrade works were completed. The Colinroobie Road has been upgraded to heavy vehicle status, providing an important freight link between the Newell Highway via Barellan and the western Riverina. Further sections of Old Wagga Road, Settlers Road, McGilvrays Road, Paintings Bridge Road, Paynters Siding Road have also been rehabilitated.



Council continues to invest in projects to support local business and industry such as the installation of the Reverse Vending Machine at the Narrandera landfill waste depot also the opening of the truck wash at Red Hill Industrial Estate. During the COVID-19 pandemic a very successful outcome that supported business was the development of the Facebook-marketing campaign for hospitality businesses where businesses could update their business activities which were then shared.

Over \$300,000 has been spent on new water mains, valves and services, with planning well advanced for improvements such as improved water pressure in the Pine Hill area located east of Narrandera.

A total of over \$9 million dollars of works have been delivered across the Shire for the reporting year.

Planning for future works has also progressed with flood and risk management studies for both Barellan and Narrandera continuing, similarly stormwater management studies to address ongoing issues in Narrandera have also been completed with the Integrated Water Cycle Management Plan for Narrandera town water and sewerage systems adopted.

I would like to take this opportunity to thank the Mayor, Councillors for their leadership during the year and to also thank the staff for their loyalty, efforts and achievements across the reporting year.

George Cowan, General Manager

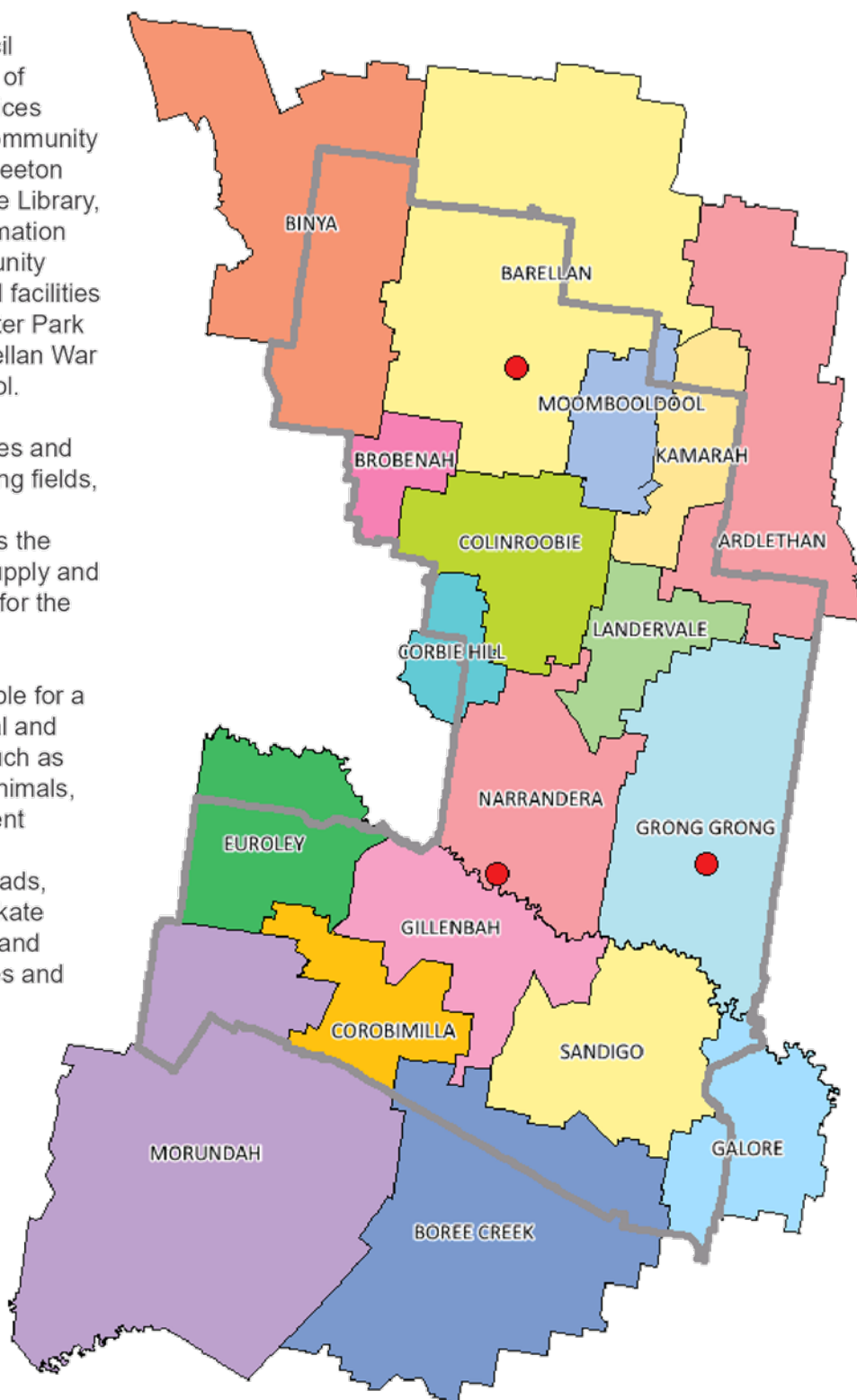
Narrandera Shire area

Narrandera Shire Council manages a broad range of general community services including Narrandera Community Transport, Narrandera-Leeton Airport, Narrandera Shire Library, Narrandera Visitor Information Centre, Arts and Community Centre, also recreational facilities such as Lake Talbot Water Park at Narrandera, also Barellan War Memorial Swimming Pool.

Council controls amenities and services including sporting fields, waste management and recycling services across the Shire, essential water supply and sewerage infrastructure for the town of Narrandera.

Council is also responsible for a number of environmental and public health services such as controlling companion animals, planning and development services, and managing infrastructure such as roads, bridges, cemeteries, a skate park, open space parks and gardens, public amenities and picnic areas.

The Shire has an area of 4,117 square kilometres and provides for a population of 5,853 persons*. The principal centres of population are Narrandera, Barellan and Grong Grong.
 (* source 2016 Census data supplied by the Australian Bureau of Statistics)



(Map sourced from Google Maps viewed 19 October 2018)



Council Meetings

Council meetings are held the third Tuesday of every calendar month commencing at 2pm and follow any public presentations to Council at 1.30pm. Traditionally, the December meeting is brought forward, with the meeting being held on the second Wednesday of the month commencing at 2pm. Often there is no meeting in the month of January, however the community can check local media sources and Council’s website to confirm any change of date.

Members of the community are encouraged to attend any public meetings of the Council. Live streaming of Council meetings now available.

Council conducts the majority of its business in an open forum. Exceptions are those matters deemed confidential in accordance with Section 10A of the Local Government Act, 1993, such as personnel matters, the personal hardship of any resident or ratepayer, commercial information of a confidential nature or alleged contravention of any code of conduct.

The image above was taken at the February 2020 Ordinary Council meeting and showcases how the Councillors and senior staff are now filmed and recorded for live streaming via the website and Facebook.

Our community vision

The vision of our Community Strategic Plan is ‘to preserve and enhance the lifestyle of our communities by encouraging, promoting and facilitating the sustainable development of the Shire’. We do this by ‘Achieving Together.’

Our values

Ethical

Transparent and equitable in all our actions

Caring

Helpful, supportive and thoughtful towards each other and our community

Loyalty

Pride in our work and our organisation

Accountability

Responsible for our actions

Integrity

Trustworthy, honest and consistent

Respect

For each other and the role we play

Safety

To work safely to protect ourselves and the public.



