



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

19 April 2022

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Our Narrandera Shire 2034 Community Strategic Plan

(Word version from which Edwina Foley will be
creating an exhibition document)

Inside front cover: Acknowledgement to Country

2 | Page - Presented to Council for adoption for exhibition purposes 19 April 2022

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Introduction to ‘Our Narrandera Shire 2034’

The following document is the latest Community Strategic Plan (CSP) for Narrandera Shire Council.

This is a third generation document and has been prepared in accordance with the guidelines established by the NSW Office of Local Government including the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Integrated Planning and Reporting Guidelines for Local Government in NSW, issued September 2021.

The first CSP was adopted prior to 1 July 2012 with the second generation adopted prior to 1 July 2016. Since adoption of the original 2012 version the community, Council and staff have become more informed about Integrated Planning and Reporting and better understand how the reporting cycle continues to provide guidance for effective management, community involvement and improved transparency of the operations of Council.

Local Councils operate in an increasingly complex environment, with responsibilities under many pieces of legislation and policies. Councils also have direct relationships with both Commonwealth and State agencies with the Integrated Planning and Reporting framework allowing the integration of community priorities into Council strategies and plans but also maintaining accountability and transparency by regular monitoring and reporting.

This document ‘Our Narrandera Shire 2034’ contains the aspirations of the community as a whole and has been developed through the feedback of many community members obtained during community consultation in the latter part of 2021.

The Councillors of Narrandera Shire Council thank the community at large for taking the time to offer comment on the development of this document.

Message from the Mayor

I am proud to present the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Since the first Community Strategic Plan was adopted in 2012 it has been used by Council to make informed decisions and to set the agenda for long-term planning of projects, infrastructure and services across our Shire.

This document was originally scheduled to be reviewed following the September 2020 Council election, however due to the global COVID-19 pandemic the election was delayed until December 2021 – despite this delay our staff have worked hard behind the scenes consulting with many stakeholders to ensure that the CSP contains the aspirations of our communities.

This updated document builds on the previous 2016 CSP and takes on board the information gathered from consultation activities that have recently taken place such as the 2021 Community Survey conducted by Micromex, also the consultation sessions facilitated Sea and Star Advisory Pty Ltd late 2021. The community session for this document, included traditional face-to-face formats, meeting with individual community organisations and individuals, also using an extensive QR Coded survey distributed to the community with the November 2021 rate instalment and November 2021 water consumption account. Council also used its social media present and the Council newsletter to widely promote the survey.

Council has a custodial role through the initiation, preparation and maintaining this Community Strategic Plan however its implementation requires continued partnerships with other organisations, agencies, committees, community groups and our volunteers.

Thank you for your valuable contribution.

Mayor Neville Kschenka

(Edwina maybe an image of the Mayor)

Message from the General Manager

Councils need to focus on long term strategic planning and to set priorities through community consultation, the preparation of this document 'Our Narrandera Shire 2034' is an important part of this process.

In creating this document, we have had to ask ourselves:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How do we know when we have arrived?

In other words, the Community Strategic Plan captures the strengths, issues and potential opportunities for our Shire and in response it establishes strategies for the outcomes that we all want.

This document retains our current 5 themes of Community, Environment, Economy, Infrastructure and Leadership but as you will read the community aspirations have evolved from 2016 – in the new document there is a mix of valuing what we currently have but also seeking to create additional opportunities. Our long term aim is to keep the great opportunities that we already have at the same time creating new opportunities that can arise from future change and growth.

Similar, to Mayor Kschenka, I would also like to thank the community for their valuable contributions in developing this document.

Mr George Cowan

(Edwina maybe an image of the GM)

What is Integrated Planning and Reporting

Integrated Planning and Reporting is a framework introduced in 2009 whereby all NSW Councils are required to develop, document and report on plans for the future of their communities.

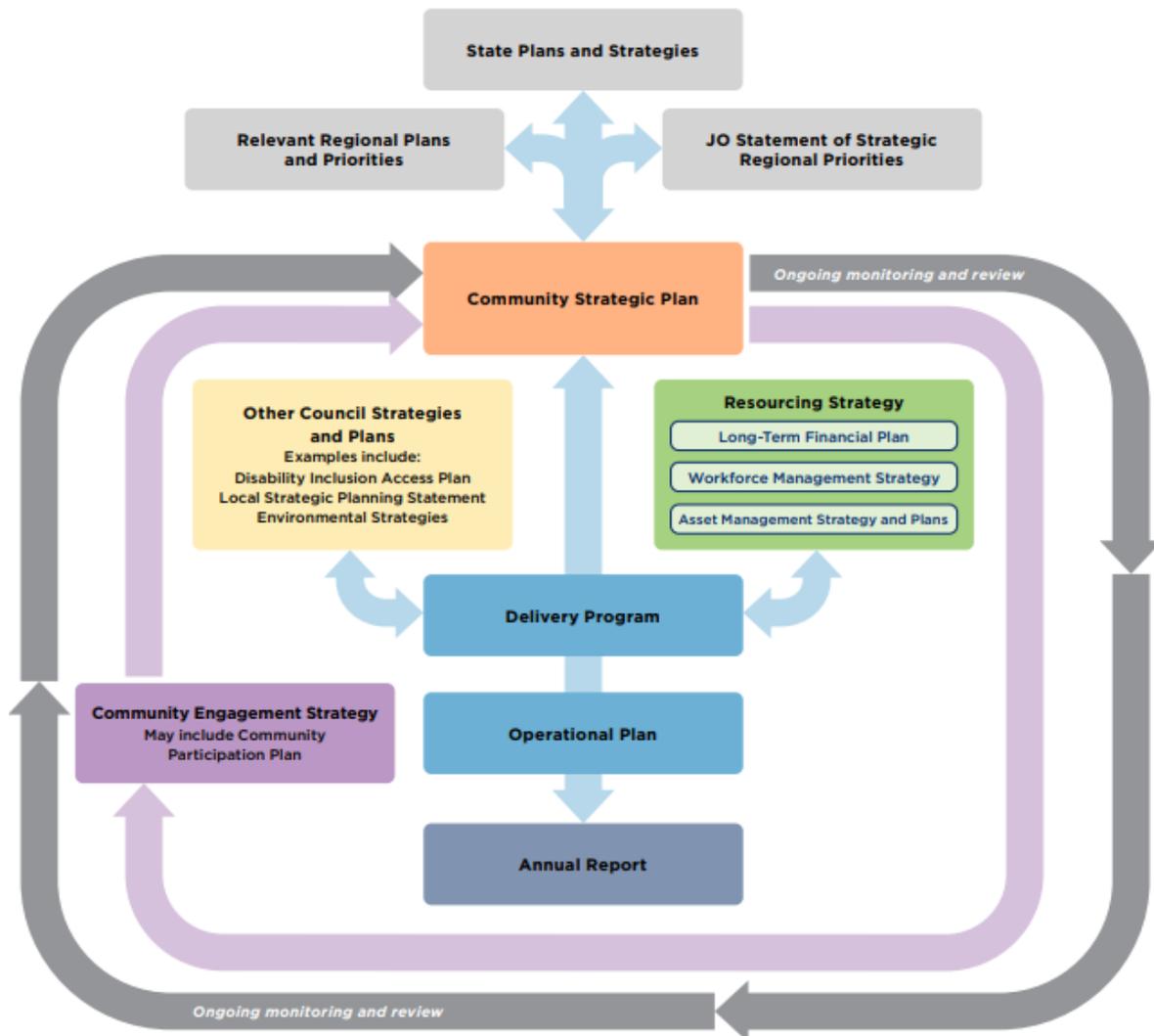
Narrandera Shire Council produced the first generation of documents in 2012 followed by the second generation in 2016 and now the development of the third generation in 2022.

At this point in time the next generation of Integrated Planning and Reporting will be developed during 2024 and adopted by Council before 30 June 2025.

Integrated Planning and Reporting is essentially the relationship between many strategic documents both within the organisation and external to the organisation that must be robust, flexible and cohesive enough to work together in rapidly changing circumstances and opportunities - their integration supports a clear vision for the future and provides a clear roadmap for delivering community priorities and aspirations.

The role of the community is at the heart of the framework, engagement with the community is critical to understand their vision for the future and priorities to feed into key elements of the framework.

Below is the Integrated Planning and Reporting framework prepared by the NSW Office of Local Government.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022

This document, the Community Strategic Plan (CSP), is placed at the top of the framework cycle and is pivotal in the reporting, ongoing maintenance and review phases. It has a minimum 10 year horizon and is reviewed at the time of election of a new Council every 4 years and is to be adopted by the 30 June the year following the election.

The (CSP) is the highest level of strategic planning undertaken by a Council, the objectives of which are supported by all other plans and strategies. The CSP articulates community vision and aspirations but also considers State and Regional plans as they apply to Council. As a minimum a CSP must contain community vision, strategic directions and outcomes, also measures on progress.

What are the Principles of Social Justice?

During the consultation phase of developing the 2022 CSP it has been important to apply the Principles of Social Justice being participation, equity, access and rights.

These principles provide guidance on developing strategies actions to achieve greater levels of social inclusion, especially for members of the community who identify as part of the Aboriginal and Torres Strait Islander (ATSI) communities, Culturally and Linguistically Diverse (CALD) communities and people who have a disability or people who support a person living with a disability.

Participation

Enable people to participate in decisions which affect their lives.

Equity

Ensure fair distribution of available resources.

Access

Ensures all people can connect with available goods and services regardless of age, gender, ethnicity or ability.

Rights

Protects individual liberties to information about circumstances and decisions affecting them to the means to appeal decisions where it is believed to be unfair.



What is the Quadruple Bottom Line?

When assessing projects or programs that assist in the delivery of the outcomes of the CSP, Council must apply the principles of the Quadruple Bottom Line (QBL) to assess aggregate economic, social, environmental and governance impacts.

The QBL is illustrated below:

Social	Environmental	Economic	Civic Leadership
<ul style="list-style-type: none"> • Access and equity issues • Cultural activities • Recreation and active living • Built environment - urban design and planning for growth • Providing and maintaining community facilities • Heritage issues • Consultation networks • Public health and safety • Affordable housing • Education • Transport links between communities in our LGA 	<ul style="list-style-type: none"> • Total water cycle management • Preserving biodiversity • Waste management • Protecting specific environmental features • Climate change impacts and initiatives • Alternative energy sources • Air quality • Environmental impact of development • Environmentally sound operation of assets 	<ul style="list-style-type: none"> • Regional economic profiles and opportunities • Economic sustainability strategies • Commercial and industrial opportunities • Small business strategies • Tourism • Providing vocational pathways • Supply chain issues • Transport and trade links with other centres • Financial sustainability of the council 	<ul style="list-style-type: none"> • Policy frameworks • Decision-making principles and allocation of priorities • Leadership and representation • Levels of service • Council's role as a responsible employer • Business efficiency and probity expectations of the council • Ethical practices • Consultation and community participation in decision making • Community ownership and implementation of the strategic plan

Source: NSW OLG website – viewed 24 January 2022

Our Shire

The name 'Narrandera' originates from the Wiradjuri word 'Narrungdera' which mean 'place of lizard or goanna'.

Narrandera Shire is centrally located in the Riverina Region of NSW being 554kms southwest of Sydney, 339km west of Canberra, 437kms north of Melbourne and 824kms east of Adelaide.

The Shire lies within the catchment area of the Murrumbidgee River and is located at the junction of both the Newell and Sturt Highways.

Having an area of 4,116 square kilometres, the Shire sits midway between the main regional centres of Wagga Wagga (99km to the east) and Griffith (98km to the west). The Shire marks the transition between the extensive broad acre agricultural areas of the western slopes and plains to the east and the highly productive Murrumbidgee Irrigation Area (MIA) to the west.

Narrandera Shire is readily accessible by a variety of transport options including a daily passenger air service to Sydney.

The main town in the Shire is Narrandera which is an attractive town known for its tree lined streets, heritage buildings, beautiful natural environs, koala colony and the Lake Talbot aquatic environment comprising both natural and built features – equally important are the smaller communities of:

Binya

Located 71 km northwest of Narrandera on Burley Griffin Way

Barellan

Located 50 km north of Narrandera on Burley Griffin Way

Corobimilla

Located 28 km south of Narrandera on the Sturt Highway

Grong Grong

Located 23 km east of Narrandera off the Newell Highway

Kamarah

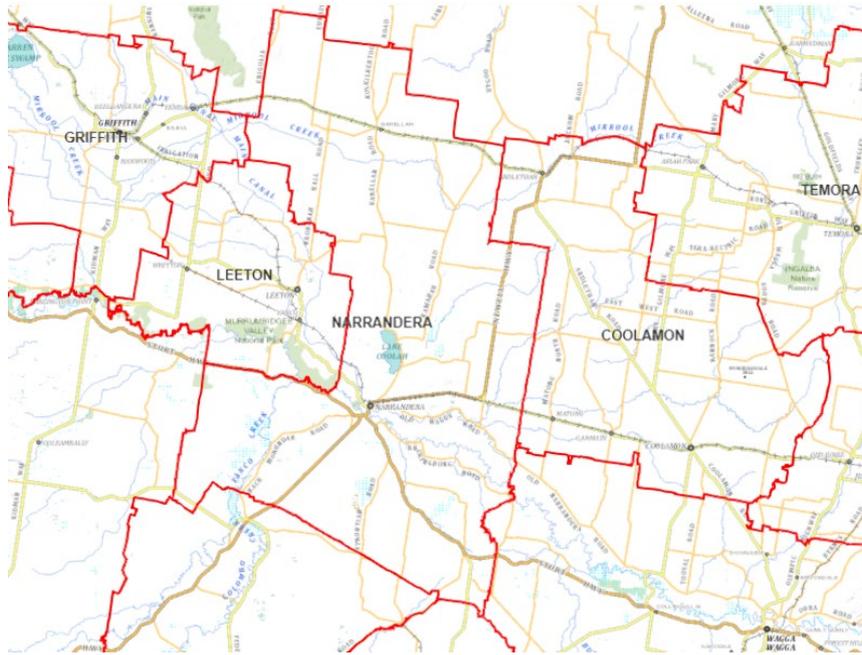
Located 50 km northeast of Narrandera on Burley Griffin Way

Moombooldool

Located 52 km north of Narrandera on Burley Griffin Way

Sandigo

Located 28 km southeast of Narrandera on the Sturt Highway.



Source: NSW OLG website – viewed 24 January 2022



Source: Narrandera Visitor Guide – viewed 24 January 2022

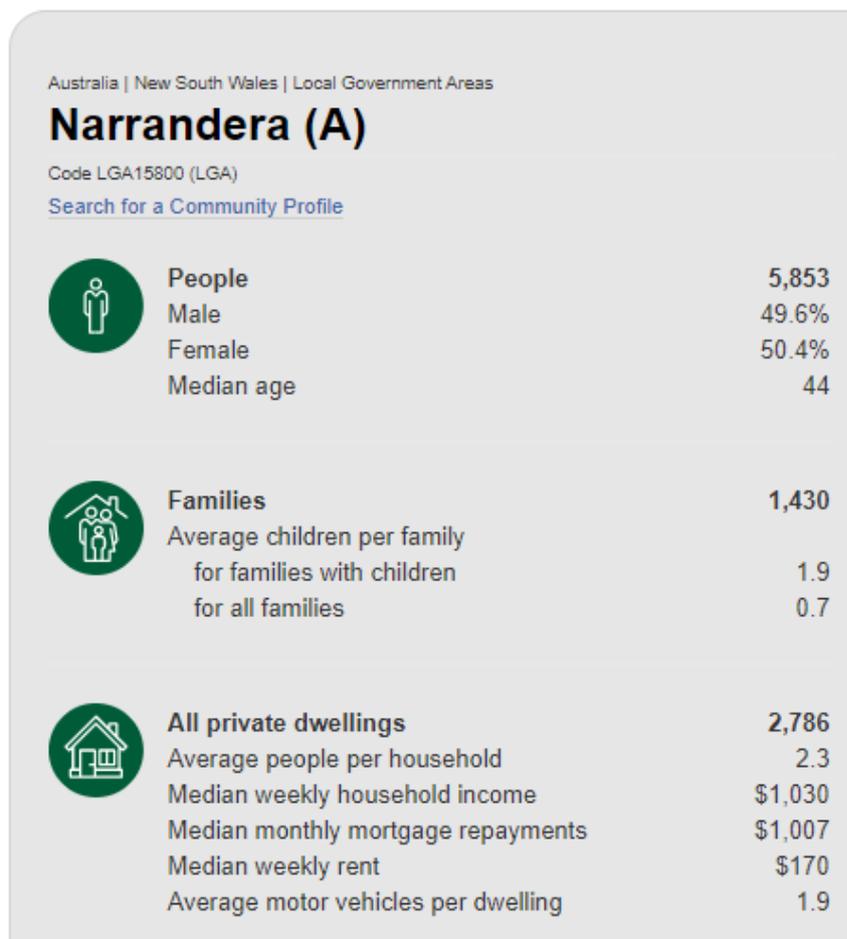
Our population

The latest census data for our Shire is from 2016 with the 2021 census data not scheduled to be released until June 2022.

The following information has been sourced from the Australian Bureau of Statistics which can be viewed in greater detail by visiting <https://www.abs.gov.au> .

Our community is diverse and is rich in Aboriginal history as it is with our European heritage, our community is welcoming to people from other countries and respects their heritage.

2016 Census QuickStats



People — demographics & education

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

People tables are based on a person's place of usual residence on Census night

People	Narrandera (A)		New South Wales		Australia	
<i>Persons count based on place of usual residence on Census night</i>		%		%		%
Male	2,901	49.6	3,686,014	49.3	11,546,638	49.3
Female	2,953	50.4	3,794,217	50.7	11,855,248	50.7
Aboriginal and/or Torres Strait Islander people	569	9.7	216,176	2.9	649,171	2.8

In the 2016 Census, there were 5,853 people in Narrandera (A) (Local Government Areas). Of these 49.6% were male and 50.4% were female. Aboriginal and/or Torres Strait Islander people made up 9.7% of the population.

[View the data quality statement for Place of Usual Residence \(PURP\)](#)

Age	Narrandera (A)		New South Wales		Australia	
		%		%		%
Median age	44	--	38	--	38	--
0-4 years	378	6.5	465,135	6.2	1,464,779	6.3
5-9 years	426	7.3	478,184	6.4	1,502,646	6.4
10-14 years	353	6.0	443,009	5.9	1,397,183	6.0
15-19 years	325	5.5	448,425	6.0	1,421,595	6.1
20-24 years	298	5.1	489,673	6.5	1,566,793	6.7
25-29 years	253	4.3	527,161	7.0	1,664,602	7.1
30-34 years	299	5.1	540,360	7.2	1,703,847	7.3
35-39 years	311	5.3	499,724	6.7	1,561,679	6.7
40-44 years	336	5.7	503,169	6.7	1,583,257	6.8
45-49 years	338	5.8	492,440	6.6	1,581,455	6.8
50-54 years	393	6.7	485,546	6.5	1,523,551	6.5
55-59 years	456	7.8	469,726	6.3	1,454,332	6.2
60-64 years	401	6.8	420,044	5.6	1,299,397	5.6
65-69 years	391	6.7	384,470	5.1	1,188,999	5.1
70-74 years	313	5.3	292,556	3.9	887,716	3.8
75-79 years	211	3.6	217,308	2.9	652,657	2.8
80-84 years	179	3.1	155,806	2.1	460,549	2.0
85 years and over	199	3.4	167,506	2.2	486,842	2.1

The median age of people in Narrandera (A) (Local Government Areas) was 44 years. Children aged 0 - 14 years made up 19.7% of the population and people aged 65 years and over made up 22.1% of the population.

People — employment

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

Employment	Narrandera (A)		New South Wales		Australia	
<i>People who reported being in the labour force, aged 15 years and over</i>		%		%		%
Worked full-time	1,488	60.1	2,134,521	59.2	6,623,065	57.7
Worked part-time	667	26.9	1,071,151	29.7	3,491,503	30.4
Away from work	170	6.9	174,654	4.8	569,276	5.0
Unemployed	150	6.1	225,546	6.3	787,452	6.9

There were 2,475 people who reported being in the labour force in the week before Census night in Narrandera (A) (Local Government Areas). Of these 60.1% were employed full time, 26.9% were employed part-time and 6.1% were unemployed.

The ABS Labour Force Survey provides the official estimates of Australia's unemployment rate. More information about Census and labour force status is provided in [Understanding the Census and Census Data](#).

[View the data quality statement for Labour force status \(LFSP\)](#)

Employment - hours worked	Narrandera (A)		New South Wales		Australia	
<i>Employed people aged 15 years and over</i>		%		%		%
1-15 hours per week	221	9.4	364,637	10.8	1,218,823	11.4
16-24 hours per week	221	9.4	352,817	10.4	1,079,236	10.1
25-34 hours per week	233	10.0	353,702	10.5	1,193,445	11.2
35-39 hours per week	380	16.2	645,428	19.1	2,031,263	19.0
40 hours or more per week	1,111	47.5	1,489,099	44.1	4,591,801	43.0

Of employed people in Narrandera (A) (Local Government Areas), 9.4% worked 1 to 15 hours, 9.4% worked 16 to 24 hours and 47.5% worked 40 hours or more.

[View the data quality statement for Hours worked \(HRSP\)](#)

Occupation	Narrandera (A)		New South Wales		Australia	
<i>Employed people aged 15 years and over</i>		%		%		%
Managers	499	21.5	456,084	13.5	1,390,047	13.0
Labourers	393	16.9	297,887	8.8	1,011,520	9.5
Technicians and Trades Workers	289	12.4	429,239	12.7	1,447,414	13.5
Professionals	277	11.9	798,126	23.6	2,370,966	22.2
Clerical and Administrative Workers	242	10.4	467,977	13.8	1,449,681	13.6
Community and Personal Service Workers	222	9.6	350,261	10.4	1,157,003	10.8
Machinery Operators and Drivers	206	8.9	206,839	6.1	670,106	6.3
Sales Workers	154	6.6	311,414	9.2	1,000,955	9.4

The most common occupations in Narrandera (A) (Local Government Areas) included Managers 21.5%, Labourers 16.9%, Technicians and Trades Workers 12.4%, Professionals 11.9%, and Clerical and Administrative Workers 10.4%.

Council Values (ECLAIRS)

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

Community Vision

We are a prosperous, diverse and sustainable community, built on a deep sense of trust, care and commitment for each other and our environment

Councillors of Narrandera Shire

(Edwina we need to include an image of the new Council and names)

Working together

The CSP is a document that contains the aspirations of the community as a whole; it contains guidance for the Council on where the community realistically aspires to be in the next 10 years and beyond.

Achieving the aspirations contained within this document and the supporting documents will not be easy, nor will it be the sole responsibility of Council to deliver every action in this document - rather the delivery of some of the outcomes will require resources from many partners including the Commonwealth Government, the NSW State Government, the many businesses that contribute to our economy, local committees, our local community organisations as well as the countless individuals that do so much for the wider community.

In a lot of actions Council will act as the facilitator, the advocate, the enabler or a supporter.

Community expectations of NSW Local Government for the delivery of infrastructure and services has increased over the years, while at the same time other levels of Government have devolved various functions to Councils. The overall effect has been the need for Council to improve on existing services and service standards, accept the management of new services and to provide a greater range of services – meanwhile there is limited revenue to fund these higher levels of service, devolved services and service expectations.

Although Council has developed the 'Our Narrandera Shire 2034' document on behalf of the community, Council is not wholly responsible for its implementation. Transforming community expectations into reality depends on the collective actions of individuals, community groups, organisations, the private sector and all levels of Government.

The role of Council will be to:

- Identify local service and infrastructure priorities in consultation with the community
- Balance community expectation with available resources
- Carry out specific regulatory functions
- Work closely with both Commonwealth and State agencies to deliver outcomes to the community
- Partner with community groups and non-government agencies
- Advocate for services to address community needs
- Support volunteerism in the community such as being a member of a Council committee or encouraging people to be active in the services provided to the community such as visitor services or tasks at the library or driving for community transport.

For each of the 5 themes are the partners, influencers, advocates and decision makers that may be able to assist Council to attain the aspirations contained within this CSP by assisting where we want to be in 10 years' time, how will we get there and how will we know when we have arrived.

Council finances and services

Finances

Council manages revenue annually of approximately \$27m; rates and charges comprise around \$8.3m or 31 per cent of this with the remaining \$18.7m mainly derived from other revenue sources such as fees & charges, interest on investments and grant funding (information based on consolidated 2020-2021 financial year audited statements). The role of Council has expanded significantly from the traditional days of roads, rates and rubbish. Council now has a much greater responsibility and accountability for the overall health and wellbeing of the community and is also seen as the custodian, negotiator, resolver and participant for many non-traditional areas.

To manage its ever evolving role Council actively seeks additional revenue such as grants to fund and deliver the level of services that are needed to maintain a prosperous and healthy community.

Holistically, Council has a considerable range of responsibilities, some of which are listed below:

The management of facilities and reserves

Sportsgrounds, playgrounds, community parks and gardens

Swimming pools

Some community halls

Library

Cemeteries

Venues for Arts & Culture

Museums

Some waterways and bridges

Civic buildings as well as some residential and commercial buildings

Landfill sites

Council is also the Reserve Manager for many Crown Land reserves such as the Lake Talbot environs, Narrandera Flora and Fauna Reserve, Narrandera Wetlands, Brewery Flat area also some of the Rock Water Holes precinct

The delivery of services

Support to our Aboriginal, youth, aged, disabled and culturally and linguistically diverse community members

Building and environmental health control

Land use and natural environment planning

Determining development applications (DAs)

Visitor Services and organising some community events

Some ageing and disability services including Community Transport and the Commonwealth Home Support Program

Stormwater and flood management

Infrastructure management
Water and sewer reticulation networks and services for parts of the Shire
Emergency management
Noxious weed control
Animal control
Bushfire mitigation
Management, maintenance and promotion of the Narrandera/Leeton Airport facility in conjunction with Leeton Shire Council
Waste management including collection and recycling services and kerb-side collections when scheduled
Maintenance and improvement to local roads as well as working with the Transport NSW to maintain key routes
Street lighting, footpaths and other community infrastructure

Council Governance

Includes the administration of the many matters relating to our Shire such as customer service, policy and strategic planning, financial matters, risk management, economic and business development, new infrastructure and/or the maintenance of existing infrastructure, access to information, community engagement and advocacy for our Shire.

An example of how Council provides facilities and services to the community

A community member might say, I don't use any of the services provided by Narrandera Shire Council, however the reality is that Council has a presence almost everywhere – let's consider the following scenario.

It's a typically beautiful day in Narrandera Shire – it is January, and it is in the middle of school holidays. You live on the outskirts of Narrandera, so you decide to take the children and visitors to Marie Bashir Park for a barbeque lunch using one of the new barbeques & shelter and let the children play in the adventure playground also the skatepark – given they are close by your visitors decide to shop at the Visitor Information Centre. While preparing lunch you purchased from local businesses you notice other families have the same idea and are also having a picnic and notice people enjoying the running track that surrounds the oval also a group of friends are enjoying a friendly game of touch football being playing inside the oval. Your children need to use the amenities which are close by and pay their respects to the Wiradjuri Honour Wall.

Following lunch, you decide to visit the Narrandera Wetlands, then drive to the Flora and Fauna Reserve to see a koala. The children of your visitors are so excited to see the Lake Talbot Water Park that your plans suddenly change and after admiring a koala in a tree, you all drive to the

water park to swim and enjoy the splash park for the rest of the day. On the way home you take a side trip to visit the Rocky Waterholes precinct and walk across the Broken Bridge.

The following day your visitors decide that they would like to see more of the Shire so firstly it is off to Grong Grong for the children to play at the Grong Grong Park also the Earth Park then you take a take a cross country drive to Barellan to see the big tennis racket and then visit the Barellan War Memorial Pool. After a day of being a tourist it is time to head back to Narrandera and chose from the many venues to have dinner.

Being the last day of their holiday, your visitors decide that they want a quite-day, so you head to the library to borrow a few DVD's and whilst in Narrandera you all decide to have coffee and lunch at one of the many venues and then decide to shop in the many unique stores. Finally, it is back to the car using footpaths and pedestrian crossings then drive home using a recently sealed Council roadway.

Notice the underlined and highlighted words? Most of the activities in the above story involved the use of facilities and/or the use of services maintained or provided by Council – including many others that you may not be aware of such as waste management in removing waste street bins, stormwater drainage, grass mowing, tree management, directional and general signage, the cleaning of amenities, street sweeping, also the supply of potable water and sewage disposal.

Linkage with other plans external of Council

The strategies of 'Our Narrandera Shire 2034' are aligned with the NSW Premier's Priorities which can be viewed by selecting the following link – [NSW Premier's Priorities](#) and also aligned with the Riverina & Murray Joint Organisation (RAMJO) which can be viewed by selecting the following link – [RAMJO Regional Priorities](#). There are however other plans and strategies that can apply, and some are listed below.

Our Community

Premier's Priorities: A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do, and breaking the cycle of disadvantage.

Proposed to be achieved by: Lifting education standards, keeping children safe, breaking the cycle, improving the health system, better environment, and better customer service.

Regional Priorities: Communities that can grow and thrive in times of changing needs and expectations.

Other relevant plans: Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. [Regional Services and Infrastructure Plan tNSW](#), [Exceptional Rural Health Care – MLHD 2021-2026](#), [Inside Out – NSW State Library Strategic Plan 2019-2023](#), [Riverina Murray Sport and Active Recreation Plan 2018-2023](#), [NSW Disability Inclusion Action Plan 2021-2025](#), [NSW Police Force – Statement of Strategic Intent](#), [NSW Department of Education Strategic Plan 2018-2022](#)

Our Environment

Premier's Priorities: A strong economy, well connected communities with quality local environments.

Proposed to be achieved by: Better environment.

Regional Priorities: Manage and conserve water resources for the environment; Protect and manage the regions environmental assets: Increase resilience to natural hazards and climate change.

Other relevant plans: Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. [NSW Climate Change Policy Framework](#), [Riverina Murray Regional Emergency Management Plan](#)

Our Economy

Premier's Priorities: A strong economy, highest quality education, well connected communities with quality local environments and breaking the cycle of disadvantage.

Proposed to be achieved by: Lifting education standards, breaking the cycle, improving the health system, better environment, and better customer service.

Regional Priorities: Protect the region's diverse and productive agricultural land; Promote business activities in industrial and commercial areas; Promote tourism opportunities; sustainably manage water resources for economic opportunities; Promote the diversification of energy supplies through renewable energy generation; Support and protect ongoing access to air travel; Protect the region's Aboriginal and historic heritage.

Other relevant plans: Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. [NSW Housing Strategy – Housing 2041](#), [Visitor Economy Strategy 2030 – Destination NSW](#), [NSW Regional Infrastructure Plan](#), [NSW Disability Inclusion Action Plan 2021-2025](#), [NSW Department of Education Strategic Plan 2018-2022](#)

Our Infrastructure

Premier's Priorities: A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do.

Proposed to be achieved by: Lifting education standards, improving the health system, better environment, and better customer service.

Regional Priorities: Enhance road and rail freight lines; Support and protect ongoing access to air travel; Identify and protect future transport corridors.

Other relevant plans: Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. [NSW Regional Infrastructure Plan](#), [Regional Services and Infrastructure Plan tNSW](#), [NSW Disability Inclusion Action Plan 2021-2025](#)

Our Leadership

Premier's Priorities: A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do, and breaking the cycle of disadvantage.

Proposed to be achieved by: Lifting education standards, keeping children safe, breaking the cycle, improving the health system, better environment, and better customer service.

Regional Priorities: Support the growth of health and aged care sectors; Promote the expansion of education and training opportunities; build resilience in towns and villages; manage rural residential development.

Other relevant plans: Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. [Regional Services and Infrastructure Plan tNSW](#), [Exceptional Rural Health Care – MLHD 2021-2026](#), [Inside Out – NSW State Library Strategic Plan 2019-2023](#), [Riverina Murray Sport and Active Recreation Plan 2018-2023](#), [NSW Disability Inclusion Action Plan 2021-2025](#), [NSW Police Force – Statement of Strategic Intent](#), [NSW Department of Education Strategic Plan 2018-2022](#), [Riverina Murray Regional Emergency Management Plan](#)

Our Five Key Themes

OUR COMMUNITY

OUR ENVIRONMENT

OUR ECONOMY

OUR INFRASTRUCTURE

OUR LEADERSHIP

How to read this plan

A page example and explanation tags will be provided in the version to be adopted in April 2022 for exhibition.

1. Our Community

What some community members said about 'Our Community'

- Narrandera is a welcoming place, home to a small and caring community
- People are not satisfied with the health services, especially for mental health
- People commonly must drive to either Wagga Wagga for specialist treatment or rely on community transport
- There is not enough reference to the youth of our community, our Aboriginal and Torres Strait Islander community or newcomers to our community
- Narrandera's potential is within its way of life integrating natural scenery, built environment and welcoming community
- Community is about coming together, volunteering and love where you are from
- Narrandera does try to be inclusive
- Younger people don't have the same time to volunteer, and maybe not the inclination
- Social media has an unwelcome culture of putting everything down
- The Op Shop brings together the best of Narrandera's 'can do' attitude such as volunteerism and generosity

Aspirations for Our Community

- 1.1 To live in an inclusive, healthy and tolerant community with a positive attitude toward others.
- 2.1 Work together to advocate for quality health, education, youth and social services.
- 3.1 To feel connected also safe.

Actions to get us there

- 1.1.1 Acknowledge and celebrate our local Wiradjuri culture.
- 1.1.2 Support opportunities for community participation in diverse arts and cultural activities.
- 1.1.3 Work with event organisers to promote and improve participation in local events and festivals.
- 1.2.1 Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives.
- 1.2.2 Work with the Youth Council to implement the Youth Strategy.
- 1.2.3 Integrate the Youth Council into official Council and community events.
- 1.2.4 Continued advocacy for the delivery of integrated health services and well-being programs.
- 1.3.1 Maintain and enhance the connection between Council and the community using available communication channels.
- 1.3.2 Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee.
- 1.3.3 Ensure that the CCTV network is functional and there is a program for enhancement.
- 1.3.4 Provide transport opportunities to support independent living at home.

How will we know when we get there?

- A community that is more aware of its Wiradjuri heritage.
- Our Cultural Plan supports opportunities for the community in the arts and our economy through cultural events, programs and initiatives.
- Community events that are well attended and promote community spirit.
- A Youth Council that is considered part of Council.

- Continued improvements in the delivery of integrated health services and well-being programs.
- A community and Council that are engaged.
- Strengthened critical emergency services and personnel.
- An enhanced CCTV network that captures anti-social behaviour.
- A community transport service that supports independent living at home.

2. Our Environment

What some community members said about 'Our Environment'

- Compost bins are needed
- The cultural aspects of the environment should be acknowledged
- It would be good to have wider knowledge of where the Aboriginal sites of significance are – some sacred sites are not preserved
- Parks could be better integrated with reserves
- Narrandera could do with another park, as the main one is 'chock-a-block'
- Henry Mathieson oval is perceived as being fenced off and locked
- The Common (Flora and Fauna Reserve) gets too readily locked up for months after rain
- The community is half conservative, half not, in acting on the environment
- Expert groups in the community, like Landcare, could be tapped into by Council

Aspirations for Our Environment

- 2.1 To value, care for and protect our natural environment.
- 2.2 Enhance our public spaces to enrich our community.
- 2.3 Maximise greater re-use of resources to increase sustainability within our community.

Actions to get us there

- 2.1.1 Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera.
- 2.1.2 Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity.
- 2.1.3 Preservation and enhancement of our significant tree assets to maintain our signature streetscapes.
- 2.2.1 Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area.
- 2.2.2 Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community.

- 2.3.1 Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams.
- 2.3.2 Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy.

How will we know when we get there?

- Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.
- Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity.
- The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council.
- All playgrounds under Council control are considered fit for purpose to applicable service standards and by the community.
- Council facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that a strategic plan is in place for their replacement or renewal.
- Options to minimise waste streams to landfill and to promote reuse and recycling are identified and progressed.
- Council progresses the 24 short to medium term actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.

3. Our Economy

What some community members said about 'Our Economy'

- Healthy people support a good economy
- Jobs and opportunities will make it easier to for young people to stay – or come back – as an attractive place to live and work
- The lack of growth is undermining the prospects of the community
- People are wanting easily accessible services but are frustrated
- Modern contracting arrangements and service models mean people often don't know about local services that are available, which is bizarre for a small town
- Narrandera Council has proven very good at times at 'thinking outside the square', without this, locals would miss out on opportunities and services
- Barellan needs serviced industrial land to realise more agricultural value add
- Narrandera can't lose sight of the fact that it is first & foremost an agricultural heartland
- Growing the population is key for many business opportunities but relies on new housing supply. Subdivision and servicing should be a priority

Aspirations for Our Economy

- 3.1 Create strong conditions for investment and job creation through quality infrastructure and proactive business support.
- 3.2 Encourage new housing supply to meet the needs of the community.

Actions to get us there

- 3.1.1 Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains.
- 3.1.2 Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis.
- 3.1.3 Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities.

- 3.1.4 Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities.
- 3.2.1 Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera.
- 3.2.2 Strategic land use planning for future housing, recreational, commercial and industrial needs.
- 3.2.3 Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development.

How will we know when we get there?

- New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.
- The business group and Council view their working relationship as constructive and progressive.
- Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.
- The Narrandera-Leeton Airport operations are strengthened by infrastructure upgrades including the parallel taxiway.
- A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.
- A housing and industrial land strategy is developed and implemented.
- Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies area heard and resolved.

4. Our Infrastructure

What some community members said about 'Our Infrastructure'

- In considering 'essential infrastructure' the first things come to mind are roads, power and water.
- Water supply and related perceptions about low water quality remains the number 1 infrastructure issue among residents.
- Community infrastructure, especially place infrastructure is important. Bike paths investment has been a big win.
- Narrandera and Barellan need facelift.
- Barellan Sportsground is the community hub and worthy of further upgrades.
- Greater housing supply and greater choice, including affordable housing, can play a key role economically, as well as socially, including for older residents or others living with a disability.
- There is a lack of independent living options, so a new senior or disability living village would be especially welcome.
- Cultural infrastructure, including more adaptive use of the Library, is a gap.

Aspirations for Our Infrastructure

- 4.1 To have an improved and appropriately maintained road network.
- 4.2 Actively investigate opportunities to enhance our potable water quality.
- 4.3 To improve, maintain and value-add to our essential public and recreational infrastructure.

Actions to get us there

- 4.1.1 Submit funding applications to maximise opportunities to upgrade the local and regional road network.
- 4.1.2 Plan and undertake road maintenance and upgrades based on available funding.
- 4.1.3 Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way.
- 4.2.1 Implement the adopted Integrated Water Cycle Management Plan (IWCM).

- 4.2.2 Continue to address water quality issues within the potable water supply network.
- 4.2.3 Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities.
- 4.3.1 Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal.
- 4.3.2 Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project.
- 4.3.3 Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan.
- 4.3.4 Through community consultation develop a new masterplan for Marie Bashir Park.
- 4.3.5 Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements.
- 4.3.6 Establish an off-leash companion animal area adjacent to Henry Mathieson Oval.
- 4.3.7 Source funding to improve vehicle parking at the Lake Talbot Water Park.

How will we know when we get there?

- Commonwealth and State funding is sourced to upgrade the local and regional road network.
- Local roads are appropriately maintained with Council's budget.
- The bridge across the main irrigation canal along Irrigation Way is upgraded or replaced.
- Implementation of the IWCM.
- Continued improvements to the Narrandera potable water supply outlined in the 2020 Clean Water Strategy.
- Wastewater is appropriately treated and returned to the environment.
- An informed community about improvements to the Narrandera potable water supply.
- Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.
- The Disability Inclusion Action plan is considered in any project.
- A masterplan for Marie Bashir park is developed.

- Sporting facilities are improved through works agreed with key stakeholders, users and the community.
- A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.
- Parking at the Lake Talbot Water Park is maximised for all users.

5. Our Leadership

What some community members said about 'Our Leadership'

- Greater avenues for contributions from youth are required.
- Access to Council so ideas can be seriously considered is important.
- Collaboration and leadership are critical values for small communities.
- Narrandera Shire needs to keep striving to find the balance between a proactive community and capable Council and its administration centre serving it.
- Narrandera's youth have much to be proud of. We should do all we can to keep them here and contributing as they are. Many of them miss the connection and want to come back.
- Council in general is very responsive and has increased communication significantly through Facebook.
- Limitations in digital infrastructure means that some Narrandera Shire residents are not able to join the trend toward working from home.
- There is a lot of strong spirit in Narrandera to tap into. In utilising social media, it's important not to let its natural tendencies to negativity and criticism overwhelm its benefits.

Aspirations for Our Leadership

- 5.1 Have a Council that provides leadership through actions and effective communication.
- 5.2 Promote a community spirit that encourages volunteerism and values effective partnerships.

Actions to get us there

- 5.1.1 Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.
- 5.1.2 Support ethical, transparent and accountable corporate governance.
- 5.1.3 Gauge customer and resident satisfaction with services and operations.
- 5.1.4 Report on compliance with the financial performance measures within the annual financial statements.
- 5.1.5 Continue strategic advocacy for the strengthening of the Shire centres of learning.
- 5.1.6 Continue strategic advocacy for the improvement of telecommunication networks across the

Shire.

- 5.1.7 Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept.
- 5.1.8 Ensure that workforce policies remain current in a changing environment.
- 5.1.9 Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis.
- 5.1.10 Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation.
- 5.1.11 Recognise the achievements of the Council workforce.
- 5.1.12 Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money.
- 5.1.13 Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network.
- 5.1.14 Monitor the availability of Federal and State funding grants payable to Council.
- 5.1.15 Maximise the revenue streams of Council.
- 5.1.16 Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998.
- 5.1.17 Provide a summary of Development Applications received and assessed.
- 5.2.1 Through energised Advisory Committees seek input for the improvement of facilities and services under their management.
- 5.2.2 Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'.

How will we know when we get there?

- An active Audit, Risk and Improvement program in place and operating effectively.
- A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.
- A community survey that is undertaken in 2024 and the findings are reported to Council and the community.
- Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.
- Improvements to our centres of learning.

- Improved telecommunications network in the Shire.
- An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.
- An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.
- Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.
- A workforce that is recognised for performance, qualifications and service.
- An appropriate Information Technology Strategy is in place and operating.
- Cyber threats to the organisation are reduced.
- Income from funding sources is accounted for and acquitted.
- Revenue for Council is maximised.
- Monitoring of Companion Animal statistics and compliance statistics.
- Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year.
- Energised S.355 Committees and Advisory Committees who seek to improve the community facilities and services under their terms of reference.
- An increase in volunteer activity across the Shire.

Who can assist us to get there?

There is a range of people and organisations that can assist us to realise our strategies and actions through stronger advocacy, physical or intellectual support also financial support; some of these are listed below and more will be identified during our journey.

Partner	Our 5 Themes				
	Our Community	Our Environment	Our Economy	Our Infrastructure	Our Leadership
Aboriginal Affairs NSW	✓	✓	✓		
Aboriginal Elders	✓	✓	✓		✓
Aboriginal Liaison Committee	✓	✓	✓		✓
Agricultural sector producers		✓	✓		
Catholic Education Office	✓				
Community	✓	✓	✓	✓	
Council support	✓	✓	✓	✓	✓
Department of Industry (Crown Lands)		✓	✓	✓	
Department of Prime Minister and Cabinet	✓	✓	✓	✓	
Department of Regional NSW			✓	✓	
Destination NSW	✓	✓	✓		
Energy providers		✓	✓	✓	
Investment NSW				✓	
Local business group	✓	✓	✓	✓	✓

Local schools	✓	✓			
Local and regional media	✓	✓	✓		✓
Local Federal and State Members of Parliament	✓	✓	✓	✓	✓
Murrumbidgee Irrigation		✓	✓	✓	
NSW Department of Planning and Environment		✓	✓	✓	
NSW Department of Primary Industries			✓	✓	
NSW Education	✓	✓	✓		
NSW Environment Protection Authority		✓		✓	
NSW Farmers Association			✓		
NSW Health	✓				
NSW National Parks		✓			
NSW Police	✓	✓			
Office of Local Government	✓	✓	✓	✓	✓
Property owners			✓	✓	
Public Works Advisory – NSW Government				✓	
RAMJO	✓	✓	✓	✓	✓
Riverina Local Land Services		✓			

Identified service providers	✓	✓	✓	✓	✓
TAFE NSW	✓	✓	✓		
Tourism Operators			✓		
Transport for NSW	✓	✓	✓	✓	
Transport providers			✓	✓	
Water NSW		✓	✓	✓	
Western Riverina Arts Board	✓				
Western Riverina Libraries	✓				
Others who we identify along our journey	✓	✓	✓	✓	✓

Your opportunity to become involved

Once endorsed by Council this document and others will be placed on public exhibition purposes for community comment.