Section 1 The Reporting

OVERVIEW

In 2009 a new planning and reporting framework for NSW Local Government was introduced. These reforms replaced the former Management Plan and Social Plan with an integrated reporting framework. To comply with this legislation, Council has produced the following documents:

- Community Strategic Plan - long term 2012-2030
- Delivery Program - four year term
- Operating Plan - one year term (annually)
- Resourcing Strategy (including a Long Term Financial Plan, an Asset Management Strategy, and a Workforce Plan)

Our Community Strategic Plan is built around five key themes:

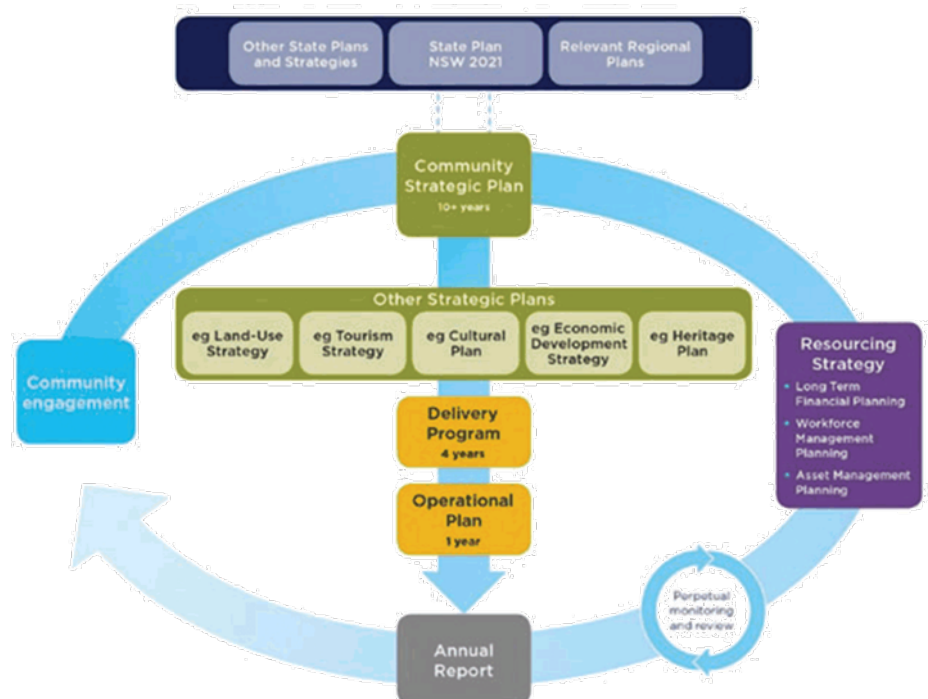
- A strong and resilient community and sustainable environment
- A growing economy
- Quality and sustainable infrastructure
- Efficient and responsive services
- Trusted and effective Government

To achieve our vision, Council aligns programs and services with the key themes and directions; and gauges success through the achievement of set targets which are reported quarterly. Following the election of the new Council in September 2016, the Local Government Act 1993 required that the Community Strategic Plan be reviewed. Extensive consultation was carried out with the community who used a number of ways to provide input into the Plan.

The revised 2017-2030 Community Strategic Plan was adopted by Council at its 20 June 2017 meeting.

The Narrandera Shire Council Community Strategic Plan was developed to continue to build strong partnerships within our community as well as to celebrate what we have achieved. Our community and partners have been instrumental in helping to identify the strategic priorities, which are demonstrated in our five themes.

- 1** Our Civic Leadership
- 2** Our Community
- 3** Our Economy
- 4** Our Infrastructure
- 5** Our Environment



1 Our Civic Leadership

Local Government in New South Wales is governed primarily by the Local Government Act 1993, and also the Local Government (General Regulation) 2005, however there are a large number of additional statutes that Council must also observe.

A particular area, where Council has taken a proactive approach over many years to ensure good governance, is the establishment of an Audit, Risk and Improvement Committee. The Annual Report from the Committee for the 2019-2020 reporting year is provided below:

AUDIT, RISK AND IMPROVEMENT COMMITTEE

Mandate

Council implemented an Audit Committee as part of its governance structure in 2014 following the issuance of audit committee guidelines by the Office of Local Government in 2010. As yet, there are no formal requirements in the Local Government Act 1993 for the establishment of such a committee.

The Committee now operates under its revised Charter adopted by Council on 20 March 2018 as an Audit, Risk and Improvement Committee, in advance of formal enactment of governance reforms foreshadowed by the NSW Government to take effect six months after the next ordinary Local Government elections.

In December 2019, the Committee and the Council provided comments on an Office of Local Government discussion paper on a new Internal Audit and Risk Management Framework in reform of local government governance in NSW.

Members

Committee membership underwent significant change during the 2019-2020 financial year with the resignation of Councillor Wesley Hall on 20 August 2019, a recruitment campaign and the induction on 28 November 2020 of four new independent members.

Membership of the Internal Audit, Risk and Improvement Committee now comprises six members. Mr Roger FitzGerald is independent Chairperson with the new independent members being Mr John Batchelor, Mr Cameron Lander, Mr Philip Lines and Mrs Gayle Murphy. Cr Narelle Payne has continued as a valued link to Council as the Councillor member of the Committee.

During the reporting year there were four meetings held with the following attendances:

	3-Jul-19	14 Aug-19	28-Nov-19	4-Mar-20
Roger FitzGerald	✓	✓	✓	✓
Narelle Payne	✓	✓	✓	✓
Wesley Hall	-	✓	N/A	N/A
John Batchelor	N/A	N/A	✓	-
Cameron Lander	N/A	N/A	✓	✓
Philip Lines	N/A	N/A	✓	-
Gayle Murphy	N/A	N/A	✓	✓

Committee members are also available as needed to provide out-of-session inputs. The meeting on 14 August 2019 gave special attention to the 2018-2019 financial statements.

Internal Audit

Mr Keith Coates resigned as Internal Auditor with effect at the end of the 2019-2020 financial year. The Committee expressed particular appreciation for Mr Coates' valuable internal audit services to the Narrandera Shire Council for over five years.

Following this resignation, an open procurement process was conducted by Council with a recommendation that the National Audit Group be appointed as the provider of Internal Audit services with effect for the 2020-2021 year and continuing until 30 September 2023.

The Committee continued to oversight a rolling three-year, risk-based Strategic Internal Audit Plan comprising an annual program for one forward year and indicative audits for a further two forward years.

During 2019-2020 the Committee received Internal Audit reports on the following elements:

- Business Continuity Planning
- Procurement
- Environmental Compliance.

A fourth planned topic on Project Management was deferred to the 2020-2021 financial year. The Committee considers each Internal Audit report with the resulting recommendations and management responses. Agreed recommendations are placed onto a management actions list with regular reports back to the Committee on management monitoring.

The Committee also commented on proposed Council protocols for managing the Internal Audit process.

External Audit by the Audit Office of NSW

The Local Government Act 1993 Section 422 (1) states that the Auditor-General is to be the auditor for Council for both financial matters and performance. The General-Purpose Financial Statements for the period ending 30 June 2020 were audited by Crowe Australasia under contract to the Audit Office of New South Wales (AO). The Committee has an over-sighting assurance role in advising Council in the preparation of the annual financial statements.

The Committee also reviews the Annual Audit Engagement Plan, the Interim Audit report and the Audit Opinion, Report on the Conduct of the Audit and Audit Management letter issued by the AO. Recommendations made in the Management Letter are monitored for implementation in Council's systems.

The AO Report on Local Government 2019 tabled on 5 March 2020 reflected well on Narrandera Shire's financial reporting and sector-wide benchmarking. Like many rural Councils there is a relatively low proportion of own-revenue funding, with government grant funding relatively greater.

The AO also undertakes Performance Audits on aspects of Local Government operations in NSW with the reports tabled in the Parliament. The Committee seeks regular information on the performance auditing in so far as it may be relevant to Narrandera and acts as a forum for coordination of Internal and External Audit.

Enterprise Risk Management

The Committee aims to assist risk assurance by over-viewing Council's risk management framework. The Risk Management Plan is monitored by the Executive Leadership Team to identify emerging risks to the organisation. At each meeting, the Committee aims to receive a regular report on emerging risks and incidents, current risk management, and progress in addressing perceived corporate risks.

Improvement

NSW governance reforms contemplate a developing role for the Committee in over sighting Council performance information and improvement. During 2019-2020 the Committee was advised on Council's service delivery performance information and its work on the development of comparative local government performance information.

Conclusion

The role and expectations of a Council by its community and other levels of Government continue to increase. The Audit, Risk and Improvement Committee has a key role in the governance framework of Council by providing independent oversight, objective assurance, monitoring and communication on Council's audit processes, internal controls, external reporting, risk management activities, compliance with Council's policies and procedures, and performance improvement activities.

The Committee aims to add value to Council, operations both in terms of examining performance information on Council service delivery and improvement to effectiveness, efficiency, and governance. The Committee appreciates the attention to its work by senior Council management and Council's administrative support to the Committee.