Beyond these plans, you can contribute in other ways, such as:

Become a Councillor

Elections are held every four years; the next scheduled ordinary election is expected to be held in September 2024.

Become a member of a Committee

At the commencement of each Council term, the Committee structure is reviewed and applications from the community are welcome. Narrandera Shire has a mixture of Committees where Council delegates some of its function to members to manage but there are also Advisory Committees where recommendations from members are made to Council.

Attend Council Meetings

Council meetings are generally held on the 3rd Tuesday of each month commencing at 2pm in the Narrandera Shire Council Chambers, however, when necessary, the community forum commences at 1.30pm.

Provide Feedback

Take part in any of our community engagement programs, workshops and information sessions where possible. Present your opinions and ideas using mail, email, phone, in person or make an appointment to see an appropriate staff member.

You are also able to contact your local Councillors direct by using the contact details listed on the website of Council www.narrandera.nsw.gov.au.

Volunteer

Becoming a volunteer provides the opportunity to use your valuable skills for a community purpose such as assisting to provide a Council service or program or assist at community events. The Narrandera-Leeton Community Transport service operates with a small group of dedicated volunteers as does the Narrandera Shire Library – without these volunteers these invaluable services may not be readily available or of the same quality that they are at the present time.

According to the Australian Bureau of Statistics 2016 census 1,236 persons within the Shire over the age of 15 stated that they undertake voluntary work for an organisation or a group with represents 26.31% of the population. This is an amazing statistic and Council certainly values the work of those who participate directly with Council and those who volunteer outside of Council.

Measuring progress

To see how successful the strategies and actions are, it is important to identify measures for each action but to also benchmark key areas so that the overall health and wellbeing of the community can be properly assessed.

Community Strategic Plan

The success of 'Our Narrandera Shire 2034' will be measured by establishing community wellbeing measures such as:

Population Growth - using the latest available data from the Australian Bureau of Statistics

Number of Persons involved in the Workforce - using latest available data from the Australian Bureau of Statistics

Number and value of development applications for the 4 year period – using Council information

Visitation to the Shire – using Council information, primarily from the Visitors Information Centre

Satisfaction with Council Services – Community Survey, with the next survey scheduled for early 2024

Satisfaction with Council Infrastructure – Community Survey, with the next survey scheduled for early 2024

Operational Performance Measures

Council will review the progress of the Delivery Program at least every 6 months.

Report card on past performance

Previous Community Strategic Plans act as report cards and below are some achievements delivered through previous documents:

2012-2030 Community Strategic Plan

- Establishment of an Arts and Community Centre through the purchase and refurbishment of the former Masonic Temple
- Upgraded facilities at Marie Bashir Park including new amenities, fitness equipment and shade sails over the Adventure Playground
- New public amenities at Barellan and Grong Grong
- Upgrade of the Lake Talbot foreshore including new carpark, amenities, picnic facilities and embankment stabilisation works
- Partnered with Narrandera Landcare and others to upgrade the Rock Waterholes precinct including the Broken Bridge footbridge across the canal, boat ramp, picnic facilities and a sealed road from the Old Wagga Road
- Improvements to the Narrandera-Leeton airport terminal
- Advocated alongside Kurrajong Waratah for assisted living accommodation
- A masterplan for design works for the enhancement of the Narrandera CBD
- Upgrade works at the Lake Talbot Water Park also the Barellan War Memorial Pool
- Assistance with the construction of new netball courts at Narrandera and Barellan
- Unveiling of the Wiradjuri Honour Wall
- Engaged Blackadder and Associates to conduct an organisational review implementing 95 actions to improve performance
- The first community survey in 2016
- Progressed the Floodplain Risk Management Strategies for Narrandera and Barellan
- Continued success with applications for grant funding
- Placed a successful submission to the Department of Local Government to allow Narrandera Shire Council to remain as a 'standalone' Council

2017-2030 Community Strategic Plan

- Employment of a dedicated Communications Officer within the organisational structure with Council being named as the most engaging Council in August 2019
- New Narrandera Shire Council website launched in 2020
- The second community survey in 2021
- Advocacy efforts for essential services saw the return of a Police presence to Barellan and the return of full staffing levels to the Narrandera Police Station
- Grant funding opportunities saw a major redevelopment of the Lake Talbot Water Park, also the planning for a new Visitor Information Centre to be known as the Narrandera Destination and Discovery Hub which will be a state-of-the-art multi-purpose facility not only welcoming visitors but will envelope them in a multi-sensory experience
- The Red Hill Industrial precinct continued to see steady land sales of existing allotments and a demand for vacant land to be subdivided
- As a result of the COVID-19 pandemic, Council adapted to the changing business environment not only in how the operations of the Council continued to function, but the Economic Development team developed the 'Narrandera Business as Usual' Facebook page to support businesses and created a short-term economic strategy called 'Narrandera Energised'
- Formation of the Narrandera Health Advisory Group to address doctor shortages and other health issues impacting Narrandera Shire residents
- In 2019 a Community Liaison Officer (CLO) was appointed to engage with all sections of the community, in particular the Aboriginal population and the youth of the Shire. Since this appointment the CLO has assisted the Youth Council in attaining grant funding for a food trailer and has strengthened the connection between Council and the Aboriginal community
- The road network continues to be maintained with 75 kilometres of road surfaces resealed, 83 kilometres of new sealing works, 125 kilometres of gravel surfaces re-sheeted and 1,416 kilometres of maintenance grading
- A grant funding application was successful for the Barellan Sewerage Scheme which will see an amount of almost \$5 Million in funding for the design and construction of a reticulated sewerage scheme, this will see the current outdated onsite disposal methods of septic tanks and absorption trenches decommissioned
- A grant funding application was also successful to initiate a scoping study for the area known as southwest Narrandera with the intent to expand the Narrandera town reticulated sewerage scheme

- Council as a civic leader has shown a commitment to sustainability by embracing solar technology to meet the electricity needs of key facilities such as an 18 KW system at the Council administration centre, a 20 KW system at the Narrandera Shire Library and 15 KW system installed at the Narrandera works depot. Other locations have been identified for the installation of other solar arrays
- Recycling is important for the environment and has been embraced by the community through the fortnightly collection service but also the continued use of the Community Recycling Centre and the commissioning of the Reverse Vending Machine (RVM) in February 2020. The RVM has not only prolonged the active life of the Narrandera landfill but at the end of March 2021 a staggering 2.15 Million containers were deposited representing more than \$200,000 issued in return and earn vouchers, potentially being returned to the community through redemption.

Supporting information

Document	Purpose
Narrandera Shire Council Delivery Program 2022-2026	<p>A 4 year horizon with the actions and measures reported to Council every three months then published to the community.</p> <p>The Delivery Program (DP) describes the newly elected Council’s commitment to deliver against the CSP over the 4 year term and is aligned with the directions and outcomes of the CSP.</p>
Narrandera Shire Council Operational Plan 2022-2023	A 1 year horizon and identifies annual projects and activities to deliver against DP outcomes – this incorporates the annual budget and Statement of Revenue Policy.
Resourcing Strategy – Long Term Financial Plan	Details the resources to be applied over the life of the Delivery Program 2022-2034
Resourcing Strategy - Workforce Management Strategy	Outlines staffing resources that will be required to manage the Delivery Program 2022-2026 outcomes
Resourcing Strategy - Asset Management Strategy and Plans	Plans for managing infrastructure and other assets to deliver agreed standards of service
Annual Report	<p>Prepared annually and is to be presented to Council and the community by the end of November.</p> <p>This document reports to the community on the work undertaken by Council during the past 12 months to deliver on the commitments of the DP and contains other statutory information. The report also contains a copy of the audited financial statements.</p>
State of the Shire Report	Prepared by each outgoing Council and presented to the incoming Council. This document reports to the community on the effectiveness of the previous Council in implementing the CSP.
Community Engagement Strategy	Is a document that supports the development of all plans, policies, programs and key activities – it is a commitment by Council to genuinely and inclusively engage with the community based on the principles of social justice.
Disability Inclusion Action Plan 2022-2026	A way forward with actions to improve access to services, facilities, promote tolerance, understanding and support to people with a disability
Local Environmental Plan	Regulates land use and development; guide planning decisions
Local Strategic Planning Statement	A plan focussing on the vision and priorities for land use

Economic Development Strategy	Actions to be undertaken to strengthen the economic climate in a sustainable way
Integrated Water Cycle Management Plan	Linkages between elements of the urban water cycle (water supply, sewage and stormwater) and community expectations
Pedestrian Access and Mobility Plan (PAMP)	A comprehensive strategic action plan to develop pedestrian policies and pedestrian facilities
Narrandera Business Centre Master Plan	A framework for ongoing and staged improvements to the Narrandera town centre
Other Council documents can be viewed by selecting the following link	Council plans Council strategies Council reporting Council policies

Engagement to develop this document also thank you to the community

Engagement with the community was very different in 2021 and 2022 due to the COVID-19 pandemic however Council partnered with 2 external consultants to obtain community input.

The first external consultant engaged was Micromex who conducted a telephone survey in February 2021 – Micromex reached out to 236 residents and gauged community responses to identify the key issues of high/low importance and high/low areas of satisfaction. The original 2016 Community Survey and the more recent 2021 Community Survey can be viewed by visiting the following link: [Community Surveys](#) .

The second external consultant engaged was Sea and Star Advisory Pty Ltd who brought with them a wealth of experience and knowledge but also a personal approach to engaging with community members.

The principals of Sea and Star Advisory Pty Ltd, Brendan Leary and Alicia Leary, gained valuable feedback from the community using traditional methods as well as some new methods such as QR coded surveys – these surveys in some respects allowed members of the community who felt vulnerable to the pandemic to still have a voice.

Brendan and Alicia engaged with the community by:

- Facilitating in person sessions at Grong Grong and Barellan also 2 sessions at Narrandera – approximately 70 people attended these sessions
- Focus group sessions with organisations such as Kurrajong Waratah, employment agencies, Fusion, the Narrandera Business Group and the Narrandera Shire Youth Council – approximately 50 people attended these sessions
- Live streaming of the evening session at Narrandera with the community invited to ask questions
- QR coded surveys sent to 2,700 property owners with the November 2021 rate instalment notices
- QR coded surveys sent to 1,900 water consumption customers with their November 2021 water consumption account
- QR coded surveys sent to over 200 clients of community organisations such as Kurrajong Waratah, Meals on Wheels and Community Transport
- QR coded surveys sent to all schools across the Shire for inclusion withing their newsletters seeking responses from the youth of our Shire

- *The QR coded surveys saw a total of about 150 responses*
- Encouraging the community to participate in the survey using Council social media opportunities such as regular Facebook and Instagram posts
- Using traditional print media such as the Narrandera Argus also the Narrandera Shire Council Community Newsletter.

As well as listening to the community the development of 'Our Narrandera Shire 2034' has also been informed by:

- Accumulated knowledge of key issues and community aspirations that have been gained over time through other engagement sessions such as the development of the recently adopted Cultural Plan, listening posts where Councillors and senior staff visit localities across the Shire also the feedback received through the development of another important document being the Disability Inclusion Actin Plan
- The findings within the recent End of Term Report published to the community in December 2021
- Direct engagement with elected Councillors who bring forward issues and perspectives on behalf of community members – in fact this document and the proposed strategies and actions have been revised several times following Councillor workshops and key staff meetings
- Strategic directions contained with State Government documents and those from other agencies
- Strategic directions from the Riverina and Murray Joint Organisation (RAMJO) of which Narrandera Shire Council is a member along with 10 other regional local government organisations.

Finally, it is not possible to thank every person for their input into developing this document however members of the community, past and present Councillors as well as staff have provided valuable feedback in many ways to create a vision and achievable actions to get there. The Councillors thank you.

For further information:

Narrandera Shire Council

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Facebook: [Edwina to insert details](#)

Instagram: [Edwina to insert details](#)

Our Narrandera Shire 2034 Delivery Program 2022-2026

(Word version from which Edwina Foley will be creating an exhibition document)

DRAFT DELIVERY PROGRAM 2022-2026

Inside front cover: Acknowledgement to Country

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DRAFT DELIVERY PROGRAM 2022-2026

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DRAFT DELIVERY PROGRAM 2022-2026

Introduction to the Delivery Program

The Delivery Program is a statement of commitment to the community from the Council elected in December 2021 and supports the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Like the Community Strategic Plan, this plan is divided into the 5 strategic themes with each theme further divided into strategies, actions, performance targets, measures, who the responsible officer will be and a timeframe for delivery.

The program has a 4 year horizon that aligns with the Council election cycle which is every 4 years; however, for this plan there will be an overlap in planning as the September 2020 election was delayed until December 2021 due to the COVID 19 pandemic with the next general Council election proposed to be held September 2024.

Development of the Delivery Program followed community consultation that informed the new Community Strategic Plan comprising:

- Priorities identified by community members
- Service levels expected by the community
- Resourcing options considered when preparing the Long Term Financial Plan
- Ongoing environmental, social/cultural or capital works programs
- Opportunities to link with Commonwealth, State and regional programs and projects
- Opportunities to partner with others
- Council's legislative responsibilities and regulatory functions.

DRAFT DELIVERY PROGRAM 2022-2026

Message from the Mayor

This plan forms part of the Integrated Planning and Reporting cycle of Council and has been developed using feedback from our community members, also the new Council elected in December 2021.

The Councillors and I have listened to the community, and we believe that the Community Strategic Plan titled 'Our Narrandera Shire 2034' and this program contain details of what is important to the community and how Council will work toward achieving outcomes – not all the actions can be achieved by Council alone, but Council has identified potential partners who may be able to assist. I encourage all community members to read the Community Strategic Plan when you have the opportunity to do so.

As part of accountability to the community, progress and outcomes are reported to both Council and the community on a six monthly basis. You can view previous Delivery Programs by visiting our website www.narrandera.nsw.gov.au and select 'Council Reporting' under the heading of 'Council'.

On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.

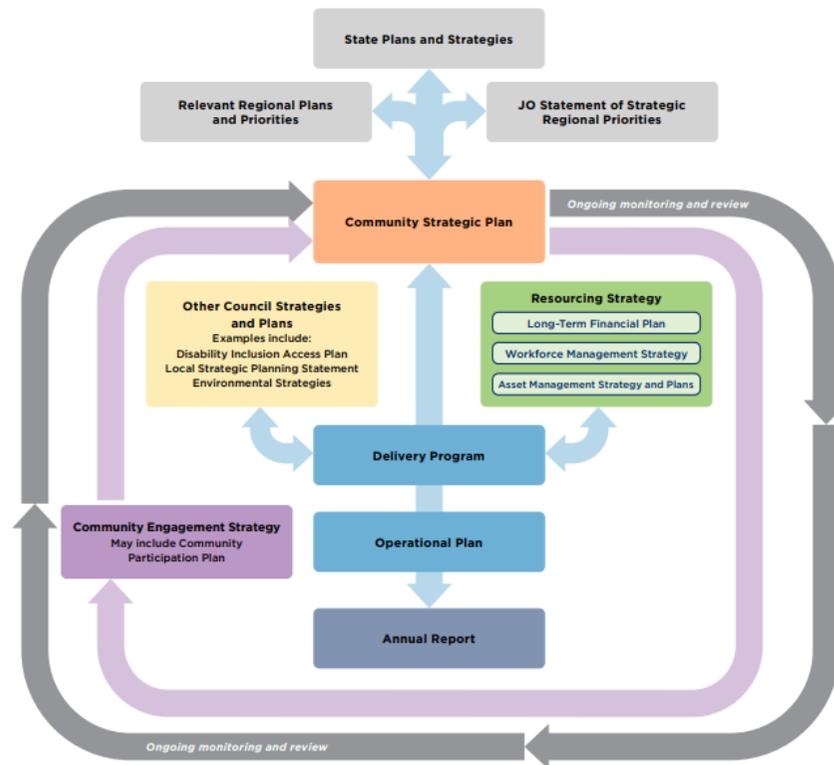
Mayor Neville Kschenka

(Edwina maybe an image of the Mayor)

DRAFT DELIVERY PROGRAM 2022-2026

Linkage to other plans

In September 2021 the NSW Office of Local Government released new Integrated Planning and Reporting guidelines, the framework for which is provided below. The Delivery Program supports the Community Strategic Plan and has direct linkage to the Resourcing Strategy of Council also other Council strategies and plans.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022

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How to read this plan

A page example and explanation tags will be provided in the version to be adopted in April 2022 for exhibition.

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Details of the Delivery Program

THEME 1: OUR COMMUNITY STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	A community that is more aware of its Wiradjuri heritage	Community Services Manager	*	*	*	*
1.1.2	Support opportunities for community participation in local events and festivals	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives	Number of events supported with details on participation and attendance	Community Development Manager	*	*	*	*
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback	Event statistics and participant feedback	Events and Visitor Services Team Leader	*	*	*	*

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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.2.1	Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives	Build on the existing relationship and strengthen connections	Summary of meetings held and the outcomes of consultation on projects and initiatives	Community Services Manager	*	*	*	*
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities	Community Services Manager	*	*	*	*
1.2.3	Integrate the Youth Council into official Council events and community events	A Youth Council that is engaged with leadership activities	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them	Community Services Manager	*	*	*	*

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1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs	Continued improvements in the delivery of integrated health services and well-being programs	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group	General Manager	*	*	*	*
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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged	Statistical information from the monthly media report submitted to the Executive Leadership Team	Communications Officer	*	*	*	*
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements	General Manager	*	*	*	*
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage	Manager Information Technology	*	*	*	*

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1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year	Community Services Manager	*	*	*	*
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THEME 2: OUR ENVIRONMENT								
STRATEGY 1: TO VALUE, CARE FOR AND PROTECT OUR NATURAL ENVIRONMENT								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
2.1.1	Establish strong partnerships to protect, expand and promote Narrandera’s unique koala population with a vision to establish a research centre in Narrandera	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available	Economic Development Manager	*	*	*	*
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent re-occurrence	Open Spaces and Recreation Manager	*	*	*	*
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative	Open Spaces and Recreation Manager	*	*	*	*

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			statistical data on trees removed, plantings and any projects where trees will be a significant feature.					
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STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
2.2.1	Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area	All playgrounds are considered fit for purpose to applicable service standards and by the community	Compliance with relevant playground standards and Council’s insurer StateWide Mutual best practice manual titled ‘Playgrounds’. Details of grant funding applications to maximise opportunities also details of planned improvement works	Open Spaces and Recreation Manager	*	*	*	*
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in placement for their replacement or renewal	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets	Projects and Assets Manager	*	*	*	*

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STRATEGY 3: MAXIMISE GREATER RE-USE OF RESOURCES TO INCREASE SUSTAINABILITY WITHIN OUR COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote re-use and recycling are identified and progressed	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime	Development and Environment Manager	*	*	*	*
3.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise	Progress on the 24 short term to medium term actions	Executive Engineer	*	*	*	*

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THEME 3: OUR ECONOMY								
STRATEGY 1: CREATE STRONG CONDITIONS FOR INVESTMENT AND JOB CREATION THROUGH QUALITY INFRASTRUCTURE AND PROACTIVE BUSINESS SUPPORT								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.1.1	Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns	Outcomes of targeted campaigns that align with the Economic Development Strategy	Economic Development Manager	*	*	*	*
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved	Economic Development Manager	*	*	*	*
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays	Tourism and Economic Development Co-Ordinator	*	*	*	*

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3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport	Economic Development Manager	*	*	*	*
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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.2.1	Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera	Advocacy actions to promote such a development within Narrandera	Economic Development Manager	*	*	*	*
3.2.2	Strategic land use planning for future housing, recreational, commercial and Industrial needs	A housing and industrial land strategy is developed and implemented	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs	Deputy General Manager Infrastructure	*	*	*	*
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved	Progress of any land claims proposed for settlements	General Manager	*	*	*	*

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THEME 4: OUR INFRASTRUCTURE								
STRATEGY 1: TO HAVE AN IMPROVED AND ADEQUATELY MAINTAINED ROAD NETWORK								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network	Details of financial applications submitted for road related funding also the details of successful applications	Works Manager	*	*	*	*
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance	Details of works undertaken also statistical data such as kilometres and costing	Works Manager	*	*	*	*
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced	Lobbying outcomes until a successful outcome is achieved	Deputy General Manager Infrastructure	*	*	*	*

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE OUR POTABLE WATER QUALITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM	Actions taken to implement the IWCM	Water Sewer Manager	*	*	*	*
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy	Implementation of the action plan and statistical analysis of water quality monitoring reports	Water Sewer Manager	*	*	*	*
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from the relevant authorities	Wastewater is appropriately treated and returned to the environment	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge	Water Sewer Manager	*	*	*	*
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply	The number of media items issued to the community relating to the potable water supply	Communications Officer	*	*	*	*

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STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.3.1	Undertake stages 1 and 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented	Milestones achieved as the project progresses	Deputy General Manager Infrastructure		*	*	*
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project	Projects and Asset Manager	*	*	*	*
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions	Open Spaces and Recreation Manager		*		

DRAFT DELIVERY PROGRAM 2022-2026

4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	Sporting facilities are improved through works agreed with key stakeholders, users and the community	Feedback from advisory groups and user groups also details of grant submissions	Open Spaces and Recreation Manager	*	*	*	*
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community	Development of a new off-leash for companion animals	Development and Environment Manager	*			
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water park is maximised for all users	Investigation and presentation to Council on available parking options and how the project is intended to be funded	Projects and Asset Manager		*		

DRAFT DELIVERY PROGRAM 2022-2026

THEME 5: OUR LEADERSHIP								
STRATEGY 1: HAVE A COUNCIL THAT PROVIDES LEADERSHIP THROUGH ACTIONS AND EFFECTIVE COMMUNICATION								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation	Governance and Engagement Manager	*	*	*	*
5.1.2	Support ethical, transparent and accountable corporate governance	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June	Governance and Engagement Manager	*	*	*	*

DRAFT DELIVERY PROGRAM 2022-2026

5.1.3	Gauge customer and resident satisfaction with services and operations	A community survey that is undertaken in 2024 and the findings are reported to Council and the community	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues	Governance and Engagement Manager	*	*	*	*
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office	Attaining or exceeding the benchmark ratios for the financial performance measures	Deputy General Manager Corporate and Community Services	*	*	*	*
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning	General Manager	*	*	*	*
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots	General Manager	*	*	*	*

DRAFT DELIVERY PROGRAM 2022-2026

5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders	Progress of representations and outcomes of any study	General Manager	*	*	*	*
5.1.8	Ensure that workforce policies remain current in a changing environment and that our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place	Human Resources Manager	*	*	*	*
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program	Completion of the survey on time, reporting the findings to the Executive Leadership Team	Human Resources Manager	*	*	*	*

DRAFT DELIVERY PROGRAM 2022-2026

5.1.11	Recognising the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts	Human Resources Manager	*	*	*	*
5.1.12	Maintain an Information Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	An appropriate Information Technology Strategy is in place and operating	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime	Information Technology Manager	*	*	*	*
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced	Addressing issues detected from periodic auditing or penetration testing	Information Technology Manager	*	*	*	*

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5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds	Finance Manager	*	*	*	*
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised	Arrears collection statistics comparative to previous years, investment return against investment benchmark	Finance Manager	*	*	*	*
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	Monitoring of Companion Animal statistics and compliance statistics	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia	Development and Environment Manager	*	*	*	*

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5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year	Development application activity statistics based on annual cumulative and previous year comparative information	Development and Environment Manager	*	*	*	*
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DRAFT DELIVERY PROGRAM 2022-2026

THEME 5: OUR LEADERSHIP								
STRATEGY 2: PROMOTE A COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities and services under their management	Energised S.355 Committees and Advisory Committees who seek to improve the community facilities and services under their terms of reference	Outcomes achieved for improvements	Community Development Manager	*	*	*	*
5.2.2	Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'	An increase in volunteer activity across the Shire	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	*	*	*	*

DRAFT DELIVERY PROGRAM 2022-2026

For further information

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Our Narrandera Shire 2034 Operational Plan 2022-2023

(Word version from which Edwina Foley will be creating an exhibition document)

DRAFT OPERATIONAL PLAN 2022-2023

Inside front cover: Acknowledgement to Country

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DRAFT OPERATIONAL PLAN 2022-2023

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DRAFT OPERATIONAL PLAN 2022-2023

Introduction to the Operational Plan

The Operational Plan is essentially Council's action plan for achieving the priorities of the community originating from the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

An Operational Plan is prepared each year and adopted identifying the activities that Council will conduct to achieve the commitment of the Delivery Program.

Like the Community Strategic Plan, also the Delivery Program this plan is divided into the 5 strategic themes with each theme further divided into strategies, actions, performance targets, measures, who the responsible officer will be and a budget reference number.

The plan has a 1 year horizon that aligns with the Long Term Financial Plan.

DRAFT OPERATIONAL PLAN 2022-2023

Message from the Mayor

This plan forms part of the Integrated Planning and Reporting cycle of Council and has been developed using feedback from our community members, also the new Council elected in December 2021.

The Councillors and I have listened to the community, and we believe that the Community Strategic Plan titled 'Our Narrandera Shire 2034' and the supporting plans reflect what is important to the community and how Council will work toward achieving outcomes – not all of the actions can be achieved by Council alone, but Council has identified potential partners who may be able to assist. I encourage all community members to read the Community Strategic Plan when you have the opportunity to do so.

On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.

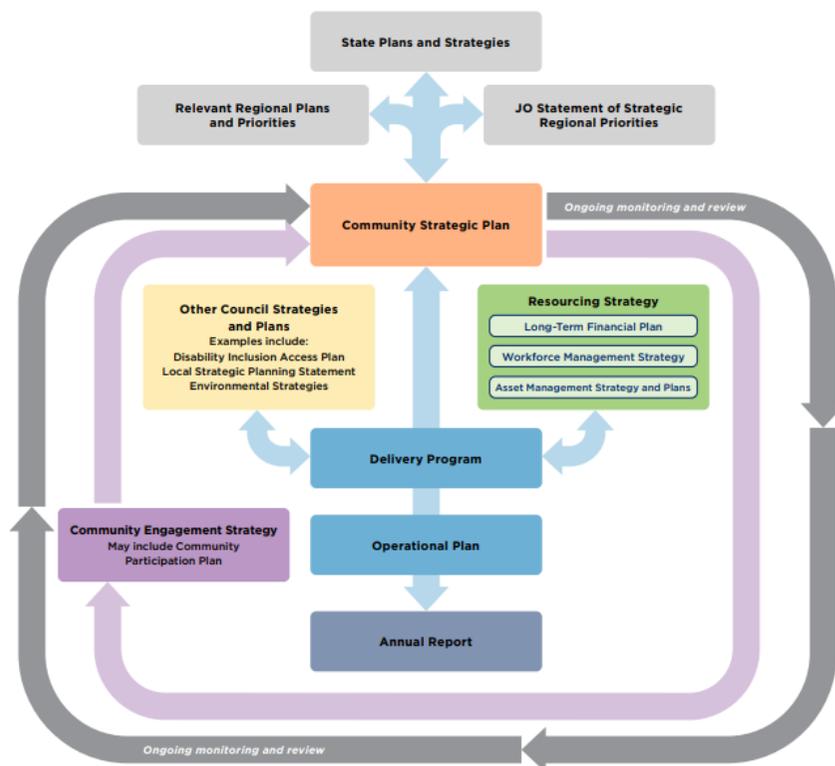
Mayor Neville Kschenka

(Edwina maybe an image of the Mayor)

DRAFT OPERATIONAL PLAN 2022-2023

Linkage to other plans

In September 2021 the NSW Office of Local Government released new Integrated Planning and Reporting guidelines, the framework for which is provided below. The Delivery Program supports the Community Strategic Plan and has direct linkage to the Resourcing Strategy of Council also other Council strategies and plans.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022

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How to read this plan

A page example and explanation tags will be provided in the version to be adopted in April 2022 for exhibition.

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Details of the Operational Plan

THEME 1: OUR COMMUNITY					
STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	A community that is more aware of its Wiradjuri heritage	Community Services Manager	
1.1.2	Support opportunities for community participation in local events and festivals	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives	Number of events supported with details on participation and attendance	Community Development Manager	
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback	Event statistics and participant feedback	Events and Visitor Services Team Leader	

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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.2.1	Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives	Build on the existing relationship and strengthen connections	Summary of meetings held and the outcomes of consultation on projects and initiatives	Community Services Manager	
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities	Community Services Manager	
1.2.3	Integrate the Youth Council into official Council events and community events	A Youth Council that is engaged with leadership activities	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them	Community Services Manager	
1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs	Continued improvements in the delivery of integrated health services and well-being programs	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group	General Manager	

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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged	Statistical information from the monthly media report submitted to the Executive Leadership Team	Communications Officer	
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements	General Manager	
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage	Manager Information Technology	

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1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year	Community Services Manager	
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THEME 2: OUR ENVIRONMENT					
STRATEGY 1: TO VALUE, CARE FOR AND PROTECT OUR NATURAL ENVIRONMENT					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.1.1	Establish strong partnerships to protect, expand and promote Narrandera’s unique koala population with a vision to establish a research centre in Narrandera	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available	Economic Development Manager	
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent re-occurrence	Open Spaces and Recreation Manager	
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	Open Spaces and Recreation Manager	

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STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.2.1	Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area	All playgrounds are considered fit for purpose to applicable service standards and by the community	Compliance with relevant playground standards and Council’s insurer StateWide Mutual best practice manual titled ‘Playgrounds’. Details of grant funding applications to maximise opportunities also details of planned improvement works	Open Spaces and Recreation Manager	
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in placement for their replacement or renewal	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets	Projects and Assets Manager	

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STRATEGY 3: MAXIMISE GREATER RE-USE OF RESOURCES TO INCREASE SUSTAINABILITY WITHIN OUR COMMUNITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote re-sue and recycling are identified and progressed	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime	Development and Environment Manager	
2.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise	Progress on the 24 short term to medium term actions	Executive Engineer	

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THEME 3: OUR ECONOMY

STRATEGY 1: CREATE STRONG CONDITIONS FOR INVESTMENT AND JOB CREATION THROUGH QUALITY INFRASTRUCTURE AND PROACTIVE BUSINESS SUPPORT

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
3.1.1	Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns	Outcomes of targeted campaigns that align with the Economic Development Strategy	Economic Development Manager	
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved	Economic Development Manager	
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays	Tourism and Economic Development Co-Ordinator	

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3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport	Economic Development Manager	
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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
3.2.1	Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera	Advocacy actions to promote such a development within Narrandera	Economic Development Manager	
3.2.2	Strategic land use planning for future housing, recreational, commercial and Industrial needs	A housing and industrial land strategy is developed and implemented	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs	Deputy General Manager Infrastructure	
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire’s desired housing and industrial development strategies are heard and resolved	Progress of any land claims proposed for settlements	General Manager	

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THEME 4: OUR INFRASTRUCTURE

STRATEGY 1: TO HAVE AN IMPROVED AND ADEQUATELY MAINTAINED ROAD NETWORK

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network	Details of financial applications submitted for road related funding also the details of successful applications	Works Manager	
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance	Details of works undertaken also statistical data such as kilometres and costing	Works Manager	
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced	Lobbying outcomes until a successful outcome is achieved	Deputy General Manager Infrastructure	

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE WATER QUALITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM	Actions taken to implement the IWCM	Water Sewer Manager	
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy	Implementation of the action plan and statistical analysis of water quality monitoring reports	Water Sewer Manager	
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from the relevant authorities	Wastewater is appropriately treated and returned to the environment	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge	Water Sewer Manager	
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply	The number of media items issued to the community relating to the potable water supply	Communications Officer	

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STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.3.1	Undertake stages 1 and 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented	Milestones achieved as the project progresses	Deputy General Manager Infrastructure	
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project	Projects and Asset Manager	
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions	Open Spaces and Recreation Manager	
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for	Sporting facilities are improved through works agreed with key stakeholders, users and the community	Feedback from advisory groups and user groups also details of grant submissions	Open Spaces and Recreation Manager	

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	venues and seek funding to implement the improvements				
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community	Development of a new off-leash for companion animals	Development and Environment Manager	
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water park is maximised for all users	Investigation and presentation to Council on available parking options and how the project is intended to be funded	Projects and Asset Manager	

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THEME 5: OUR LEADERSHIP

STRATEGY 1: HAVE A COUNCIL THAT PROVIDES LEADERSHIP THROUGH ACTIONS AND EFFECTIVE COMMUNICATION

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation	Governance and Engagement Manager	
5.1.2	Support ethical, transparent and accountable corporate governance	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June	Governance and Engagement Manager	
5.1.3	Gauge customer and resident satisfaction with services and operations	A community survey that is undertaken in 2024 and the findings are reported to Council and the community	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues	Governance and Engagement Manager	

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5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office	Attaining or exceeding the benchmark ratios for the financial performance measures	Deputy General Manager Corporate and Community Services	
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning	General Manager	
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots	General Manager	
5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders	Progress of representations and outcomes of any study	General Manager	
5.1.8	Ensure that workforce policies remain current in a changing environment and that our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place	Human Resources Manager	

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5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program	Completion of the survey on time, reporting the findings to the Executive Leadership Team	Human Resources Manager	
5.1.10	A well trained workforce that meets the needs of the organisation now and into the future with succession planning advanced for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate	Human Resources Manager	
5.1.11	Recognising the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts	Human Resources Manager	
5.1.12	Maintain an Information Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	An appropriate Information Technology Strategy is in place and operating	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime	Information Technology Manager	

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5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced	Addressing issues detected from periodic auditing or penetration testing	Information Technology Manager	
5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds	Finance Manager	
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised	Arrears collection statistics comparative to previous years, investment return against investment benchmark	Finance Manager	
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	Monitoring of Companion Animal statistics and compliance statistics	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia	Development and Environment Manager	
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year	Development application activity statistics based on annual cumulative and previous year comparative information	Development and Environment Manager	

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STRATEGY 2: PROMOTE COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference	Outcomes achieved for improvements	Community Development Manager	
5.2.2	Encourage volunteerism within Council operations where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	

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For further information

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Workforce Management Plan 2022-2026

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Message from General Manager

One of the most important assets available to the Council in meeting its own and the community expectations is the staff. In small rural community's staff support and development is critical to the success of the organisation. This Workforce Plan details the initiatives designed to provide the Council with the skills and resources necessary to guarantee those outcomes.

We are mindful that times have changed and our approach to workforce planning and support has to evolve to suit the times and the challenges of the future. The traditional approaches are no longer sufficient and our processes for learning and development are still evolving. Technology offers us many options. As we establish the next normal, how do we discover a hybrid method of working and learning that allows for creativity while boosting productivity? And more importantly, what lessons from the recent past can we take with us into the future?

This Workforce Plan is an evolving document that compliments the suite of documents produced by Council as part of its Integrated Planning process. Continual review of this document will ensure that staff demographic information is accurate, current and can better identify future skill needs. The review will also allow for better pathways for learning and development, enhanced position descriptions and competency statements leading to better staff recruitment and retention outcomes.

George Cowan
General Manager

Executive Summary

The New South Wales State Government introduced an Integrated Planning and Reporting Framework in 2009. The framework required local councils to develop and adopt a Workforce Management Plan. The Integrated Planning and Reporting Framework requires all NSW Councils to develop long term Community Strategic Plans and four-year Delivery Programs. This Workforce Plan forms part of the Resourcing Strategy and outlines how Narrandera Shire Council will implement the priorities and strategies within its Delivery Program, within the constraints of Council's long term financial plan.

This Workforce Management Plan 2022-2026 forms part of the Resourcing Strategy and is a second-generation document that has been developed by Council's Human Resources Team in consultation with key stakeholders including Council's General Manager, the Executive Leadership Team, the Senior Management Team and Council's Consultative Committee.

The plan sets the goals and strategies that need to be implemented to ensure that Narrandera Shire Council has the labour resources to achieve the requirements of the long-term community priorities.

As the Workforce Management Plan is a second-generation document the achievements/results of the 2017/2021 plan act as a report card and provides a clear representation of where Council needs to concentrate its resources for continual improvement. Other resources such as the Price Waterhouse Cooper yearly survey and participation in The Voice Project Bi-annual employee opinion survey have also been instrumental in providing a clear benchmark of Council's current workforce situation and improvements that are required.

While the plan is a four-year document to ensure that the plan remains current a report on all goals and actions is provided to the Executive Leadership Team each month. This report is provided to ensure appropriate oversight of Council's Human Resources and Work Health Safety and Risk Management. The report provides an update across all HR and WHSR functions in a format consistent with Council's Workforce Management Plan and Equal Employment Opportunity (EEO) and Diversity Plan. Many initiatives adopted in the previous plan have seen substantial workforce/workplace improvements.

Councils are required to undertake workforce planning to support the achievement of the Delivery Program. The Workforce Management Plan addresses the human resource requirements to achieve the activities identified in the Delivery Program.

Integrated Planning and Reporting Framework

The following IP&R flowchart has been updated to reflect the 2016 amendment to the Local Government Act. The flowchart forms the basis of Narrandera Shire Council's reporting framework. Council's Workforce Management Plan is a key component of Council's resourcing strategy and therefore plays an important role in delivering Council's strategic objectives.

Narrandera Shire Council Community Strategic Plan

The 2022-2026 Community Strategic Plan was developed after community engagement. This process was assisted by partnering with two consulting companies and commenced in 2021. While

it is difficult to gauge the number of residents that contributed to the plan it is estimated that around a thousand people engaged to assist Council in guiding the future of Narrandera Shire Council for the next four years.

Delivery Program

The delivery program outlines the projects and services Council has committed to delivering over a four-year timeframe. The program is a statement of the commitment to the Narrandera Shire community from the newly elected Council. The delivery program is developed in response to the community's priorities and goals.

Operational Plan

An operational plan is required each financial year of the delivery plan. This plan outlines what actions will be undertaken to achieve the community's goals.

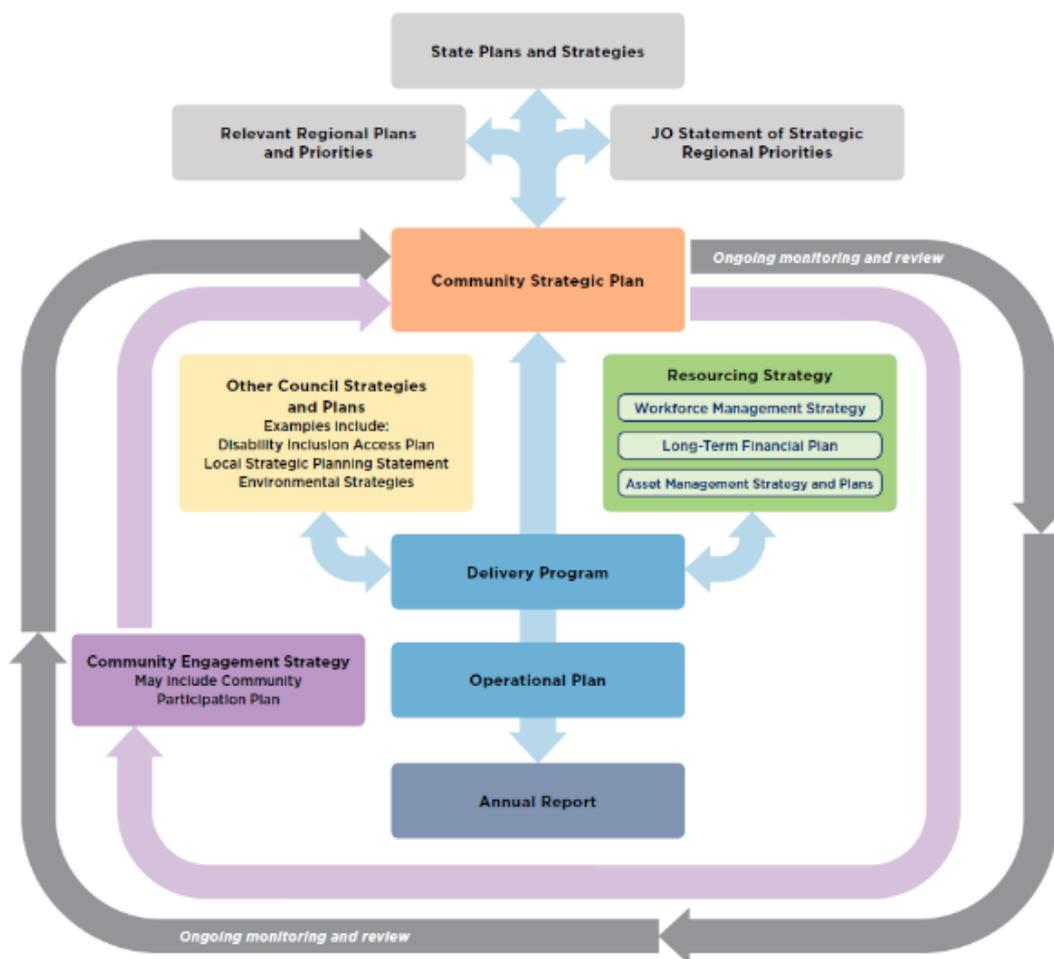
The operational plan links directly to Council's community Strategic plan, Operational Plan, and resourcing strategy. None of these plans should be read in isolation.

Resourcing strategy

There are three components that make up the resourcing strategy:

- The Long-Term Financial Plan
- The Asset Management Plan
- The Workforce Management Plan

These plans identify the money, assets and people required to achieve the community priorities.



What is Workforce Planning?

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

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

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

Workforce planning and development is strategic and operational and needs to be successfully integrated into overall business strategy and corporate objectives.

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

- Identifying staffing problems.
- Developing new workforce skills.
- Monitoring and containing workforce costs.
- Ensuring that there is adequate service delivery into the future.
- Improving the employee experience

Why is it necessary?

Workplace planning, apart from being a tool to have the right employees in the right place at the right time, can help with both expected and unexpected business changes. Workforce planning provides organisations with a framework and opportunity to:

- Understand issues and risks associated with the workforce
- Make informed, evidence-based decisions in relation to current and anticipated workforce requirements in terms of capacity, capability, organisational culture, working styles and opportunities for change.
- Develop alternative courses of action to meet changing community expectations.



What is Workforce Development?

Workforce development is those policies and practices which support employees in participating effectively in the workforce and to develop and apply skills in the workplace, where learning translates into positive outcomes for the organisation.

Workforce development strategies are relevant to the entire workforce, permanent full-time and part-time employees, contractors, casuals, and volunteers.

Narrandera Shire Council

Insert Full page photo

Introduction

Narrandera Shire Council is a significant employer within the Local Government Area (LGA), employing 103 equivalent fulltime employees, and representing more than 10% of the employment within the LGA. Council has a strong relationship with its workforce – long term employees, a small workforce and tight knit community all support the connected, professional, and personal approach to management.

Aim

A strong, diverse, committed, and motivated workforce is at the core of any successful business. Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain, and recognise talented and motivated employees who are aligned with our **Vision** and **Values**.