In presenting its 2019-2020 report to the Council the Committee Chairperson notes the need for adequate Council support for the work of the Committee if it is to effectively achieve its Charter. This need is observed as particularly relevant for example to Council's risk management framework, Council management follow-up on audit recommendations, and an emerging Committee role in performance information and improvement.

FRAUD CONTROL MEASURES

Council is committed to the prevention, detection and investigation of any fraudulent activities. Fraud and corruption wastes scarce public resources and damages the reputation of the organisation and Council does not and will not tolerate fraudulent or corrupt practices either by Councillors, staff, contractors or others working on behalf of Council.

Some of the controls used by Council to reduce fraud potential include:

1. Separation of duties so that personnel ordering goods, services or materials do not authorise the payment. The control is that the storeperson joins the finance team one day per week, where invoices generated by the storeperson are processed by another individual and the storeperson processing invoices generated by other persons.
2. Accumulated leave. The control is by ensuring that staff take accrued leave entitlements, allowing others to act in that capacity and therefore lessening the potential for fraud.
3. Reinforce ethical culture and awareness of fraud prevention. The control is regularly informing Councillors, staff, contractors and others of their obligations to report suspected incidences of fraud and corruption. Council's insurer is currently assisting with an online survey of all Councillors and staff on fraud and awareness. The results of this survey will be used to

- create a fraud and corruption training platform for the organisation.
- 4. Financial transactions are correctly authorised and processed in accordance with procurement guidelines. The control is the Procurement Policy adopted by Council which is currently being incorporated into the existing Procurement Manual.
- 5. Pecuniary and Non-Pecuniary Interests. The control is that Councillors and designated officers are to advise of any interests and also complete an annual pecuniary interest disclosure which is tabled at a Council meeting and also posted to the website of Council.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

Access to Council Records

The focus of Government Information (Public Access) Act 2009 (GIPA) is to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective. The GIPA requires Council to proactively release information where possible, providing there is no over-riding public interest against disclosure. The GIPA establishes four ways that the community can access Council information being Mandatory Disclosure, Informal Release, Formal Access and Proactive Release. Council continues to work toward providing as much open access information as it can to the community through its website and other mediums.

Disclosure Log

The following disclosure log records information that has been released in response to a formal access application and which may be of interest to other members of the public (unless the applicant objects to its recording). The complete 2019-2020 GIPA Annual Report was submitted to the Information and Privacy Commission of NSW on Wednesday 4 October 2020 and has also been attached to this annual report in Section 2 Appendix A.

Reference	Date of Decision	Topic/ Information Requested	Information Released
GIPA-19-6	8 July 2019 (being the 2019-2020 financial year and not the 2018-2019 reporting year – application received 3 June 2019)	Sought information generated to identified individuals for the period 2000 to 2009 including responses also copies of complaints from identified individuals from a previous application for information to the present time	Available information provided however some documents released have had information redacted in accordance with Section 14 (2) Table 3 (a) of the Government Information (Public Access) Act 2009 that could reasonably be expected to reveal an individual's personal information
GIPA-19-7	22 July 2019 (being the 2019-2020 financial year and not the 2018-2019 reporting year – application received 26 June 2019)	Sought information relating to a number of Code of Conduct Complaints lodged by the applicant	Available information provided however some documents released have had information redacted in accordance with Section 14 (2) Table 3 (a) of the Government Information (Public Access) Act 2009 that could reasonably be expected to reveal an individual's personal information
GIPA-19-8	13 August 2019	Sought information relating to a dog complaint received by Council. The owner of the dog being the applicant.	Available information provided however some documents released have had information redacted in accordance with Section 14 (2) Table 3 (a) of the Government Information (Public Access) Act 2009 that could reasonably be expected to reveal an individual's personal information

The complete 2019-2020 GIPA Annual Report was submitted to the Information and Privacy Commission of NSW on 4 October 2020 and has also been attached to this annual report in Section 2 Appendix A.

PUBLIC INTEREST DISCLOSURES ACT 1994

Council is required to report annually on its obligations under the Public Interest Disclosures Act 1994 (PID Act).

This is where a disclosure can be made by members of an organisation of illegal, immoral, or illegitimate practices under the control of their employers to persons or organisations that may be able to initiate remedial action.

The report must be in accordance with the requirements of Section 31 of the PID Act and Clause 4 of the Public Interest Disclosures Regulation 2011 (PID Regulation).

For the reporting period there were no disclosures received.

The complete 2019-2020 PID Annual Report was submitted to the Office of the NSW Ombudsman on 4 October 2020 and has also been attached to this annual report in Section 2 Appendix B.

PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998

Council has adopted the Model Privacy Management Plan as provided to Council by the Office of Local Government without amendment.

For the reporting period there were no privacy complaints received.

MAYORAL AND COUNCILLOR FINANCIAL PROVISIONS

Council Policy Document (ES70) titled – Councillor Expenses & Facilities is available for public viewing from Council’s website and details the expenses provided for elected members available to Councillors.

This policy was reviewed and adopted by Council in 21 May 2019 in accordance with the Local Government Act 1993 and can be accessed by clicking on the following link - https://cdn.narrandera.nsw.gov.au/cdn/ff/HRsbmLbWhxsPbmANEEJe0wLm2NMr_Wb3FMH9DpreYYE/1583214259/public/2020-02/Councillor%20Expenses%20and%20Facilities.pdf .

Payments made during the 2019-2020 relating to the Mayor and Councillors totaled \$141,091 and comprise the following:

Mayoral allowance	\$	26,530
Councillor fees	\$	99,340
Councillor travelling costs – Councillors	\$	2,677
Councillor attendance at LGNSW conference	\$	5,272
Councillor professional development	\$	2,000
iPad and other technology	\$	NIL
Telecommunication costs	\$	4,252
Value of telephone calls made by the Mayor or reimbursed to Councillors	\$	1,020
Interstate visits by Councillors	\$	NIL
Overseas visits by Councillors	\$	NIL
Expenses of any spouse or partner of a Councillor	\$	NIL
Expenses for childcare or immediate family care	\$	NIL

For the reporting year, the following Councillors undertook professional development either through personal studies or other delivery methods:

Councillor	Amount
Cr Bryon – NSW Public Libraries Conference	\$ 512
Cr Fahey – Australian Local Government Conference	\$ 2,519
Cr Fahey – Tertiary Studies	\$ 2,000
Cr Kschenka – Country Mayors Association	\$ 2,242
Cr Kschenka – Agri Australis Event	\$ NIL
Cr Morris – Newell Highway Taskforce Conference	\$ NIL

MAYORAL AND COUNCILLOR EQUIPMENT AND FACILITIES

Commitment to Participation, Equity and Access

Narrandera Shire Council encourages all members of the community to be involved in Local Government affairs and, in particular, those members who seek to stand for Council who have a disability. Council has installed an elevator from the ground floor to the first floor of Council's Administration Centre. Council also provides a microphone and sound system, a large screen monitor as well as a hearing aid loop during Council meetings to support people with a hearing impairment.

Council is committed to allowing the provision of transport or other reasonable facilities to assist people with disabilities who have an interest to be involved and partake in civic duties as an elected member.

Use of Equipment and Facilities

Council Policy Document (ES70) titled – Councillor Expenses & Facilities is available for public viewing from Council's website and details the facilities available to Councillors.

This policy was reviewed and adopted by Council on 21 May 2019 in accordance with the Local Government Act 1993 and can be accessed by clicking on the following link - https://cdn.narrandera.nsw.gov.au/cdn/ff/HRsbmLbWhxsPbmANEEJe0wLm2NMr_Wb3FMH9DpreYYE/1583214259/public/2020-02/Councillor%20Expenses%20and%20Facilities.pdf .

Return of Equipment and Facilities

Councillors are to return to the General Manager any Council owned and provided equipment after the completion of their term in office or prior to commencing a period of extended leave of absence or at the cessation of their civic duties.

Use of Equipment and Facilities by the Mayor

Appropriate administrative support is provided for undertaking the duties of Mayor, as is a fully furnished Mayoral Office for Council business and also a ceremonial chain.

Appropriate stationery such as pens, paper, diary and other appropriate items are provided to assist the Mayor in the performance of the day to day duties at a cost of approximating \$200 for the year.

Appropriate refreshments and beverages are provided as required by the Mayor for hospitality purposes.

The Mayor is provided with a mobile telephone for Council use only which is capped at a monthly limit of \$150.

OTHER ENTITIES THAT ARE ABLE TO EXERCISE SOME FUNCTIONS OF THE COUNCIL

Section 355 Committees

Section 355 of the Local Government Act 1993 allows Council to delegate some of its functions to an approved Committee. Council uses this delegation in a number of key areas and appoints community-spirited people to manage a number of facilities or functions through the committee structure.

Community involvement in managing community facilities provides better outcomes for residents, engaging and promoting inclusiveness and providing the opportunity for individuals to participate in local community life.

The revitalised Section 355 Committee structure was adopted by Council in September 2018.

The following are Committees that operate under Section 355 of the Act and have delegated functions:

- Arts and Cultural Committee
- Audit, Risk and Improvement Committee
- Bettering Barellan Committee
- Grong Grong Community Committee
- Koala Regeneration Committee
- Narrandera-Leeton Shire Councils Airport Management Committee
- Narrandera Railway Station Management Committee
- Australia Day Planning Committee

The following are Advisory Groups that do not have the delegated functions provided under Section 355 of the Act:

- Lake Talbot Environs Advisory
- Narrandera Stadium Advisory
- Parks and Gardens Advisory
- Sports Facilities Advisory

Partnerships, Co-Operatives and Joint Ventures

Partnerships, co-operatives or other joint ventures to which Council was a party in 2019-2020 were:

- MIA Rural Fire Zone Service Agreement
- Riverina and Murray Joint Organisation (RAMJO)
- Western Riverina Libraries
- Western Riverina Arts

Fit for the Future

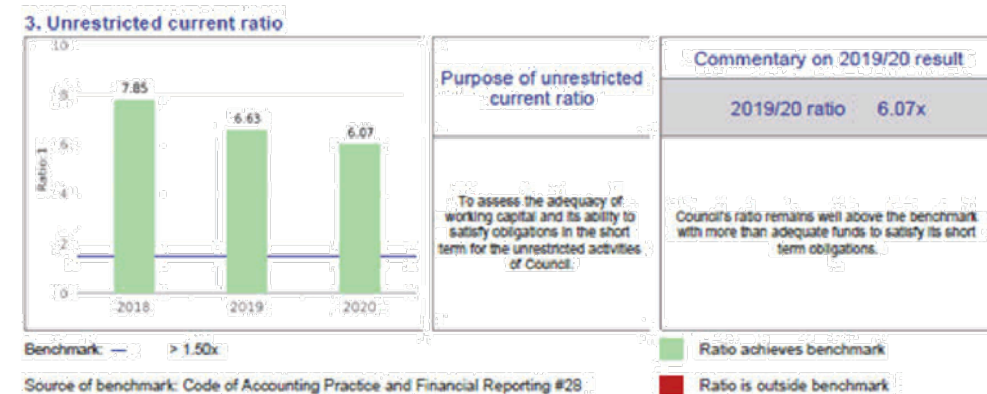
The Fit for the Future (FFTF) process continued during the reporting year with Council remaining committed to achieving the FFTF benchmarks. The Community Strategic Plan 2017-2030 and supporting documents such as the Long-Term Financial Plan, the Delivery Program and Resourcing Strategy are aligned to reflect the actions and strategies to achieve the objectives of the improvement proposal.

One of the outcomes of the FFTF process was the creation of a network of joint organisations across the regional areas of the State to help deliver better planning, economic development and service delivery; Narrandera Shire Council is an active member of the Riverina and Murray Joint Organisation (RAMJO) comprising the City of Albury, Berrigan Shire Council, Carrathool Shire Council, Edward River Council, Federation Council, City of Griffith, Hay Shire Council,

Leeton Shire Council, Murray River Council and Murrumbidgee Council.

The audited financial statements for the year ending 30 June 2020 show that Council mostly meets or exceeds the benchmarks established by New South Wales Treasury Corporation (TCorp).

The following graphs have been extracted from the Narrandera Shire Council audited financial statements for the year ending 30 June 2020 which are attached to this document in full within Section 2 Annexure C.



4. Debt Service Cover Ratio



Purpose of debt service cover ratio

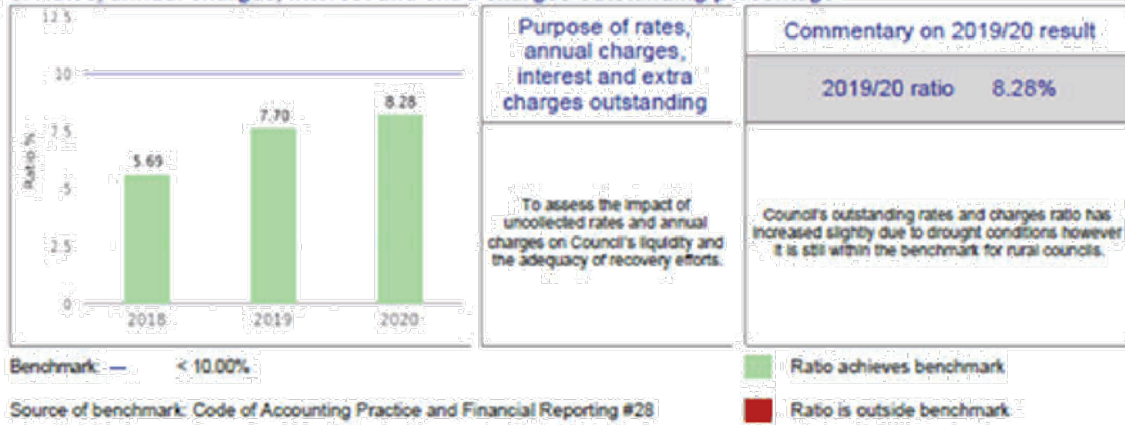
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2019/20 result

2019/20 ratio ∞

Council has no external debt. Internal loans exist from the Water fund to the General fund of \$271,462

5. Rates, annual charges, interest and extra charges outstanding percentage



Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2019/20 result

2019/20 ratio 8.28%

Council's outstanding rates and charges ratio has increased slightly due to drought conditions however it is still within the benchmark for rural councils.

6. Cash expense cover ratio



Purpose of cash expense cover ratio

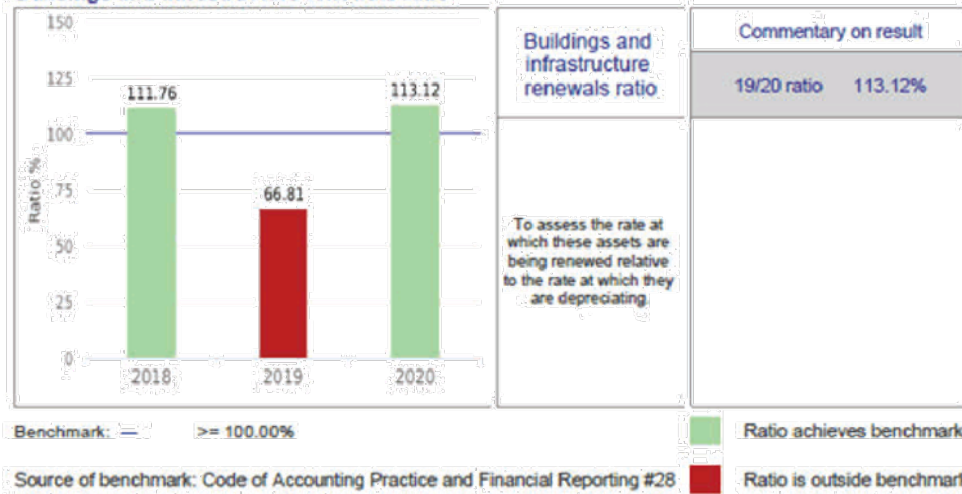
This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2019/20 result

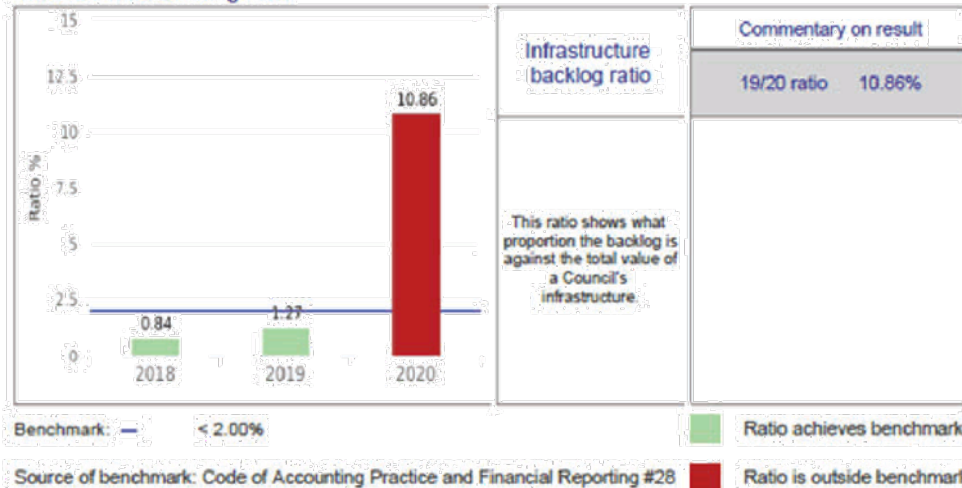
2019/20 ratio 20.77 mths

Council has more than adequate cash to meet on going expenses for over 20 months without requiring additional cash inflows.