Narrandera Shire Council is a multi-faceted organisation, with several functions and operations. Accordingly, a diverse workforce is required that can deliver positive outcomes for the organisation and to help grow the community. Council is however faced with many challenges, including a large proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist employees.

It needs to be ensured that councils employees are able to deliver the community's priorities. Council needs to involve our employees and support them in learning improved ways of working.

This Workforce Management Plan aims to support Narrandera Shire Council in achieving the skilled, motivated, flexible, and diverse workforce it needs, to deliver value for money services that make a difference to our local community.

Council's Vision, Mission and Values

Our vision

Achieving Together

Our values



- 
Ethical
 Be transparent and equitable in all our actions
- 
Caring
 Be helpful, supportive and thoughtful towards each other and our community
- 
Loyalty
 Take pride in our work and our organisation
- 
Accountability
 Be responsible for our actions
- 
Integrity
 Be trustworthy, honest and consistent
- 
Respect
 Respect for each other and the role we play
- 
Safety
 Work safely to protect ourselves and the public



OUR MISSION

"To provide high quality affordable local government services and representation for people who live, work, and visit Narrandera Shire, and to assist also, those who have a stake in our local and regional prosperity; by way of effective consultation, policy making and responsive delivery that meets the needs of our community "

5 Key themes

Narrandera Shire Council has identified 5 Key themes to strive toward in our Strategic Community Plan 2017-2030:

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

What does workforce planning look like at Narrandera Shire Council?

Workforce planning is seen as an important component in long term planning of Council. It is critical for ensuring that there are sufficient people to carry out Council's Delivery Plan and that the right people are in the right place at the right time with the right skills and attributes to shape Narrandera Shire Council as a strong and sustainable Council.

Integrated Planning and Reporting Framework

As discussed, a Workforce Management Plan is a requirement of the NSW Local Government Integrated Planning and Reporting Framework.

Narrandera Shire Council's integrated planning framework comprises the following plans/programs:

- Community Strategic Plan – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.
- Delivery Program – describes the activities we will undertake over the next four years to achieve our long-term goals and outcomes.
- Operational Plan – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Delivery program.
- Resourcing Strategy - comprising the **Workforce Management Plan**, the Long-Term Financial Plan and the Asset Management Plan. These facilitate achievement of the community's strategic goals, as expressed in the Community Strategic Plan, and provide the resources necessary to achieve the Delivery Program.

Scope of the Workforce Management Plan

The Workforce Plan must address the human resourcing requirements of Council's four-year Delivery Program. The following strategy considers the availability of labour from a number of perspectives, what is the likelihood and the reasons behind employee 'separations', the availability of employees from a local perspective and considers community expectations in relation to employment in the local area.

Aim and objectives

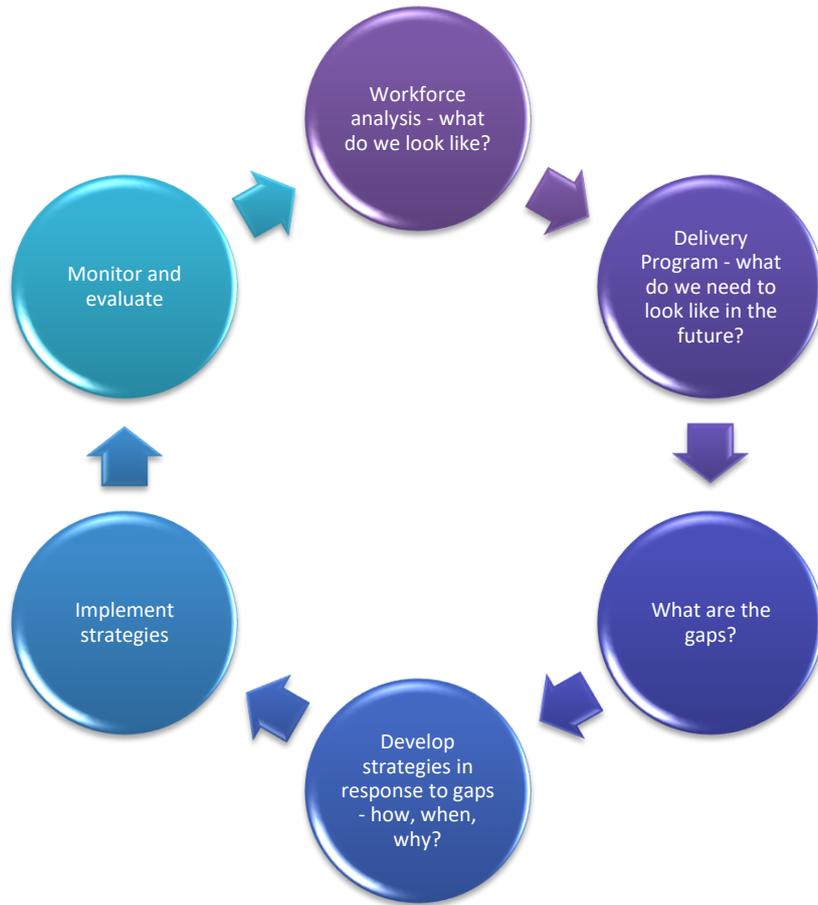
The Workforce Management Plan aims to ensure the Narrandera Shire Council's workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future and to meet the community aspirations.

Key objectives of the Workforce Management Plan are to identify:

- Gaps between current and future workforce capability for example skills required to meet the requirements of the Audit, Risk, and Improvement committee (ARIC).
- Areas of skills shortage –example currently Council is struggling to fill a number of Plant Operator positions.
- Issues arising from an ageing workforce.
- Areas of workforce growth and shrinkage.
- Strategies to address the gaps and mitigate risk.
- A succession plan for critical positions.
- Ensuring sound workplace morale.
- Other areas that are unique or are a concern for example the current pandemic and the effects it has had on the workforce and the organisation.

Methodology

The development of the workforce plan was based on the following process:



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Achievements from the 2017/2021 plan

Insert Full page photo



Several initiatives identified in the 2017-2021 workforce management plan have seen substantial workforce improvements. These include:

Workforce Resourcing

Workforce planning

- Significant improvement in relation to tracking statistical employee data has taken place over the preceding four years. This data is tracked manually by Excel spreadsheets
- Exit interviews are extended to all employees that leave Council, the response rate in participating in this process is in excess of 95%+ and provides valuable information in making improvements across all employment and organisational areas

Meeting organisational needs

- Council is committed to assisting employees achieve their set goal by providing additional employee with the skills to assist where a need has been identified. This assistance is in addition to existing positions in the organisational structure and are normally short, fix term or contract arrangements.

Recruitment and selection

- Using social media as a recruitment tool is now embedded in normal recruitment practice.
- Applications for vacant positions are now mainly submitted online.
- Council is considered to be a flexible workplace and has many policies in place to support employment flexibility that is both beneficial to employees, prospective employees, and Council.
- Council provides detailed position descriptions which include competencies. The information included in these documents provides clear detail on career, skill, and salary progression.
- Promoting Local Government as an attractive career opportunity is an ongoing process. Council has been involved in school, work experience placements for several years and more recently School Based Apprenticeships (SBA). These apprenticeships are becoming increasingly popular with students. This year we have five apprentices in various workplaces across Council.

Placements

- Council's Human Resources Manager has visited Narrandera High and St Francis de Sales college during the period of the 2017-2021 plan. The purpose of the visits was to explain the Work placement and School Based Apprenticeship (SBA) programs and promote Council as an employer of choice.
- The visits plus word-of-mouth endorsement by previous SBA's has resulted in an increase in interest in students wanting to pursue the opportunity of incorporating an apprenticeship into their Higher School Certificate and exploring the employment opportunities Council has to offer.

Employee professional development

Trainee and apprentices

- As mentioned, Council has employed five SBA in the current year and has supported local schools with work placement and SBA's. Council is also currently considering the possibility of employing several second-or third-year apprentices to fill gaps identified in the current or near future organisational structure.

Succession planning

- A succession planning policy has been developed and adopted
- A succession plan has also been developed identifying all critical position in the organisation, this plan is a living document that is regularly updated to reflect changes in the organisational structure
- All positions have a comprehensive position description that has a competency statement attached.
- A number of employees have commenced gradual retirement.
- Training opportunities to assist with career advancement are available to all employees

Learning and development

- The HR team always consider the most cost-effective ways of providing training. Examples of recent free or subsidised training includes:
 - Double diplomas
 - Certificate III in Civil Construction
 - Basic computer training for 12 employees
- Several employees are at various stages of completing external study as part of their professional development
- Identifying employee development needs is embedded in the annual Performance Appraisal process
- While the cost of requested training often outweighs the available budget, requests are now categorised due to organisational requirements and approved over a 3-year cycle.
- Training is approved by category in order of importance from an organisational point of view the five categories in order of importance are:
 - a. a legislative requirement
 - b. a required competency
 - c. the organisation at risk by not having knowledge/training
 - d. it supports the strategic plan
 - e. it is an identified area of required skill development

Reward and recognition

Employee performance reviews

- Employee performance reviews is an embedded process that has seen substantial improvements in the way the process is managed in particular the completion of the process within the set timeframe.
- The Pulse system (Employee Performance Management) continues to be used for performance appraisals

Employee recognition

- Council continues to recognise and celebrate key service milestones for long term employees at staff breakfasts, and where appropriate in the media
- Celebrate and acknowledge qualification and achievements made by employees during staff breakfasts

Workplace relations

Work/life balance

- The Flexible Work Arrangements Policy has been reviewed ensuring it remains relevant for supporting work/life balance.
- Promotion of the policy to all employees through the Consultative Committee and weekly Communiqué and at Team Meetings has occurred with several employees taking up various flexible arrangements.

Equal Employment Opportunity

- Council employees are regularly provided training in the prevention of Bullying and Harassment in the workplace

Employee assistance

- Council continues to provide free confidential counselling services for employees & families
- This service is promoted at Staff Breakfasts, through the weekly Communiqué, noticeboards and when employees are noticed to be struggling or are involved in grievances

Work environment

- Conduct Code of Conduct refresher training is conducted regularly
- Code of Conduct and other policies are promoted through all relevant internal media and meetings
- Senior management and HR support managers in addressing poor behaviour promptly and in accordance with Council's policies
- Council promotes the Council's Values (ECLAIRS) through each employee's annual performance plan. The values are assessed at the annual performance appraisal,
- Councils' values are also documented in each position description
- Councils' values are promoted on posters across all areas of Council and at team meetings and employee events.
- Council Conducts an employee opinion survey (Voice Project) every 2 years.
- Council implements a Voice Project Action Plan following, focus group feedback on the results

Workplace health and safety and wellbeing

Safe work environment

- All Human Resource and Workplace, Health and Safety (WHS) processes are reviewed in consultation with employees through the Consultative Committee and the WHS Committee and at team meetings
- Council provides regular refresher training on WHS
- An annual WHS Action Plan has been developed and implemented
- WHS and risk management is on the agenda at all toolbox and team meetings
- WHS and risk is on the Executive Leadership Team (ELT) agenda each month
- Council proactively and in a timely manner investigate all workplace incidents and grievances

Risk management

- Council has adopted the Enterprise Risk Management Policy and framework
- Council has developed and implement an annual Corporate Enterprise Risk Management Plan with department plans attached
- All employees are trained in risk management concepts and can undertake required risk identification and management tasks
- All required Council services, events and programs have appropriate risk management plans developed and implemented
- WHS and risk management is on the agenda item at all toolbox and team meetings

Injury management

- The injury management policy has been reviewed concentrating on strengthening incident investigation, early injury management and allocation of alternate duties
- Injury/near miss and management are monitored through Vault (DAMSTRA)
- All injured employees are provided with alternate duties (where possible) until they return to their full pre-injury duties

Employee health and wellbeing

- WHSRO and the WHS Committee has implemented a Well Being policy.
- Council continues to subscribe to and promote the “Well at Work” magazine for employees

Leadership culture

Strong leadership

- All new supervisors are required to attend leadership training – (Certificate IV in Leadership and Management)
- All leadership employees are given an opportunity to participate in development opportunities such as the annual Rural Management Challenge and the Local Government Mentor program. (The pandemic impeded participation for the last two years)
- Employees are Regularly updated on key issues, projects, and decisions through the General Manager’s weekly Communique, Senior Management Team (SMT) , team meetings and employee breakfasts and noticeboards
- Employees are provided higher duties and secondment opportunities to trial leadership roles. Council has adopted a Succession planning policy.

Organisational culture

- Council conducts an employee opinion survey (Voice Project) every 2 years to gauge wellness of the organisation.
- Voice Project Action Plans are implemented following focus group feedback on the results
- Leadership values are included in each supervisor's performance plan and are assessed annually

Employee engagement

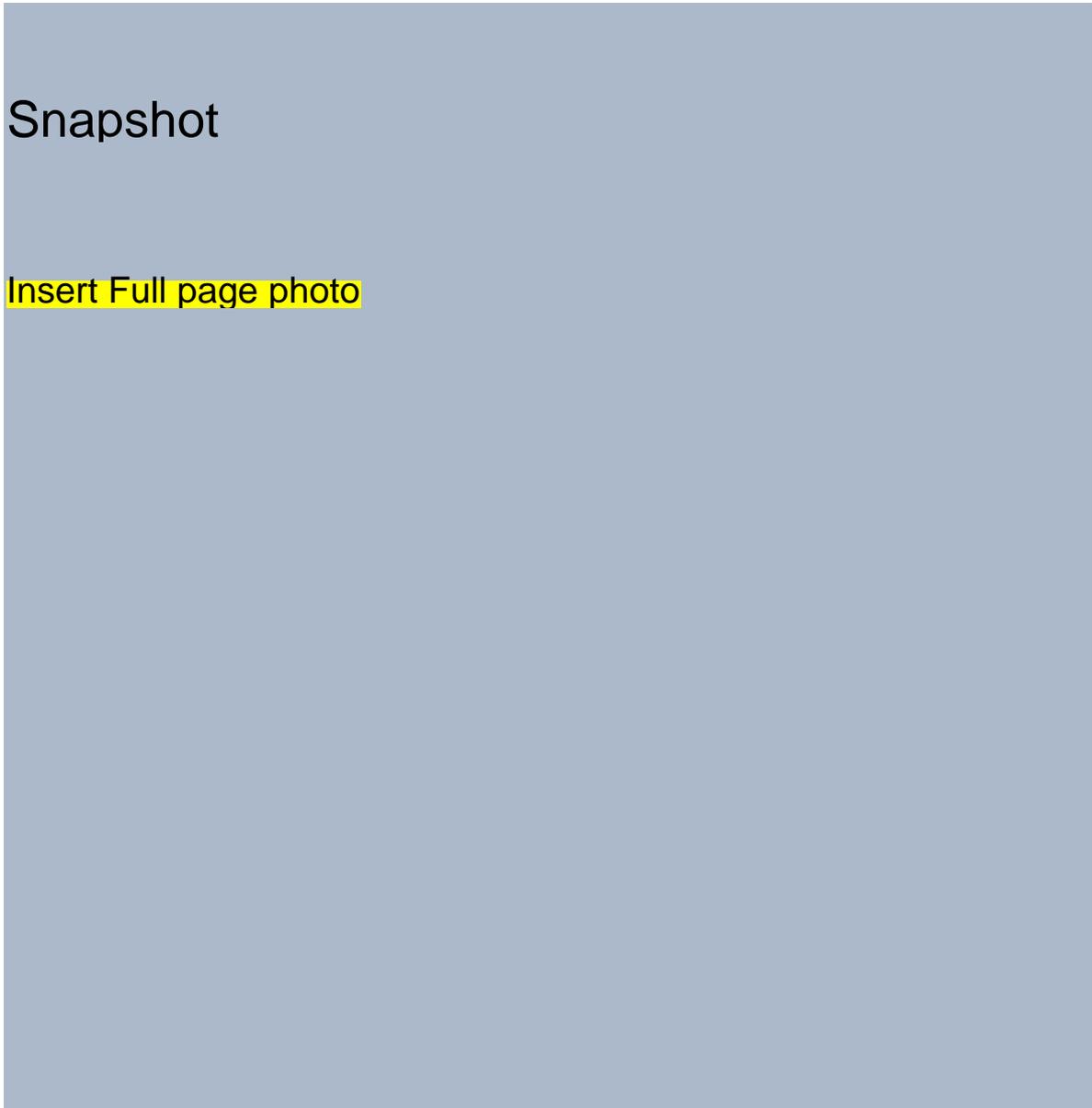
- All teams have regular team and toolbox meetings where two-way communication is promoted
- All employees are actively involved in reviews of all documents that effect their work for example policies and procedures, integrated planning and reporting documents including the Community Strategic Plan as appropriate
- A weekly Communique is provided to employees which includes social and work-related information
- The General Manager addresses employees on a regular basis via Zoom. These meetings were designed initially to get COVID related information to employees in a timely manner and will possibly be used as a communication tool in the future.
- Employee breakfasts are another way of engaging staff



Current Workforce Profile

Snapshot

Insert Full page photo



Workforce Profile Narrandera Shire Council LGA

At the time of preparing this report the most current ABS statistics available were from 2016. The Shire population, according to the Australian Bureau of Statistics (ABS), was 5,853 persons.

The Shire has an ageing population, with 1,293 (22.1%) of the population 65+ years old, which is above the State average.

There are 4,703 residents aged over 15 in the Shire, of which, 2,475 are in the workforce. Of these 60.1% are employed full-time, 26.9% employed part-time, 6.9% away from work, 6.1% unemployed looking for work.

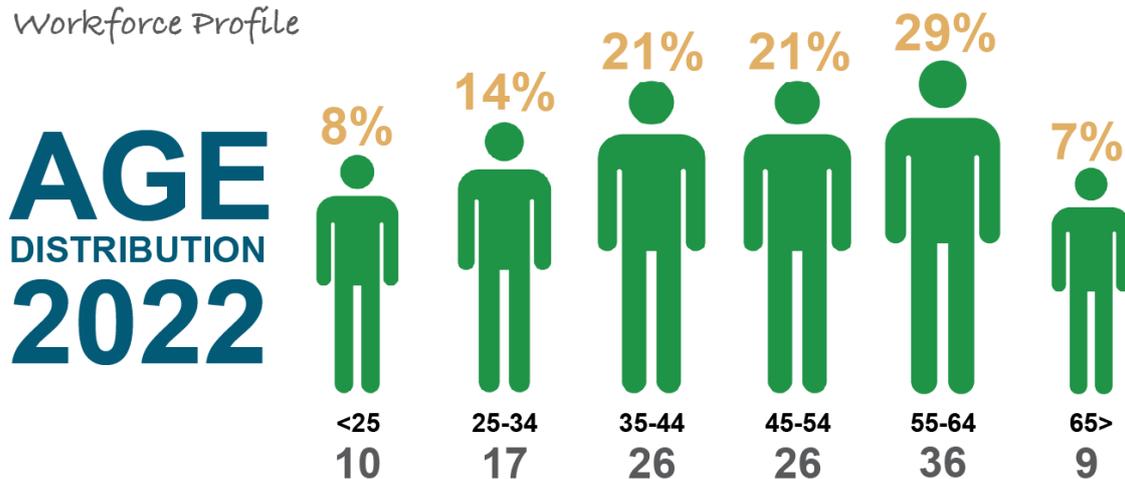
Data Profiling

Data profiling Council's workforce has been gathered over the previous four years. This information has been reported to Management (ELT and Senior Management Team) monthly and Councils Consultative Committee bi-monthly.

Data has been extracted from:

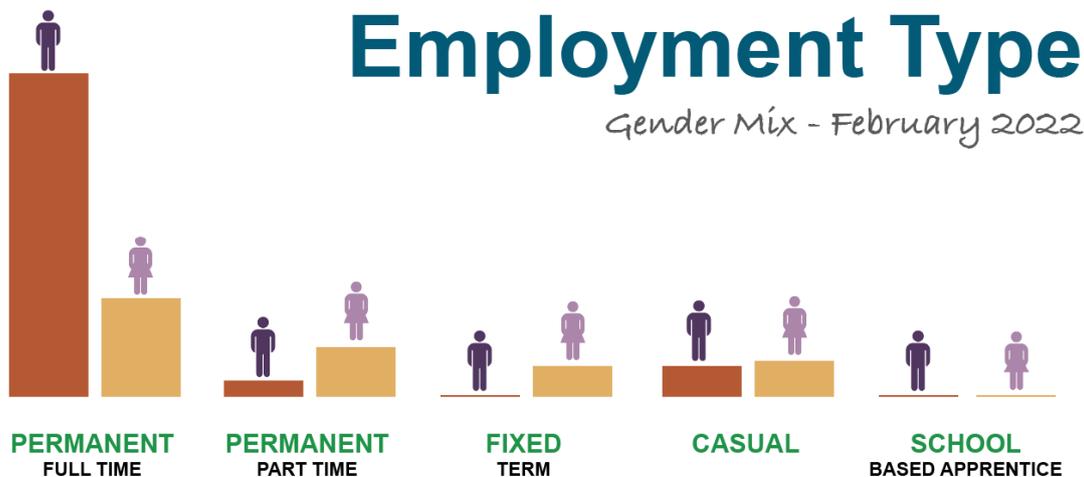
- Council's payroll system, (Practical),
- Various excel spreadsheets (maintained by HR).
- Price Waterhouse Cooper statistical reporting completed each year by HR
- Price Waterhouse Cooper comparison data, which compares NSC to other group 10 councils who have participated in the survey. These Councils are of similar size to NSC.
- Data provided by the Macquarie University Voice Project. The university work closely with the Human Resources Team to facilitate this employee engagement survey which is completed by over 80% of employees every two years.
- External data was also collected from various other sources including, Australian Bureau of Statistics, Community Profile, National Skills Shortage Strategy for Local Government, Survey of Skills Shortage in NSW, Australian Jobs (DEWR), and Federal Government websites

Workforce Profile



Age Comparison 2017 - 2022





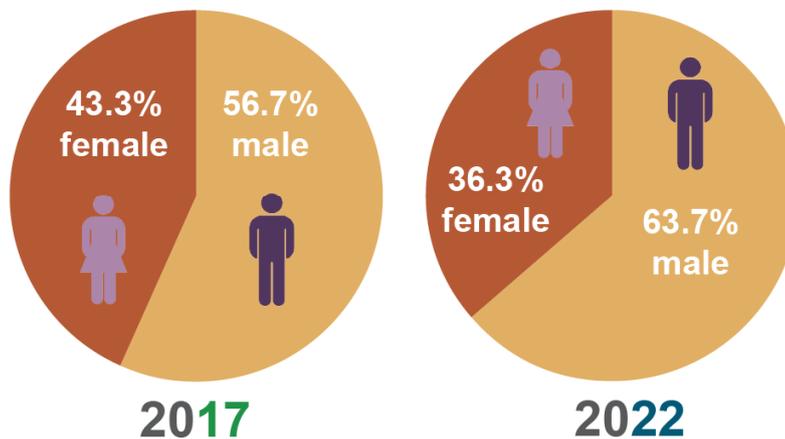
The numbers in the table below need to be added to the above graphics (remove table when corrected)

Title – Workforce Profile – Employment Type- Gender Mix - February 2022

Employment type	Male	Female
Permanent Full Time	67	20
Permanent Part Time	3	10
Fixed Term	0	6
Casual	6	7
School based Apprentice	3	2

Gender Mix

Whole Organisation
February 2022

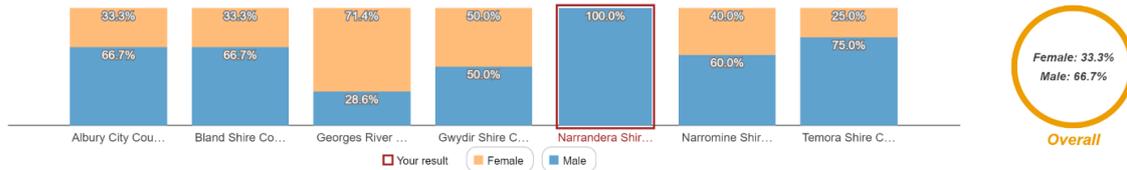


Women made up almost half the paid workforce in Australia in 2020. Narrandera Shire council statistics are slightly less than this figure.