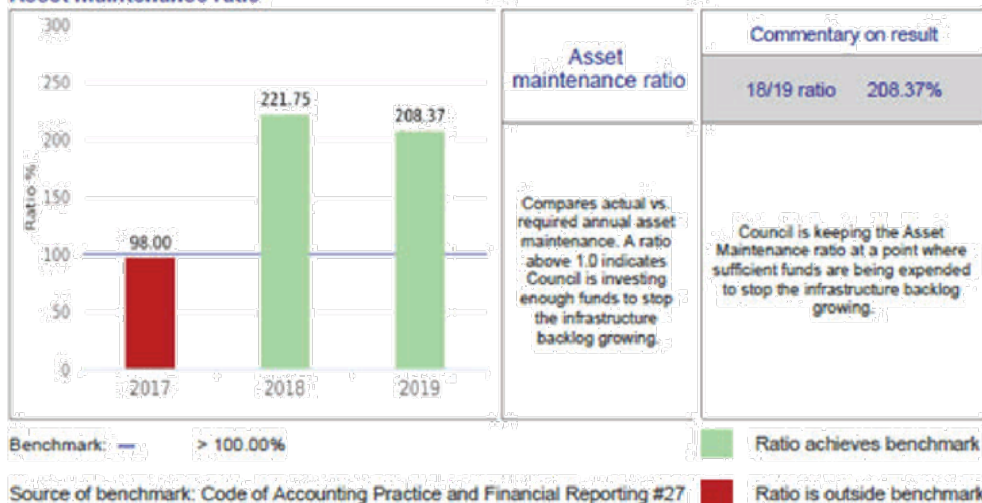
Buildings and infrastructure renewals ratio



Infrastructure backlog ratio



Asset maintenance ratio



COMMUNITY STRATEGIC PLAN

Council adopted its current Community Strategic Plan 2017-2030 and Delivery Program 2017-2021 (incorporating the Operational Plan) in June 2016 with a revised Delivery Program and Operational Plan adopted in 2017. These documents were developed following extensive community consultation on what the community and Council determined were the priorities for the Shire. The priorities are contained within one or more of the five themes within the Plan and have identified actions and measurable targets that need to be delivered.

All of Council's strategic documents are available for viewing or download from Council's website www.narrandera.nsw.gov.au navigate to Council from the main menu, then select Council Plans under News and Publications.

A major element of Integrated Planning is that Council must report to the community on actions and progress to date of the elements within the Delivery Program. Narrandera Shire Council reports on these achievements every three months. These reports are also available for viewing by navigating to Council from the main menu, then select Council Reporting under News and Publications.

Attached within Section 2 Appendix E are the comments as at 30 June 2020 for the Delivery Program 2017-2021.

COMPETITIVE NEUTRALITY

Council in 2019-2020 operated one Category 1 businesses and one Category 2 business.

Category 1 Business

- At 30 June 2020 Council operated one Category 1 businesses being the Narrandera Water Fund.
- Financial statements for these activities are included within Council's financial statements which form Appendix B to this report.
- The financial statement for Council's Category 1 business activity discloses National Competition Policy National Payments including corporate taxation equivalents, dividends paid and rate of return on capital.

Where there are concerns about Council not complying with competitive neutrality arrangements applying to the public sector, Council has a complaint handling mechanism to deal with these issues.

For the financial year 2019-2020 Council did not receive any complaints in relation to its Category 1 businesses.

Category 2 Business

- At 30 June 2020 Council operated one Category 2 business, being the Narrandera Sewer Fund. Financial statements for this activity are included within Council's financial statements which form Appendix B to this report.
- The financial statements for Council's Category 2 business activities disclose National Competition Policy National Payments including corporate taxation equivalents, dividends paid and rate of return on capital.

Where there are concerns about Council not complying with competitive neutrality arrangements applying to the public sector, Council has a complaint handling mechanism to deal with these issues.

For the financial year 2019-2020 Council did not receive any complaints in relation to its Category 2 business.

RATES AND CHARGES

Abandonments

During 2019-2020 rates and charges totalling \$3,322.41 were abandoned due to a statutory requirement or the amount deemed as irrecoverable based on legal advice. Sundry debtor amounts totalling \$1,428.00 (inclusive of GST) were abandoned as irrecoverable.

Pensioner Rebates Granted and Subsidy Claimed

Pensioner rebates totalling \$205,833 were granted during 2019-2020. Of this amount \$113,208 was recovered through subsidies received from the NSW State Government.

FINANCIAL REPORTING

Council's audited financial reports for the year ending 30 June 2020 are attached as Appendix B.

STATEMENT OF COUNCIL'S PRINCIPAL ACTIVITIES

Following is a statement for each of Council's principal activities setting out:

- Revenue and expenses for 2019-2020
- Assets held by Council at 30 June 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(a). Council functions/activities – financial information

Income, expenses and assets have been directly attributed to the following functions or activities.
Details of those functions or activities are provided in Note 2(b).

\$ '000	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Functions or activities										
Our Community	3,266	3,868	5,440	5,225	(2,174)	(1,357)	1,661	2,454	22,170	21,318
Our Environment	1,154	1,115	1,579	1,428	(425)	(313)	152	126	3,044	3,004
Our Economy	1,120	937	2,049	1,990	(929)	(1,053)	-	3	7,683	7,147
Our Infrastructure	7,791	7,535	8,898	8,212	(1,107)	(677)	3,153	2,881	184,564	210,855
Our Civic Leadership	11,707	10,626	2,729	2,307	8,978	8,319	4,973	4,934	19,213	15,841
Total functions and activities	25,038	24,081	20,695	19,162	4,343	4,919	9,939	10,398	236,674	258,165

LEGAL PROCEEDINGS FOR THE RECOVERY OF OVERDUE AMOUNTS

During 2019-2020 Council was involved in legal action for the recovery of overdue rates and charges in addition to overdue debtor accounts.

For the twelve months ending 30 June 2020, Council initiated the following action for recovery of outstanding:

DEBT RECOVERY

Nature of Action	Amount Involved (Excl legal expenses)	Legal Expenses	Result
<p>Sundry Debtors There was 1 sundry debtor matter actioned during the reporting period.</p>	\$2,401.29	\$50	<p>Recovered \$0</p> <p>Abandoned as irrecoverable \$0.</p> <p>Continuing Legal Action \$2,401.29</p>
<p>Rate/Water Debtors There are currently 38 matters actioned with ARL for a number of issues such as letters of demand, Statement of Liquidated Claim, Judgement, Summons of Examination, Writ, Warrant, and Garnishee.</p>	\$99,803.33	\$0	<p>Recovered \$73,526.52</p> <p>Continuing Legal Action \$26,276.81</p>
<p>Sale of Land There were no matters actioned during 2019-2020 sale of land proceedings</p>			

Summary of Legal Expenses

Activity Centre	Amount \$ (excl GST)
General advice, property leases/licences, human resources matters	\$ 10,042.45
Debt recovery matters	\$ 0.00
Planning matters	\$ 12,472.74
TOTAL	\$ 22,515.19

CONTRACTS

During 2019-2020 there was one contract awarded by Council in excess of \$250,000:

- Stage 1 & 2 Redevelopment/Upgrade of Lake Talbot Water Park \$5,751,592

CONTROLLING INTEREST IN COMPANIES

During the reporting period Council did not hold any controlling interests, either by itself or in conjunction with other Councils in any company.