Analysis of Narrandera Shire Council employee demographic indicates that in 2017 women made up 43.3% of employees This has decreased to 36.3% in 2022. Of these women the majority are in traditional roles, a significant number of these employees fill part time fixed term and casual roles.

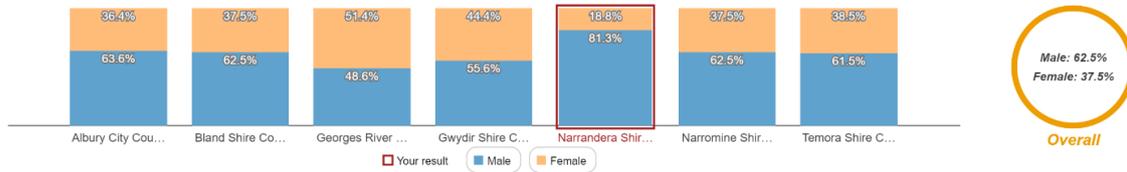
One current female employee is working in a non-traditional role in a casual capacity. Historically Council has had a larger number of females in non-traditional occupations. Council has three females in management roles these are all situated in Corporate and Community Services. Graphs provided by Price Waterhouse Cooper show that females are underrepresented in all employment categories including Executive, Management, and other staff (see below)

Headcount - CEO and Director gender diversity



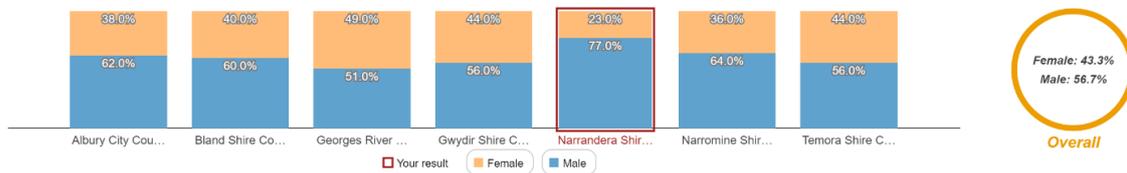
Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Headcount - CEO, Director and Manager gender diversity



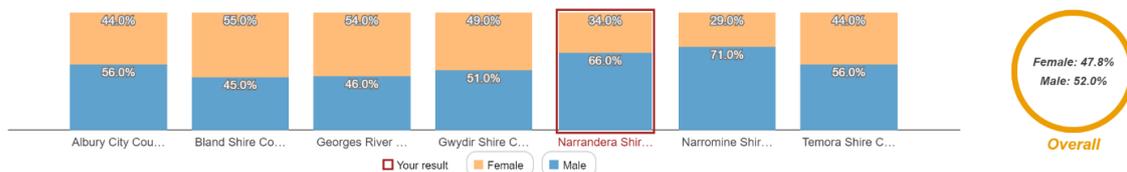
Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Headcount - Manager gender diversity



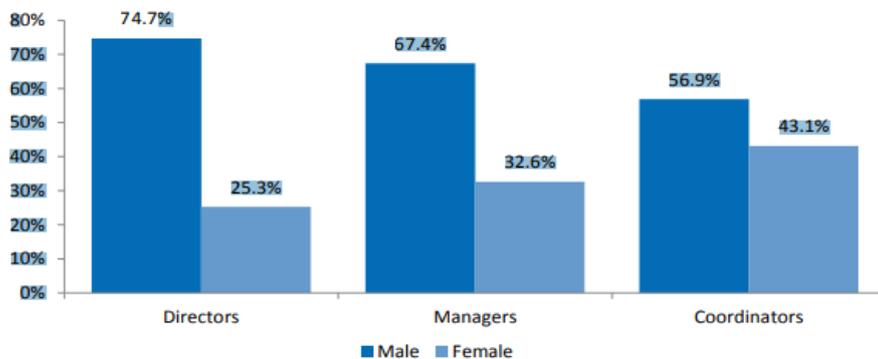
Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Headcount - 'Other staff' gender diversity

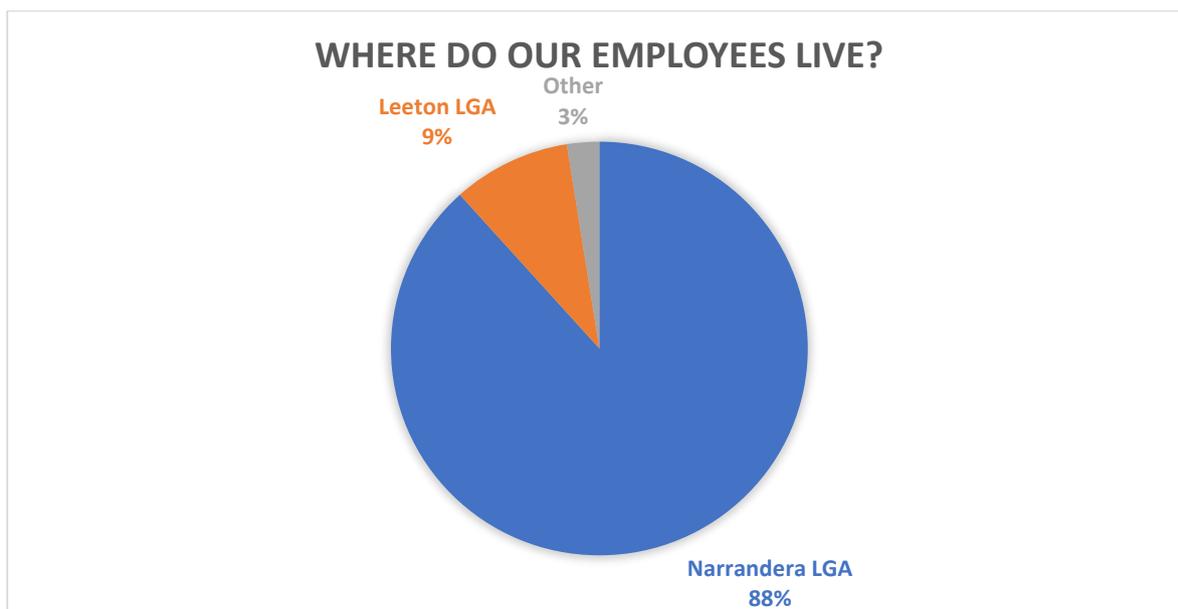


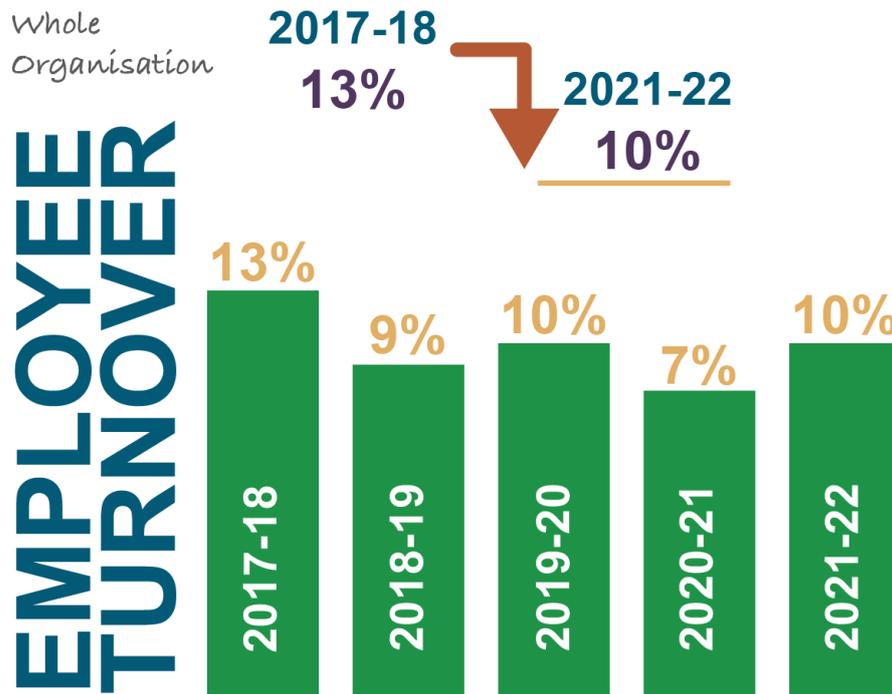
Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Three quarters (75%) of local government directors, CEOs and managing directors are male and only 25% are female. The proportion of women in leadership roles increases for managers (33%) and coordinators (43%) as can be seen in Figure 12 (ACLEG Survey).

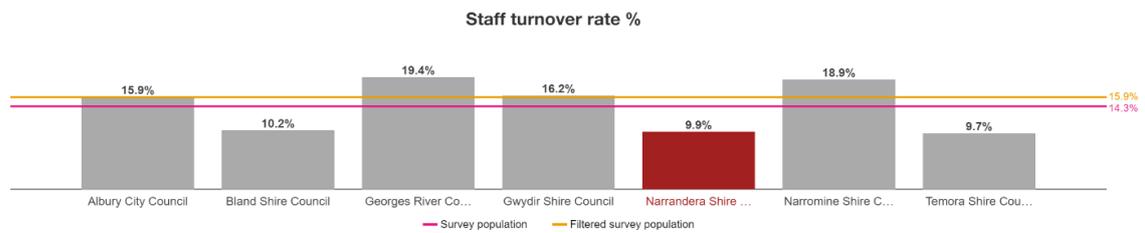


Where do our employees live?

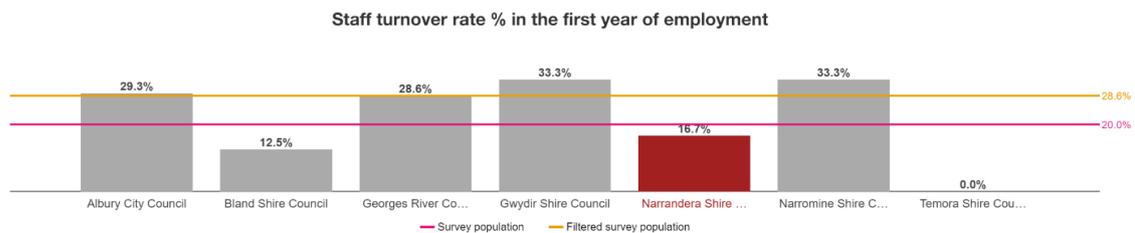




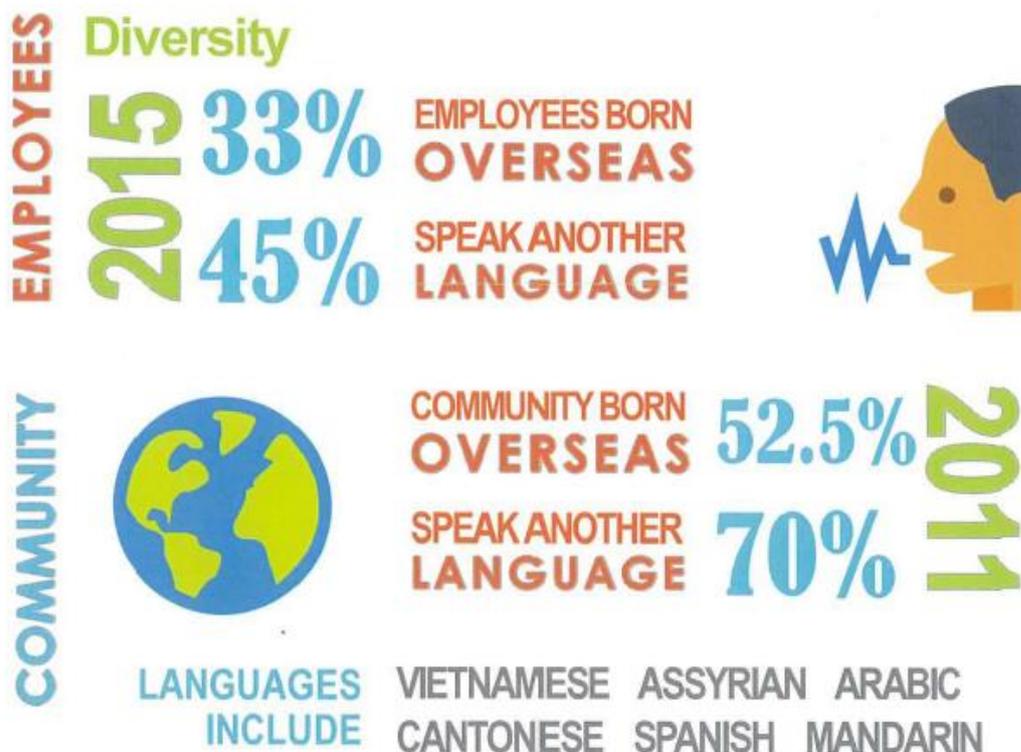
Narrandera shire Council has maintained a consistently low turnover rate during the four-year period from 2017-2021. Comparing Council’s turnover figures to that of other Councils in Group 10, statistics provided by the Price Waterhouse Cooper survey indicate that Council’s turnover is significantly lower than other Councils in the group.



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

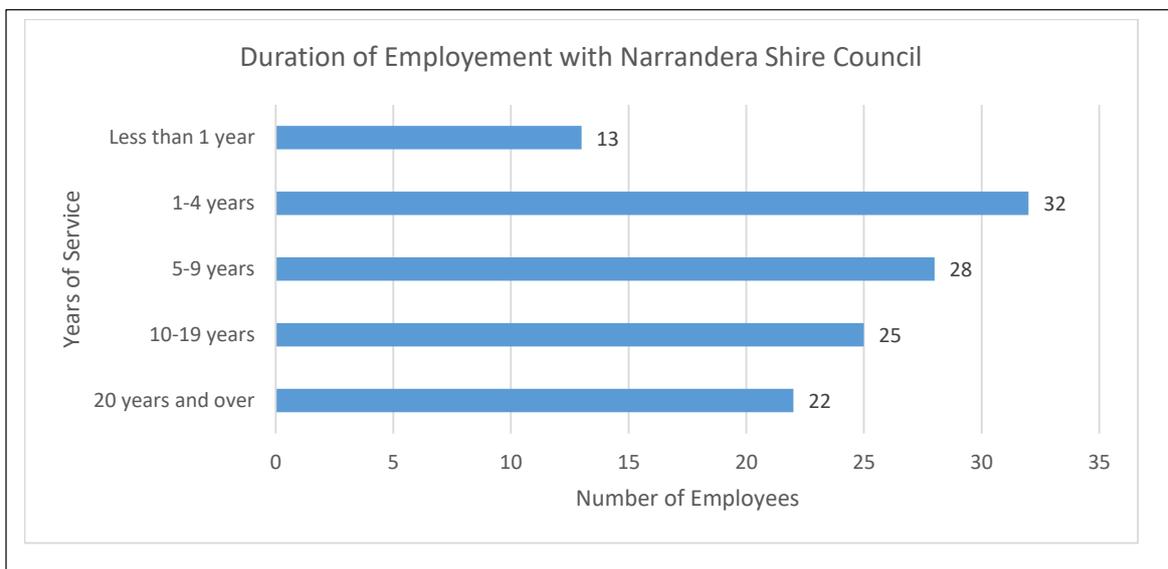


The above is how I would like the below NSC stats displayed **Needs to be updated on Edwina's return from leave**

Title – Workforce Profile – Workforce Diversity - Whole Organisation

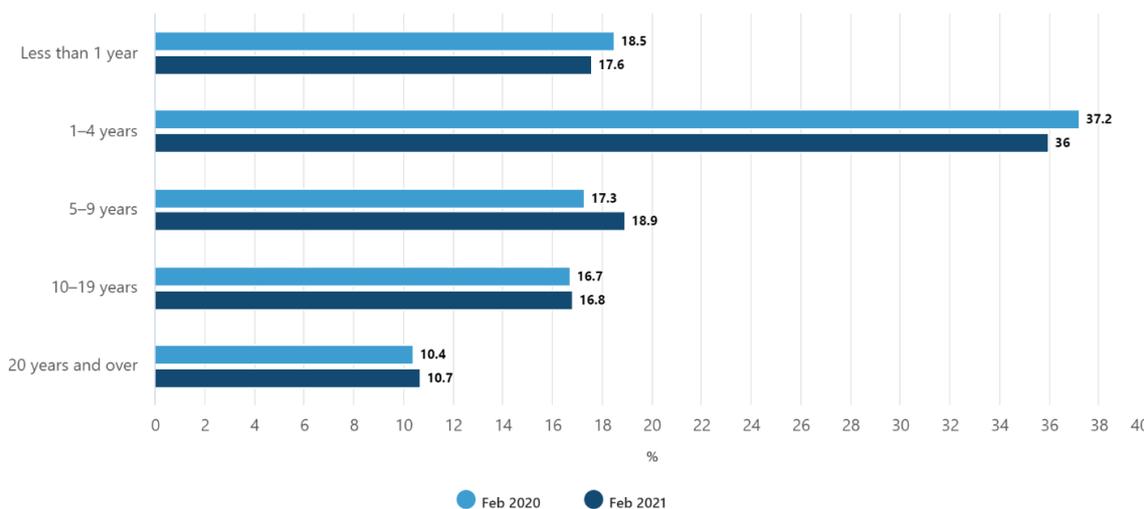
Employees Estimated stats 2022	
Aboriginal and/or Torres Strait Islander people	13.6%
Employees born overseas	4.86%
Employees who speak another language	4.86%
Community ABS stats 2016	
Aboriginal and/or Torres Strait Islander people	9.7%
Community born overseas	16.9%
Speak another Language	1%
Most common language includes	Spanish, Italian, Malayalam, German Mandarin

Duration of Employment with Narrandera Shire Council



	Nationally 2021	NSC 2022
No/ Employed	13 million	120
Employed 5 years +	46%	62.5%
Employed 20 years +	23%	18.33%
Less than a year	17.6%	10.83%
Between 1 to 4 years	36%	26.66%

Chart 1: Duration of employment in current job



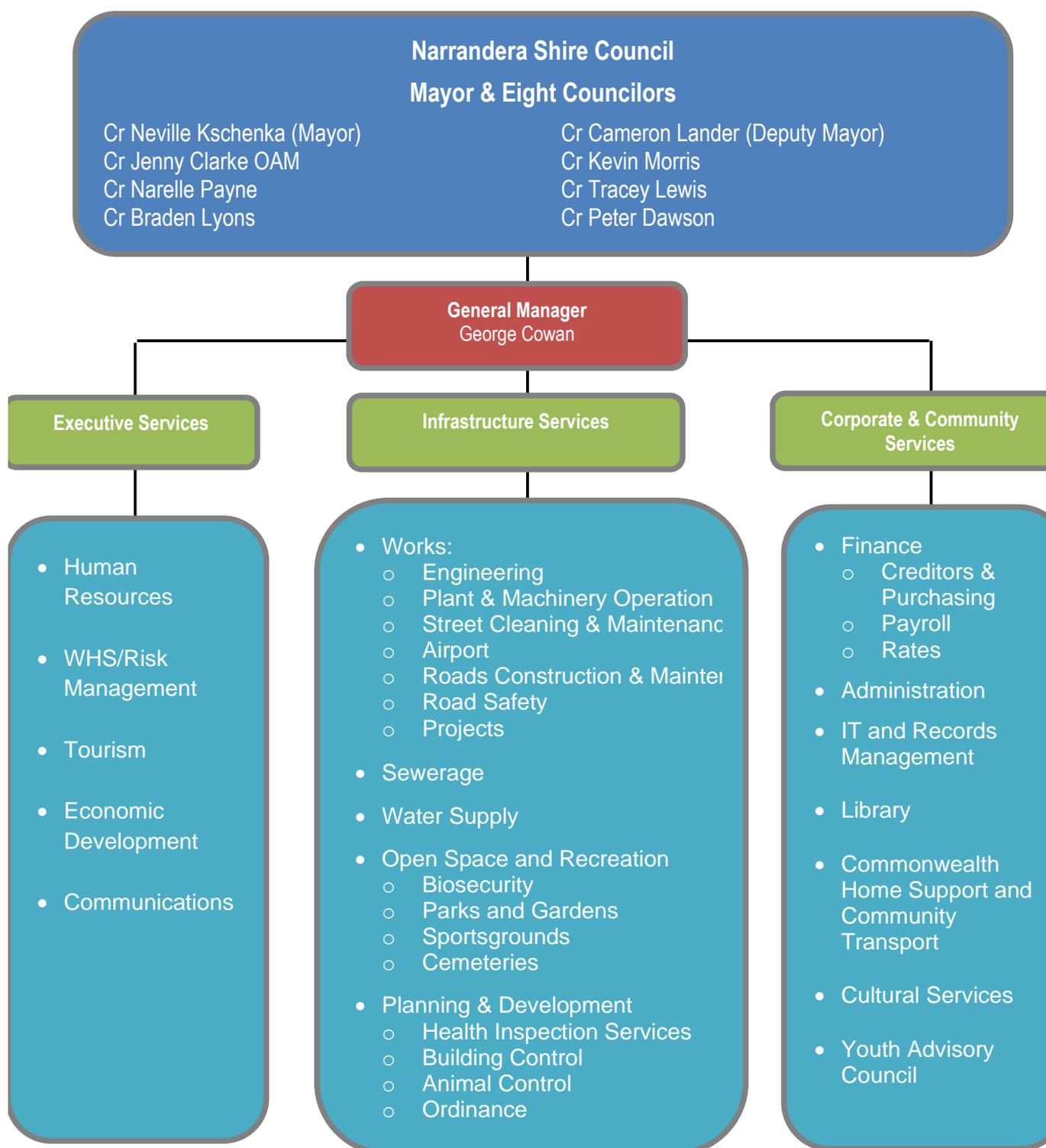
Source: Australian Bureau of Statistics, Job mobility February 2021

Structure & Functions of Council

The General Manager, appointed by Council, is responsible for the efficient and effective operation of the Council on a day-to-day basis and may delegate responsibility to Deputy General Managers to ensure that decisions of Council are put into effect.

Narrandera Shire Council is divided into three (3) Departments:-

- Executive Services
- Infrastructure Services
- Corporate and Community Services



Challenges

Narrandera Shire Council faced several challenges in relation to sustainable workforce planning in the 2017 – 2021 Workforce Management Plan. Some challenges relate specifically to the implementation of Council's delivery program others are long term, for example while Council's has a low turnover, continual monitoring is required to ensure the low rate remains the status quo any spikes in this trend would need to be investigated and solutions implemented to avoid the implications this could present. The key challenges that Narrandera Shire Council face in relation to workforce management now, and in the future are:

- Gender equality particularly in Management positions
- Employee turnover
- Ageing workforce
- Attracting and retaining young people
- Attracting and retaining employees with the required skills
- Meeting diverse community expectations with limited resources
- Adapting to modern technologies and innovation in work practices
- Ensuring supervisors and managers have leadership and management skills
- Ensuring the workforce reflects the community profile including Aboriginal community and people with disabilities.
- Competing Labour Markets
- Changing skill requirements
- Local Government Act and modern recruitment practices do not align
- Some resistance of employees willing to engage in higher positions as part of temporary relief arrangements, secondments, or permanent vacancies for example Skills shortage plant operator
- COVID related issues
- Encouraging a culture that promotes role flexibility and mobility
- Lack of workforce trend data
- Lack of cultural diversity
- Lack of skills and experience in workforce planning

What steps is Narrandera Shire Council taking to address these challenges?

This section explores the local challenges and outlines the responses that Narrandera Shire Council will take to support the implementation of the Delivery Program.

Gender equality

Women continue to be under-represented in the local government workforce. The 2016 NSW census found that women make up 46% of the local government workforce in NSW, whereas according to a May 2012 research article, nationally the figure is 43%. However, preliminary analysis from the ALGWE Census suggests that the numbers are even lower, with women making up just 39.2% of all employees in local government. Of these, women were the majority (62.75%) in the human and community services category but a significant minority (only 15.4%) in the engineering and infrastructure category.

(Above information needs to be reviewed)

Staff Turnover

Narrandera Shire Council has an employee turnover rate that is lower than other group 10 Councils. Figures indicate that the group average for employee turnover is 15.3% compared to Narrandera Shire Council at 9.9%. This has contributed to highly knowledgeable and committed employees within the organisation.

Narrandera Shire Council is also seen as an employer of choice, while this may be by default as Council is one of, if not the largest employer in the Local Government Area, Council has significant programs in place to make it a desirable place to work.

The current pandemic may have influenced the low turnover rate in recent years as the number of employees seeking to change jobs may have been placed on hold due to issues around restricted mobility in place because of the pandemic.

Strategies in place to promote Narrandera Shire Council as an employer of choice and therefore reduce employee turnover include:

- The introduction of a web-based Employee Performance Management System.
- Detailed Position Descriptions and competency statements
- Generous award conditions
- Great career opportunities through study, professional development, higher duties, and secondment opportunities
- Bi-annual employee survey – conducted independently provides Council with a clear picture of the organisation's health. Action plans that have resulted from this process have shown improvement in how employees feel about Narrandera Shire Council as an employer.
- Celebration of employee achievements at Council's yearly awards breakfast where long service awards and education achievements are acknowledged
- Employee appreciation/ thank you gift presented to each staff member annually
- Twice yearly employee breakfast to promote teambuilding and morale.
- Work areas are well maintained
- Regular upgrade of computer systems
- Council maintains a modern fleet including construction equipment, vehicles, and miscellaneous plant

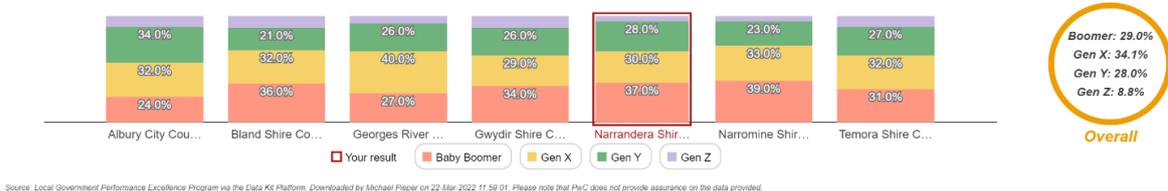
Ageing workforce

Statistics available indicate that Narrandera Shire Council has a significantly older workforce than both the National and State average. The percentage of employees over 45 nationally and at state level is currently 38%. Narrandera Shire currently has 58.3% of its workforce over 45. 35 employees can retire in the next decade.

An ageing workforce poses several challenges for Council in the medium and long term. These include:

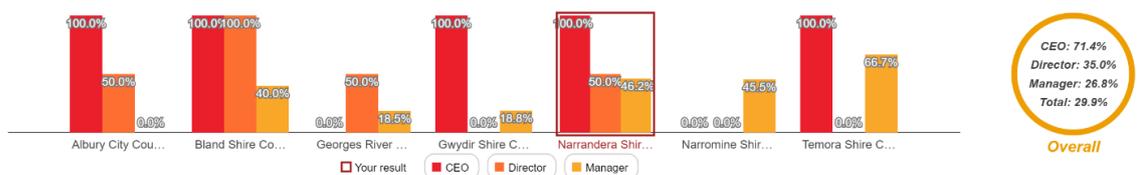
- Increased reliance of machinery and technology to replace manual labour – responding to the decreasing physical capacity of an ageing workforce.
- High proportion of the workforce planning for retirement within a relatively short time – requiring significant recruitment focus now and in the future.
- Increased need for a health focus to ensure the health and wellbeing needs of the workforce are met.
- Retaining intellectual property is another concern. One strategy to counter this to some degree is the promotion of phased retirement where an employee can plan for a gradual retirement by working part time and possibly utilising superannuation entitlements or leave balances to supplement their salary. During this time, they are able to impart their knowledge through extended on the job training and mentoring

Headcount - Generational diversity



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Potential retirements in the next 10 years



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by Michael Pieper on 22-Mar-2022 11:59:01. Please note that PwC does not provide assurance on the data provided.

Attracting and retaining young people

The population of the shire has been declining with a particular movement out of the shire by young people. This is resulting in a smaller pool of young people to fill vacant positions. Council needs to plan long term for their capacity to recruit employees. For this trend to be reversed, Council needs to focus on being an employer of choice with particular emphasis on young people. This will also assist in combating the issues surrounding our ageing workforce.

Council will need to consider policies that encompass working conditions that will appeal to the next generation. Councils' salary system needs to be reviewed to ensure that remuneration offered of

vacant roles is competitive. Some other suggestions would include flexible working conditions in addition to those already available. Short term contractual agreements replacing existing ridged locked in employment contracts. Recruitment practices need to be reviewed to allow more flexibility around building our own employees to fill expected vacancies through programs such as apprenticeships, gradual retirement plans and secondments and retaining these employees when a vacancy is available. Council needs to continue strong relationships with local high schools to promote councils' program of supporting work experience and School based apprenticeships.

Attracting and retaining employees with the skills needed

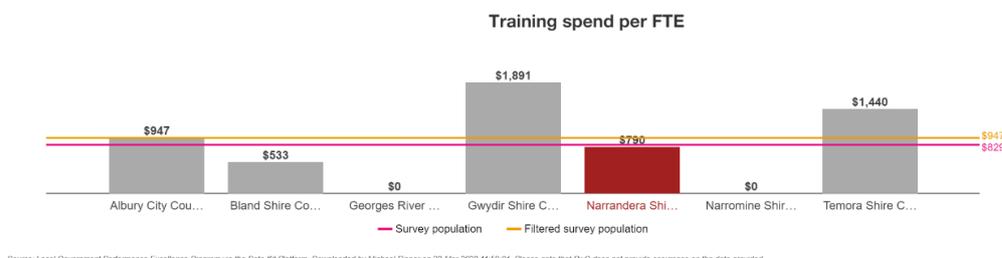
Like many rural councils, Narrandera Shire Council faces ongoing challenges in meeting the requirements of services with a declining skill base within the LGA. Narrandera Shire competes with other employers within the region for several key skills.

There are key positions within Council that have posed recruitment challenges. These include town planners, building surveyors, employees that have the right mix of supervisory/management skills and the technical skills required for the role e.g. Open Space and Recreation Team Leader. Like many local governments, particularly those within rural areas, attracting skilled and qualified employees has been challenging.

Local government's skill shortages will be exacerbated over the next decade by the retirement of mature age workers. This poses an extreme risk for Narrandera Shire as 58.3% of employees are over 45 this has increased by just over 4% in the last four years with an estimated 35 employees (29.1%) able to retire in the next decade. Seven employees belong to a defined benefit superannuation scheme. Typically, staff members in defined benefit scheme retire four to five years earlier than those in accumulation schemes.

The challenge for Narrandera Shire Council will therefore be to:

- retain mature talent to ensure business continuity and service delivery
- attract young people
- Implement a range of workforce practices and investment in systems that will support succession planning and achieve transfer of skills and knowledge.
- minimise the risk of mass loss of intellectual property is to further embrace already available award arrangements such as phased retirement
- Provide succession plans
- Provide training and development



Meeting diverse community expectations with limited resources

Strong partnerships between employees, a commitment to the community and a growing sense of innovation are attributes of the Narrandera Shire Council team that contribute to their ability to effectively respond to community expectations and organisational requirements. Council has a small and loyal workforce which needs to focus on open communication to foster an environment that supports the development of an efficient and productive workforce.

Council has a continued focus on ensuring that all employees are actively involved in planning for the future of their career path the organisation and the community. This continues to result in a team that is engaged in its work and committed to providing effective services and support to the community.

As a multi-skilled team, Narrandera Shire Council employees implement a range of functions and services with small numbers of employees. This is effective because of the diverse skill set those employees within the organisation have.

Adapting to modern technologies and innovation in work practices

As the world changes, and technology advances work forces are required to update their skills and knowledge to keep pace with the impact of technological growth. For Narrandera Shire Council this is an area that poses a challenge to ensure that a stable and older work force can provide the technology focus.

The current pandemic has required Council to respond quickly to changes needed to allow staff to be able to work from remotely. Council also needs to respond to the advancement in machinery that is needed for the organisation to be productive considering the aging workforce by minimising the need for labour intensive manual tasks where possible.

Council also needs to provide an adequate budget for training in technological innovation.

Ensuring supervisors and managers have leadership and management skills

Council over several years has made a concerted effort to ensure that supervisory employees have the necessary skills to undertake their role. Existing employees who have supervisory responsibilities have been required to undertake at minimum a Certificate IV in Leadership and Management. Supervisors are also required to undertake ad hoc training to increase their knowledge in areas such as performance management and report writing. Mentoring by senior staff should be imbedded as normal practice.

Ensuring the workforce reflects the community profile including aboriginal community and people with disabilities.

The 2016 Census data indicates that Indigenous people currently comprise 2.8 per cent of Australia's population and their numbers are growing at a faster rate than the non-Indigenous population.

The percentage of aboriginal people that reside in the Narrandera LGA is 9.7% (ABS 2016) Current statistics held in human Resources indicates that Indigenous employees, employed by Narrandera Shire Council comprises 13.6% of the total workforce.

Narrandera Shire Council currently employs two employees from culturally and logistically diverse backgrounds this equates to 1.66% of our total workforce

Council needs to continue the Implement Councils Equal Employment Opportunity (EEO) and Diversity Management Plan.

Council will implement its disability inclusion action plan where persons with a disability are encouraged to participate in all operations of Council.

Competing Labour Markets

Narrandera Shire Council is entering into an era of unprecedented competition in the labour market. It is envisaged that development of businesses within the LGA such as, but not limited to, solar farms will require operational employee numbers that will outweigh supply. The offer of higher wages may entice existing Council employees to consider changing employment. Council is currently not able to match market trends in relation to salary without a complete overhaul of the organisation structure.

Continuing to provide non-wage benefits such as flexible working arrangements and advancement opportunities are just some ways of attracting and retaining staff.

Changing skill requirements

As councils become more accountable across all facets of the organisation, skills required also need to be of a higher level. One example of this is the increase in reporting requirements in relation to the ARIC committee. Skill levels including the requirement for additional training and the development of position descriptions and possible changes to the Council organisational structure are all possibilities.

Local Government Act and modern recruitment practices don't align.

Council has developed a succession planning policy and a succession plan as part of the 2017-2021 Workforce plan requirements. The view is to promote employees into those positions they have been selected and trained for. However, the Local Government Act requires all vacancies to be advertised and therefore could hinder this process.

Research shows that high performing organisations consistently fill at least 60% of top management roles with internal candidates compared to around 10-15% in low performing organisations.

Resistance of employees willing to undertake relief in higher positions

Some resistance has been noted recently where some employees are not willing to engage in higher positions as part of temporary relief arrangements, secondments, or permanent vacancies. The reasons for this are unclear and requires further investigation. Council is currently experiencing skills shortage in relation to plant operators even though there are employees that are qualified to undertake these roles.

COVID related issues

No one could have predicted the pandemic four years ago and forced changes that have been required to be made to combat the issues that faced organisations and the workforce. The effects of the pandemic will be felt for some time to come.

While issues around the pandemic had mainly negative impacts on both employees and organisations in relation to interruptions to productivity and the time required to solve issues as they arose. There have been some positive outcomes including the ability for employees to work remotely when required, this was very rare prior to the pandemic however now it is almost

commonplace. There is still a need to seek solutions to issues that caused concern for example continuous improvement of technology to make working remotely seamless.

Encouraging a culture that promotes flexible work environments

Flexible work environments assist employees by stripping away rigid rules and replacing them with general guidelines. There's a sense of freedom and autonomy inherent to flexible work environments, alongside the structure and support of a traditional workplace.

The requirement for flexible work environments will be more important with the employment of Millennial and Gen-Z employees. Younger workers demand work-life balance and are proving that given autonomy and freedom they perform best.

Council has proved that relaxing rigid rules is possible while still maintaining productivity. This was seen during the events of the pandemic however further improvements to technology, policy and the way we envisage the workplace needs to take place before there is a level of comfort around implementation on a wider scale.

Lack of workforce trend data

While available workforce profile data has improved significantly over the past four years the data is captured, in the most part, manually which can be time consuming. The data is currently maintained outside the record management systems Council has available via excel spreadsheets. There is room for error when processing data in this manner. When sourcing a new financial software package data collection should be considered.

Lack of cultural diversity

While the indigenous population is fairly represented in Council's workforce, ethnic minorities are not. Reasons for this need to be investigated as part of the 2021-2024 workforce Management Plan and where possible solutions implemented

Lack of skills and experience in workforce planning

While workforce planning is often considered to be the domain of Human Resources, it should be seen as a 'whole of Council' challenge.

At this stage no formal training has been provided across the organisation on workforce planning other than a small number of short information sessions which the Human Resources Manager attended over four years ago. The lack of available training needs to be addressed as part of the outcomes of this plan.

The training needs to be provided to all executive, senior management, and supervisors as workforce planning is not solely the responsibility of Human Resources but requires ongoing contribution from across the organisation.

Workforce Priorities and Actions

Workforce resourcing

Key area	Goal	Specific outcomes
Workforce planning	An understanding of our current and future workforce needs	<ul style="list-style-type: none"> Continue to record human resource data to enable analysis of workplace issues and trends including employee profile data (age, gender, aboriginality, disability, cultural), skills, qualifications, grievances, incidents) all exiting staff provided an exit interview Participate in the Price Waterhouse Cooper survey each year Investigate systems to source accurate workforce profiling data that is less time consuming and error free
Meet organisational needs	A workforce with the required skills and expertise to implement the Council's Delivery Program	<ul style="list-style-type: none"> Continue to engage suitably qualified contractors, consultants, fixed term, and casual staff to support the permanent workforce in the delivery of projects in Council's Delivery Program Investigate new or potential skills required to meet the delivery plan for example specialised skills that will be required by employees to meet Councils ARIC obligations.
Recruitment and selection	Attract and retain qualified and skilled people	<ul style="list-style-type: none"> Recruit younger people through innovative and dynamic recruitment processes – including the continued use of social media Promotion of Council's family friendly policies and staff development approach Continue to investigate innovative work/life policies for example a four-day week Continue to implement the Recruitment Strategy that focuses on attracting skilled and qualified staff to the organisation. This includes innovative recruitment advertising processes, secondment and job share opportunities, and partnerships.

		<ul style="list-style-type: none"> • Position Descriptions have a Competency Statement providing a career and skill development path. • Promote Local Government as an attractive industry to work for, • Continue to provide opportunities for youth through work placement and School based apprenticeships • Investigate what will attract millennial and Gen Z prospective employees to Narrandera Shire Council as an employer of choice • Investigate ways to compete in a competitive job market with the focus on non-monetary benefits for example job security, work/life balance • Make representations to have the Local Government Act reviewed to align recruitment requirements with modern recruitment methods.
Workplace diversity	Value difference and have a workforce that reflects the community's profile	<ul style="list-style-type: none"> • Implement Council's EEO and Diversity Management Plan • Investigate ways of encouraging applications for employment for minority groups • Continue to monitor the number of indigenous employees to ensure the number reflects the community profile.
Placements	Provide opportunities for young people to experience what Narrandera Shire Council has to offer	<ul style="list-style-type: none"> • Partner with local high school careers advisers and tertiary education institutes within the region to offer work placement to students • Offer at least three School based Apprentice positions each year

Employee professional development

Key area	Goal	Specific outcomes
Trainees and apprentices	Grow our own	<ul style="list-style-type: none"> • Council has three trainees / apprentices on staff at any one time. This will mean that some skilled positions will need to be replaced with a trainee when the position becomes vacant. • Foster relationships with key training providers and the Australian Apprenticeship Centres • Each trainee / apprentice has a nominated mentor • Foster relationships with secondary schools within the shire and neighbouring shires, to encourage local young people to fill traineeship and apprenticeship positions
Employee orientation	New employees feel welcome and supported	<ul style="list-style-type: none"> • Continue to implement an induction program that suits the position level creating a strong first impression of Narrandera Shire Council, makes new employees feel welcome and ensures they have all the required information • Ensure that Narrandera Shire Council's values are promulgated through the induction, position descriptions, employee appraisal process, posters and team meetings. • Review the induction process to ensure different levels of induction are suitable for the audience • Investigate the implementation of an electronic onboarding process that will supplement the current process and track compliance of the new employee
Succession planning	Key roles are planned for	<ul style="list-style-type: none"> • Continue to monitor the critical roles in the organisation • Ensure positions have a competency statement for each step in the grade, giving a development process to ensure staff are ready to be promoted to the next job in their career path if they choose to. • Fill gaps in key roles through staged retirement, external mentoring programs, intensive training opportunities, shared services

		<ul style="list-style-type: none"> Investigate the reason some employees do not wish to undertake higher duties and provide strategies to encourage participation.
<p>Learning and development</p>	<p>Relevant development opportunities are provided to all employees</p>	<ul style="list-style-type: none"> Continue to identify development needs for each employee at the annual appraisal and provide appropriate budget for training each year Continue to develop an annual corporate training calendar to ensure training opportunities are provided to all employees To support the implementation of Council's Delivery Program, training should include a focus on skills in the following areas: <ul style="list-style-type: none"> information technology, plant, economic development. community development, plain English writing, WHS, Risk Management Asset management Works Continuous improvement and innovation Legislative compliance Continue to register suitable employees for all available free / subsidised training and qualifications Continue to register suitable employees for all available free TAFE courses Continue to promote the Study Assistance policy with Council subsidising employees who wish to undertake further study on their own time Ensure that employees are trained to be able to provide skills in future position requirements for example the evolving requirements of the ARIC committee. Continue to develop staff by providing resources and training in the production of IP&R documents. These documents are the responsibility of the wider Council community and require input from each Manager.