PARTICIPATING INTEREST IN COMPANIES OR OTHER ENTITIES

Council is a member of the Western Riverina Libraries (WRL) which is a collaborative of six local government areas to share resources and technical services. The WRL provides the Narrandera Shire Library with access to the greater regional library facility and allows access to the mobile library vehicle where clients in remote areas of the Shire or who are confined to their house are able to access public library facilities.

Council is also a funding contributor to Western Riverina Arts (WRA) with the Community Development Manager a member of the Board. WRA is a not-for-profit organisation dedicated to supporting the development and promotion of the arts.

Council sold its shares in Southern Phone Company Limited in December 2019 as the company was sold, income received was \$785,714.00.

Council owns 10,000 shares in Narrandera District Investments Limited being the Narrandera Franchise of the Bendigo Bank.

WORKS ON PRIVATE LAND

Council undertook generic works such as installing culverts, mowing grass or removing excess vegetation on private land in 2019-2020 raising revenue of \$94,536.13.

Council policy with regard to charging for these private rates is as follows:

Plant Hire Rates	Reviewed each year based on commercial rates and includes operator
Additional Labour	Actual cost plus on costs and overheads
Stores and Materials	Actual cost plus 25% for overheads

Section 67 of the Local Government Act 1993 provides that Council must not carry out work under this section if it is proposed to charge an amount less than the approved fee unless the proposed fee is made by resolution of the Council at an open meeting of Council before the work is carried out.

During the reporting year there were no Private Works undertaken at less than the rates set and therefore there are no Council resolutions required by Section 67 (2) (b) of the Act.

CAPITAL WORKS PROGRAM 2019-2020

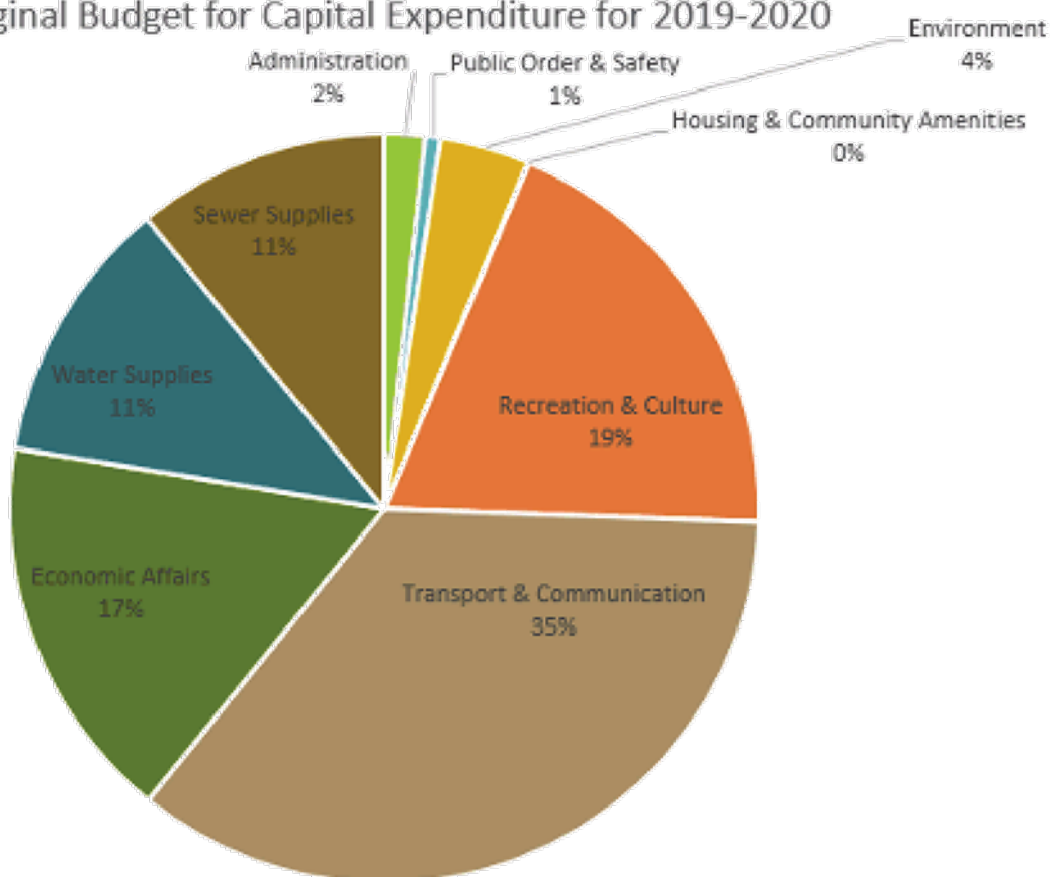
In 2019-2020, Council adopted an original budget of \$12.825 million capital works program, of which \$1.475 million was planned for the water fund, \$1.4 million for the sewer fund and \$9.950 million for the General Fund.

During the year, Council adopted carry over works and other items not originally in the budget to be added to the program leaving the total budget of the program to be \$18.595 million.

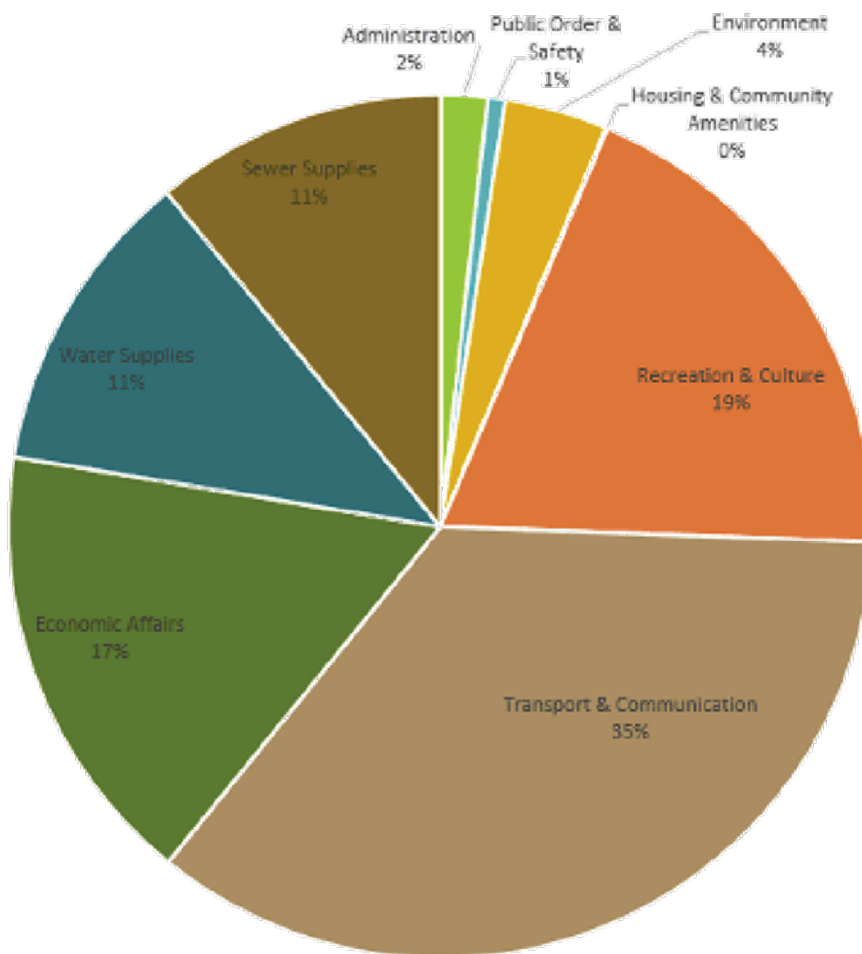
As at 30 June 2020:

- 30% of the program was complete
- 2% were cancelled
- 64% was identified as being in progress and will be carry-over projects
- 4% of the program was deferred until a later date.

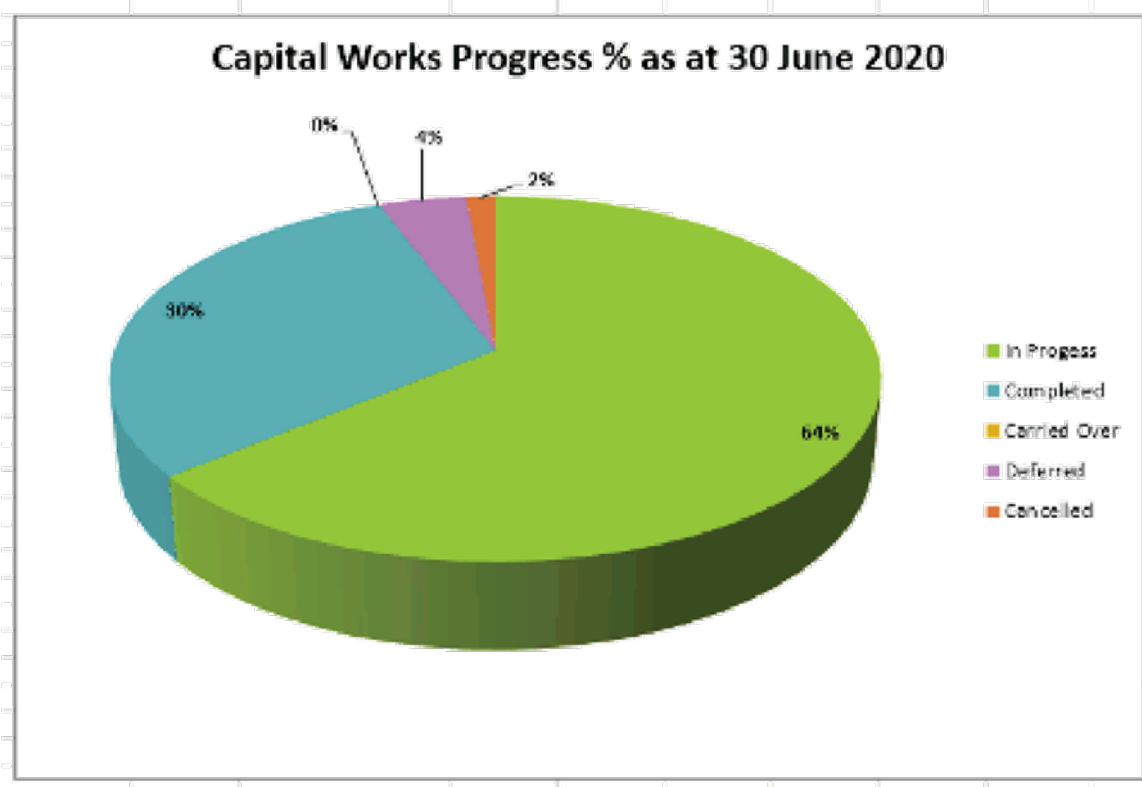
Original Budget for Capital Expenditure for 2019-2020



Total Capital Expenditure as at June 30 2020

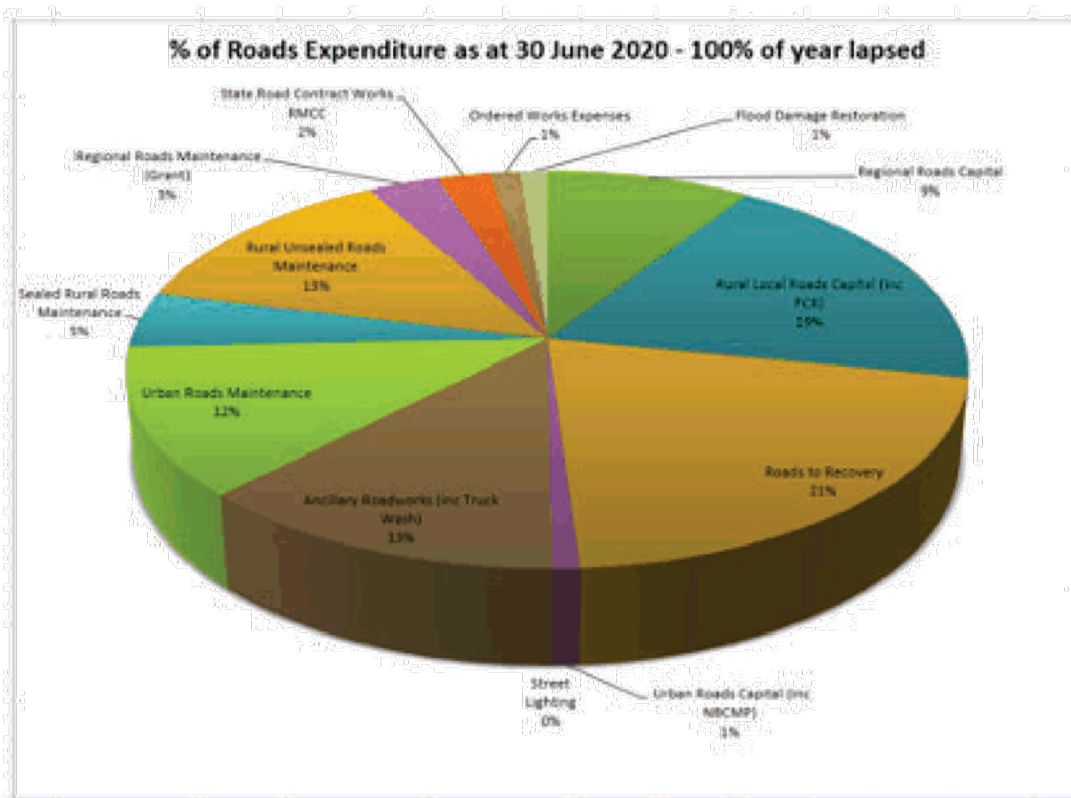
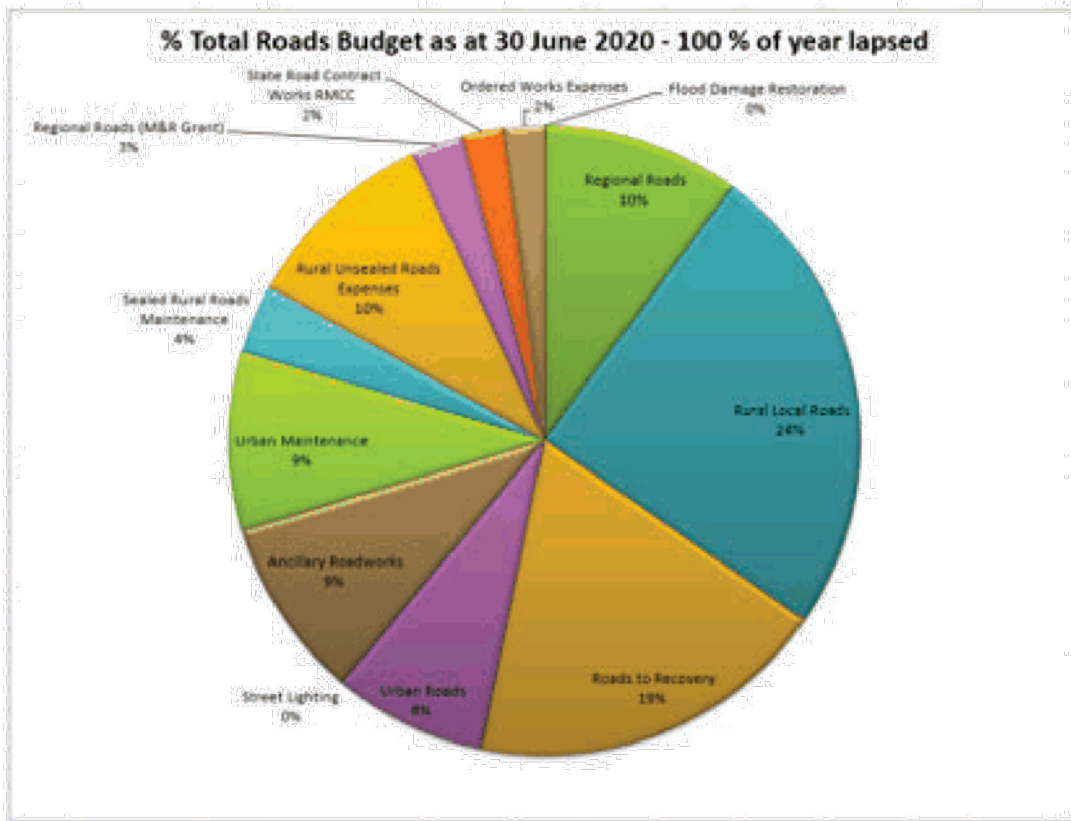


Capital Works Progress % as at 30 June 2020



Council's road program had the largest portion of the budget with details of the program represented below in pie charts.

The Flood Damage Restoration and Roads to Recovery Program had the largest percentage of expenditure which was all grant funded.





2 Our community

The 2016 Census information provided by the Australian Bureau of Statistics (ABS) details that there were 5,853 residents within Narrandera Shire. Of this amount 50.4% of persons were female and 49.6% of persons were male. Of the total Shire population 9.7% identified as being of Aboriginal or Torres Strait Islander descent and 22.1% of the population aged 65+. Analysing the Shire workforce 2,475 persons were reported as being in the workforce, with 60.1% employed full-time, 26.9% employed part-time and 13% employed under other conditions.

Following are some of the activities that Council has been associated with during the 2019-2020 reporting year.

CHILDREN

During the reporting period, Council has been actively involved in supporting a number of community services including:

1. Assistance to Narrandera Little Connections Playgroup

Council continues to provide a building for use by the Narrandera Play Group to conduct its weekly activities. The premises are part of the Emergency Operations Centre and is currently provided free of charge.

2. Assistance to Narrandera Pre-School on Dixon Park

Council is the owner of the land upon which the Narrandera Pre-School on Dixon Park is sited. The centre provides learning-based activities and social interaction for children prior to entering mainstream schools.

3. Recreational Activities

Council continues to support Narrandera Fusion who work with young people in schools and at risk youth.

4. Playground Equipment

Council continues to replace and add to existing play equipment at various locations across the Shire. The adventure playground located at Marie Bashir Park continues to be a much used and loved facility by locals and visitors alike.

5. Festivals/Street Parades and Competitions

Children from all schools within the Shire are invited and encouraged to participate in various street festival parades and also participate in colouring in competitions such as those run as park of bike week.

6. Assistance with School and TAFE Awards

Council continues to sponsor scholastic and merit awards at annual school presentations across the Shire and, where possible, the Mayor or the General Manager represents Council.

YOUTH

In November 2019, the Narrandera Youth Advisory Council were inducted into Council and held their first meeting, where they elected their Youth Mayor Braden Lyons and Youth Deputy Mayor Abigail Pettigrew.

The Youth Advisory Council submitted an application to the grant program Stronger Country Communities Round Three funding, to fund the Youth Food trailer. This application was successful, and the Youth Council will use the project to provide work-ready skills to the youth community, with all profits from the operation being put towards future youth programs.

In December 2019 and March 2020, member Mia Geddes and Youth Deputy Mayor Abigail Pettigrew resigned, and two new members Madeline Fraser and Mia Briggs were appointed to the Youth Council. With the Youth Deputy Mayor position vacant, elections were held, and Wesley Bamblett was elected as the new Youth Deputy Mayor.

Below images clockwise from left: 2020 Youth Advisory Councillors Isabella Beaumont, Wesley Bamblett, Kayleigh Cassidy, Braden Lyons, Suzanne Litchfield (Community Liason Officer), Mia Briggs, Madeline Fraser. 2020 Youth Deputy Mayor Wesley Bamblett and Youth Mayor Braden Lyons. The Official Youth Space Opening.



ROAD SAFETY

As a partner in the NSW Government's Local Government Road Safety Program (LGRSP), Narrandera Shire Council employs a Road Safety Officer to develop and implement local road safety projects.

This year Narrandera Shire Council supported NRMA Safer Driving - Wagga Wagga to provide the Safer Drivers Course locally for the first time in October 2019 and the again in March 2020. Previously Narrandera learner drivers had to travel to Wagga Wagga or Griffith to complete the course. Accessing the course was difficult for Narrandera residents and placed them at a disadvantage compared to learners in larger centres. Council provided a venue, promoted the course and covered the travel costs of the course presenters to bring the course to Narrandera. The Safer Drivers Course helps young drivers on their L-plates prepare for driving solo when they graduate to provisional licences. The learner drivers who participated received 20 hours of logbook credit for completing the five hour course.

Helping Learner Drivers Become Safer Drivers (HLDBSD) workshops were held at the same time as the Safer Drivers Course. The HLDBSD workshop is for anyone supervising a learner driver including parents, relatives, friends and carers of the learner driver. The workshop helps these supervisors to feel confident and motivated to provide supervision for learner drivers. Having the Safer Drivers Course and the HLDBSD workshop starting at the same time at the same venue provided a unique opportunity for the learners and their supervising drivers.

Courtesy Breath Testing (CBT) was held in conjunction with the 'win a swag' promotion at the TC Lee Memorial and Narrandera Cup Race Days, as well as Narrandera Rodeo. Courtesy Breath Testing was also provided at the football finals held at Narrandera Sportsground. This initiative aimed to increase awareness and discussion in the community regarding drink driving and reinforce the Plan B message to avoid driving after drinking.

Licensed venues across the Shire were offered the opportunity to participate in a free 'win a swag' promotion, highlighting sleeping in a swag as a Plan B option. Participating venues were provided with Plan B t-shirts for staff to wear, Plan B coasters, bar runners, pull-up banners and posters.



Photo: Safer Drivers Course participants with Christine Hillis and Francene Carroll from NRMA Safer Driving – Wagga and Regions.



Photo: Courtesy Breath Testing stand at Narrandera Cup Race Day.



Photo: Participants at the RSA course held in December 2019.

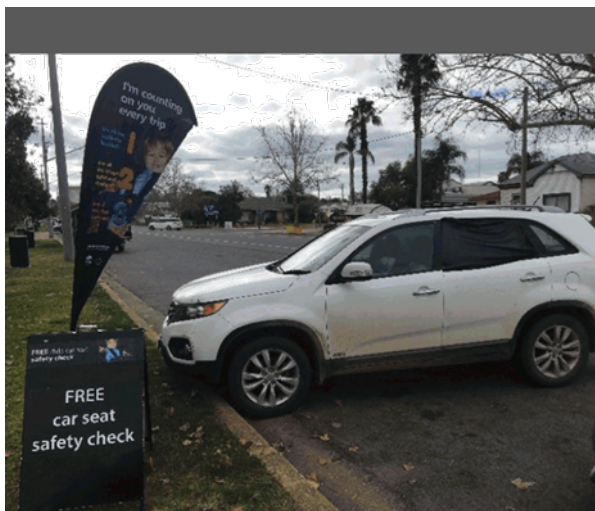


Photo: Residents had the opportunity to have their child restraints checked during Local Government Week.



Photo: Bring out your bike Narrandera participants.



Photo: Free face painting by Meg was very popular at the Bike Week event.

Council provided the opportunity for 14 residents to complete their Responsible Service of Alcohol (RSA) qualification locally with the course held in December. The participants aged from 17 to 25 years were eligible for a 50 per cent subsidy. The project targeted 17-25-year-old persons as they are overrepresented in the crash statistics, with nearly 50 per cent of drivers in crashes with alcohol as a contributing factor in the 2013-2017 period in this age group. The RSA course provides an opportunity to educate people aged 17-25 years about the effects of alcohol. The value of the RSA course for employment opportunities helps to encourage participation in the project. A second course was planned but cancelled due to COVID-19 restrictions.

Variable Message Sign boards were placed on state roads in Narrandera Shire for December-January, Easter-Anzac Day and also the June long weekend holiday periods. A range of messages were displayed focusing on speed, fatigue and drink/drug driving. This was supported by a local social media campaign over the same period.

During Local Government Week a child restraint checking day was held at Marie Bashir Park. Residents had the opportunity to have their car child restraints checked by authorised fitter Rodney Flanagan from Safari Motors, while children were able to enjoy the jumping castle and Meg's face painting. Nine families took the opportunity to have their child restraints checked. Only two of the vehicles checked had their restraints correctly fitted which supports the often quoted statistic that two in three child car seats are not being used correctly and highlights the importance of having restraints installed by an authorised fitter.

Bike Week promoted bike safety and increased community awareness of the bike tracks and shared paths around Narrandera Shire. Residents showed their support by bringing out their bikes and getting involved in the Bike Week activities at Marie Bashir Park on Sunday 29 September. A free helmet exchange gave riders the opportunity to swap their old helmet for a new one, with more than 30 new helmets distributed. Younger riders enjoyed cycling within the park with more experienced riders used the shared paths to venture further. The Lions Train and face painting were also a highlight of the day. There was plenty of community involvement with free bike maintenance checks provided by Eurells and the Lions Club providing a sausage sizzle. All participants