Reward and recognition

Key area	Goal	Specific outcomes
Employee reviews	Recognise employees' efforts, capabilities and performance and address performance issues in a timely manner	<ul style="list-style-type: none"> Continue to use the EPM System module to establish the annual performance plan for each employee at the beginning of each financial year. This includes links to all the Delivery Program actions, the position's PD and Competency Statement, and the Council values. Continue to use the EPM System module for the Annual Performance Review process at the end of each financial year. Ensure that supervisors and managers provide opportunity for open and ongoing two-way feedback with employees
Fixed pay	Grade levels reflect the role and the broader market	<ul style="list-style-type: none"> Identify and implement an updated Job Evaluation system that reflects the contemporary local government industry Pay rates are reviewed against industry benchmarks every two years
Recognition scheme	Commitment, loyalty and continued service to Narrandera Shire Council is recognised and valued	<ul style="list-style-type: none"> Continue to recognise and celebrate key service milestones with long term staff members at employee breakfasts, with Council and where appropriate in the media Celebrate and acknowledge qualification achievements made by employees at employee breakfasts Profile employees in the weekly Communiqué Enter employees and their innovations into Awards such as the Ministers Awards for women in local government and the IPWEA Engineering Awards Formally recognise the issues caused by the pandemic and ensure employees efforts are noted.

Workplace relations

Key area	Goal	Specific outcomes
Work/life balance	Our staff enjoy work and meet their family / personal obligations	<ul style="list-style-type: none"> Review the Flexible Work Arrangements Policy as required to ensure it remains relevant for supporting work/life balance. Promote the policy to all employees through the Consultative Committee and weekly Communiqué and at Team Meetings When reviewing flexible work arrangements consideration needs to be given to relaxing ridged rules for example Councils Working from Home Policy, for this to be successful Council's technology may need to be upgraded. Implementation of further flexible work arrangement may also encourage millennial and Gen Z prospective employees to see Council as an employer of choice Investigate further innovative flexible work arrangements for example a four day working week.
Equal Employment Opportunity	A workplace free of discrimination/ harassment/ bullying	<ul style="list-style-type: none"> Implement Council's EEO and Diversity Management Plan Regular promulgation of Council's Harassment and Bullying policy and conduct refresher training every three years
Employee assistance	Employees have access to professional, independent counseling support	<ul style="list-style-type: none"> Continue to provide free confidential counselling services for employees & families Promote the counselling service at Employee Breakfasts, through the weekly Communiqué and when employees may require assistance for example involvement in a grievance or life changing event
Work environment	A consistent, productive, and positive work environment	<ul style="list-style-type: none"> Conduct Code of Conduct refresher training for all employees every 3 years Promote the Code of Conduct and other policies through all relevant mediums and forums Senior management and HR to support managers in addressing poor behaviour promptly and in accordance with Council's policies

		<ul style="list-style-type: none"> • Promote the Council’s Values (ECLAIRS) through each employee’s annual performance plan, assessed at the annual performance appraisal, being in position descriptions, on posters and at team meetings. • Conduct an employee opinion survey (Voice Project) every 2 years.
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Workplace health and safety and wellbeing

Key area	Goal	Specific outcomes
Safe work environment	A workplace that is safe and healthy	<ul style="list-style-type: none"> • All WHS processes are reviewed in consultation with employees through the WHS Committee, at team meetings and by displaying policy for 28 days for employee comment • Provide refresher training on WHS every 2 years • Develop and implement annual WHS Action Plan • WHS and risk management is on the agenda at SMT, toolbox and team meetings • WHS and risk is on the ELT agenda each month • Proactively and in a timely manner investigate all workplace incidents and grievances •
Risk management	Risk management is an embedded business practice	<ul style="list-style-type: none"> • Maintain and review the Enterprise Risk Management Policy and framework • Continue to review and implement an annual Corporate Enterprise Risk Management Plan with department plans underneath • Train all staff in risk management concepts so they can undertake required risk identification and management tasks • Ensure all required Council services, events and programs have appropriate risk management plans developed and implemented • WHS and risk management is an agenda item at ELT, SMT, toolbox and team meetings

Injury management	Injured employees are returned to their pre-injury role	<ul style="list-style-type: none"> Review the injury management policy as required to strengthen incident investigation, early injury management and allocation of alternate duties All injured staff are provided with alternate duties until they return to their full pre-injury duties Relation to Delivery Program 2017 - 2021 - provide a supportive environment for all staff.
Employee health and wellbeing	A fit and healthy workplace	<ul style="list-style-type: none"> Workplace Health Safety Risk Officer (WHSRO) in conjunction with the WHS Committee implement an Employee Well Being Program using the funding reserved from the one-off yearly insurance payment. Continue to subscribe and promote the "Well at Work" magazine for employees

Leadership culture

Key area	Goal	Specific outcomes
Strong leadership	A strong and committed leadership approach	<ul style="list-style-type: none"> All supervisors to leadership training at certificate VI level or higher All leadership staff to be given an opportunity to participate in development opportunities such as the annual Rural Management Challenge and the Local Government Mentor program. Regularly update employees on key issues, projects and decisions through the Weekly Communique, team meetings, executive staff being seen regularly in the field, staff presentations Provide higher duties and secondment opportunities so people can try leadership roles Continue to provide opportunity for managers to attend ELT meetings on a rotation basis
Organisational culture	A positive, vibrant, and responsive organisation	<ul style="list-style-type: none"> Conduct an employee opinion survey (Voice Project) every 2 years, Include the leadership values in each supervisor's annual performance plan and assess them at the annual performance appraisal for each

		supervisor.
Change management	Employees actively participate in new initiatives and improved approaches	<ul style="list-style-type: none"> • Each project has a change management strategy • Each project is to have a Communications Plan to ensure all employees are informed and engaged • Each project is to identify the training required for staff in order for the project to be effective • Foster information sharing between staff – both formally and informally – through project plans, stakeholder engagement strategies and change management strategies
Employee engagement	The staff are engaged and empowered	<ul style="list-style-type: none"> • All teams have regular team and toolbox meetings where two-way communication is fostered • Provide employees with necessary tools to succeed • Advise employees through employee breakfast of council's successes • Recognise employees for their achievements at employee breakfasts and the communique • Provide delegation that reflects their role • actively involve all staff in reviews of all Integrated Planning and Reporting documents including the Community Strategic Plan

Our Disability Inclusion Action Plan 2022-2026

(Word version from which Edwina Foley will be
creating an exhibition document)

Inside front cover: Acknowledgement to Country

2 | Page - Presented to Council for adoption for exhibition purposes 19 April 2022

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Introduction to ‘Our Disability Inclusion Action Plan 2022-2026’

Disability Inclusion Planning is one way Governments, public authorities and all organisations can reduce and remove barriers for people with a disability and foster a more accessible and inclusive community. Disability Inclusion Planning is about making a plan that outlines the intentions and actions to remove barriers to information services and employment as well as to foster the promotion of the rights of people with a disability.

Under the *Disability Inclusion Act 2014*, all NSW Government Departments and NSW Local Government were required to develop a Disability Inclusion Action Plan (DIAP).

Narrandera Shire Council developed and adopted the first Disability Inclusion Action Plan prior to 1 July 2017 and this document represents the second generation of the Councils commitment to identifying and removing barriers that exist in the delivery of services and facilities into our communities.

As with ‘Our Narrandera Shire 2034’ Community Strategic Plan, solutions to address some issues will not always be the responsibility of Council but will require the commitment of other Government departments of agencies, business owners, property owners and members of the community to effect a positive change for the better. Council has a multi-faceted role as the facilitator, an enabler, a supporter or an advocate or a combination of any of the roles.

Message from the Mayor

I am proud to present the Disability Inclusion Action Plan (2022-2026) for Narrandera Shire Council.

Since the first plan was adopted in 2016 it has been used by Council to inform decisions and to set the agenda for long-term planning of projects, infrastructure and services that can assist people within the community who live with a disability.

As I write this message, I immediately think of the improved access points both into the Lake Talbot Water Park and into the large pool itself with a dedicated ramp; I also think about the new ramp installed adjacent to the grandstand and the new changerooms at the Narrandera Sportsground which will make it much easier to access prime vantage points surrounding the oval.

From the community feedback received from the 2021 Community Survey and from the recent consultation process to develop the Community Strategic Plan named 'Our Narrandera Shire 2034' and this document, issues of concern to the community include access to retail premises and footpaths that provide connectivity.

With the support of my fellow Councillors and senior staff, I hope that we can make changes that our Shire more liveable and accessible.

Mayor Neville Kschenka

(Edwina maybe an image of the Mayor)

Message from the General Manager

As an organisation we have developed this document as a guide to assisting people living with a disability to hopefully become better integrated into the community; in doing so we look at ways we can assist people in areas such as:

- Attitudes and behaviours
- Liveable communities
- Meaningful employment
- Access to services

As you read this document, you will see that Council has developed a series of Actions, Performance Targets and Measures to report back to Council then the community on the progress of implementing this plan

I would like to thank community members for their valuable contribution in the development of this document.

Mr George Cowan

(Edwina maybe an image of the GM)

Disability inclusion in NSW

The NSW *Disability Inclusion Act 2014* requires all NSW Councils to develop a Disability Inclusion Action Plan for their local government area, the plan must be inclusive of 4 focus areas that people with a disability said were priority areas:

- Developing positive community attitudes toward disability
- Creating liveable communities
- Increasing access to meaningful employment
- Improving access to mainstream services through improved systems and processes.

The NSW *Disability Inclusion Act 2014* regards a person as having a disability if the person has a long-term physical, psychiatric, intellectual, or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others.

Examples of a disability include:

- **Physical disability** – most often associated with an aspect of a person's physical functioning, usually either their mobility, dexterity, or stamina. The disability may be permanent or temporary and it may have been existed from birth or acquired later in life
- **Psychiatric disability** – is a general term for a group of illnesses that affect the mind or the brain and include bipolar disorder, depression, schizophrenia, anxiety, and personality disorders
- **Intellectual disability** – often includes difficulties with communication, self-care, social skills, safety, and self-direction
- **Sensory impairment** – includes visual impairment where people are blind or have partial vision, deafness or hard of hearing can range from mild to profound.

Disability discrimination in Australia

The Commonwealth *Disability Discrimination Act 1992* aims to eliminate, as far as possible, discrimination against persons on the ground of disability in the areas of:

- Work, accommodation, education, access to premises, clubs, and sport
- The provision of goods, facilities, services, and land
- Existing laws
- The administration of Commonwealth laws and programs.

The Act seeks to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.

The Commonwealth *Disability Discrimination Act 1992* defines disability as:

- total or partial loss of the person's bodily or mental functions; or
- total or partial loss of a part of the body; or
- the presence in the body of organisms causing disease or illness; or
- the presence in the body of organisms capable of causing disease or illness; or
- the malfunction, malformation or disfigurement of a part of the person's body; or
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour;

and includes a disability that:

- presently exists; or
- previously existed but no longer exists; or
- may exist in the future (including because of a genetic predisposition to that disability); or
- is imputed to a person.

What is discrimination in Australia

The Australian Human Rights Commission describes discrimination as occurring when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics. This is known as 'direct discrimination'.

Example: An employer refused to hire a suitably qualified person as a shop assistant because they were Aboriginal, and instead hired a less qualified person of a different racial background. This could be interpreted as racial discrimination.

It is also discrimination when an unreasonable rule or policy applies to everyone but has the effect of disadvantaging some people because of a personal characteristic they share. This is known as 'indirect discrimination'.

Example: A policy that says only full-time workers will be promoted could discriminate against women who are more likely to work part-time to accommodate their family responsibilities.

Discrimination can be against the law if it is based on a person's:

- age
- disability, or
- race, including colour, national or ethnic origin or immigrant status
- sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding
- sexual orientation, gender identity or intersex status.

Discrimination on these grounds is against the law in a number of areas of public life, including employment, education, getting or using services or renting or buying a house or unit. Some limited exceptions and exemptions apply.

Employers have a legal responsibility to take all reasonable steps to prevent discrimination on these grounds. Employers can also be liable for the discriminatory acts of their employees. This is called 'vicarious liability'.

Under the Australian Human Rights Commission Act, individuals can also lodge complaints with the Commission concerning discrimination in employment because of their religion, political opinion, national extraction, nationality, social origin, medical record, criminal record or trade union activity. Complaints will be reported to Parliament where the Commission finds a breach of the Act.

Disability in Australia

According to the Australian Network on Disability (viewed 27 January 2022), the following is a statistical representation of people living with a disability:

Demographics

- Over 4.4 million people in Australia have some form of disability - that's 1 in 5 people
- 17.8% of females and 17.6% of males in Australia have disability
- The likelihood of living with disability increases with age. 2 in 5 people with disability are 65 years or older
- Of all people with disability, 1.9 million are aged 65 and over, representing almost half (44.5%) of all people with disability. This reflects both an ageing population and increasing life expectancy of Australians
- 2.1 million Australians of working age (15-64 years) have disability
- 35.9% of Australia's 8.9 million households include a person with a disability.

Types of disability

- Only 4.4% of people with a disability in Australia use a wheelchair
- 1 in 6 Australians are affected by hearing loss. There are approximately 30,000 Deaf Auslan users with total hearing loss
- Vision Australia estimates there are currently 357,000 people in Australia who are blind or have low vision. They project that the number of Australians who are blind or have low vision will grow to 564,000 by 2030
- 45% of Australians aged 16–85 years, experience a mental health condition during their lifetime
- 3 million Australians live with depression or anxiety
- Research shows job or financial loss can increase a person's risk of health problems, such as depression and anxiety
- Over three-quarters (76.8%) of people with disability reported a physical disorder as their main condition. The most common physical disorder was musculoskeletal disorder (29.6%) including arthritis and related disorders (12.7%) and back problems (12.6%).

Employment of people with a disability

- People aged between 15 and 64 years with disability have both lower labour force participation (53.4%) and higher unemployment rates (10.3%) than people without disability (84.1% and 4.6% respectively)
- There are 2.1 million Australians of working age with disability. Of these, just under half were employed (47.8%), compared with 80.3% of people without disability
- Australia's employment rate for people with disability (46.6% in 2015) is on par with developed countries. In developing countries, 80% to 90% of people with disability of working age are unemployed, whereas in industrialised countries the figure is between 50% and 70%
- 34% of people with disability are managers & professionals
- Graduates with disability take 61.5% longer to gain fulltime employment than other graduates
- Almost one in five (18.9%) people with disability aged 15-24 years experienced discrimination. In almost half of those instances, the source of discrimination is an employer
- Global research has found that when employee health and wellness is managed well the percentage of engaged employees increases from 7% to 55%
- 73 percent of employees who say they work at a "purpose-driven" company are engaged, compared to just 23 percent of those who don't
- A higher proportion of people with a profound or severe disability were working full time in 2018, 11.4% compared with 7.9% in 2015. This is driven by an increase in women with a profound or severe disability working full time (9.2% in 2018, up from 5.5% in 2015).

Customers with a disability

- People with disability are three times as likely to avoid an organisation and twice as likely to dissuade others because of an organisation's negative diversity reputation
- 36% of people with disability are often treated less favourably than customers without disability
- 28% of people with disability have experienced discrimination by one or more of the organisations they've recently interacted with
- 1 in 3 people with disability report that their customer needs are often unmet
- Of the Australians with disability aged 15 and over, almost one-third (33.1%) avoided situations because of their disability. One of the most common situations avoided were going to shops, banks etc. (34.3%)

The Australian Human Rights Commission in 2017 published a document called – Missing out: The business case for customer diversity



Source: Australian Human Rights Commission website – viewed 27 January 2022

Disability in Narrandera Shire

According to the Australian Bureau of Statistics 2016 census on Population and Housing (viewed 27 January 2022) there were:

- 407 persons stated that they needed assistance with core activities which represents 6.95% of the Shire population
- 591 persons stated that they provided unpaid assistance with core activities which represents 12.58% of the Shire population aged over 15

Additional information sourced from the Public Health Information Development Unit of Torrens University of Australia titled Social Health Atlas of Australia: New South Wales and Australian Capital Territory (viewed 27 January 2022) states that:

- 1,107 persons are estimated to be living with mental and behavioural issues
- 1,328 persons are estimated to be living with an arthritic condition
- 213 persons are estimated to be living with osteoporosis
- 777 persons are estimated to be living with asthma
- 357 persons are estimated to be living with heart, stroke and vascular disease
- 801 persons over the age of 15 have self-assessed their health as fair or poor
- 867 persons receive an aged pension representing 66.5% of the Shire population over 65 years of age
- 12 persons receive a Department of Veterans Affairs pension representing 0.7% of the Shire population over 60 years of age
- 299 persons receive a Disability support pension representing 9.1% of the population aged between 16 and 64 years of age
- 812 persons over the age of 18 felt that they had experienced discrimination or have been treated unfairly by others
- 591 persons provided unpaid assistance to people with a disability over the age of 15
- 318 persons have a profound or severe disability that live in the community (excluding aged care facilities)
- 158 persons who have a profound or severe disability and aged over 65 live in the community (excluding aged care facilities).

The consultation process

The 2021 Community Survey was a very broad community satisfaction survey, however during the latter part of 2021 Council engaged an external consultant to assist with the consultation process to prepare a new Community Strategic Plan also to assist in the development of this second generation Disability Inclusion Action Plan.

The principals of Sea and Star Advisory Pty Ltd, Brendan Leary and Alicia Leary, brought with them a wealth of experience and knowledge from working with the disability sector and enjoyed meeting the members of our community living with a disability.

Brendan and Alicia used traditional methods of engagement as well as some new methods such as QR coded surveys – remembering that the consultation process followed the NSW COVID-19 lockdown and many members of the community felt that they were still vulnerable. Community members had access to hardcopy survey documents and QR coded surveys ensuring that people were provided with the opportunity to participate.

Brendan and Alicia engaged with the community by:

- Facilitating in person sessions at Grong Grong and Barellan also 2 sessions at Narrandera – approximately 70 people attended these sessions
- Focus group sessions with organisations such as Kurrajong Waratah, employment agencies, Fusion, the Narrandera Business Group and the Narrandera Shire Youth Council – approximately 50 people attended these sessions
- Live streaming of the evening session at Narrandera with the community invited to ask questions
- QR coded surveys sent to 2,700 property owners with the November 2021 rate instalment notices
- QR coded surveys sent to 1,900 water consumption customers with their November 2021 water consumption account
- QR coded surveys sent to over 200 clients of community organisations such as Kurrajong Waratah, Meals on Wheels and Community Transport
- QR coded surveys sent to all schools across the Shire for inclusion withing their newsletters seeking responses from the youth of our Shire
 - *The QR coded surveys saw a total of about 150 responses*
- Encouraging the community to participate in the survey using Council social media opportunities such as regular Facebook and Instagram posts

- Using traditional print media such as the Narrandera Argus also the Narrandera Shire Council Community Newsletter.

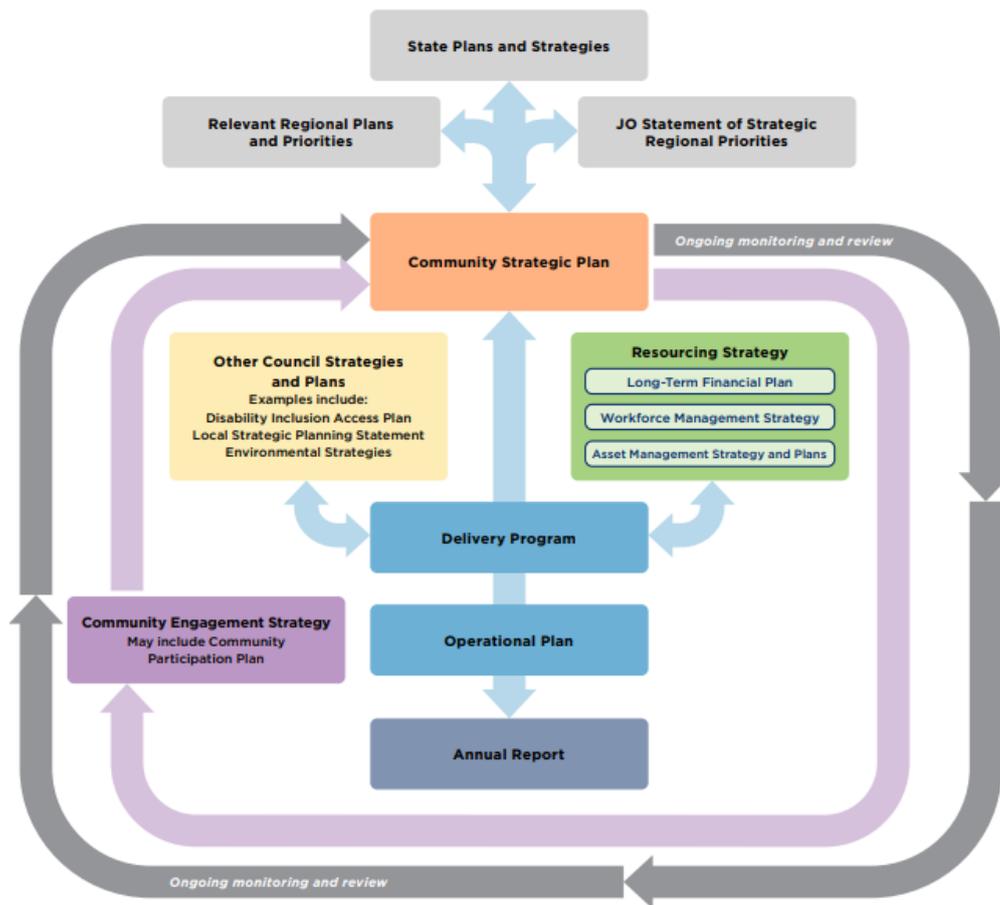
Some of the key issues identified during the community consultation relevant to this document

- Kurrajong Waratah has been a 'game changer' in fostering local understanding of disability inclusion
- Relative lack of community understanding for mental health, learning disabilities and intellectual disabilities
- Genuine inclusion means recognising what people are exceptional at, not what's exceptional among their challenges
- Although extensive works have made Narrandera Shire much more liveable, more remains to be achieved in improving quality of life for people living with disabilities
- Feedback has recognised that employment opportunities are not being realised
- Effective, available mental health services are not readily available in Narrandera Shire with these services to be face-to-face rather than online sessions
- Access to some retail and business premises is not possible and the business community and Council need to work together to address this issue
- People living with a disability need to be part of the consultation process when Council is proposing to undertake major work and projects

What is Integrated Planning and Reporting

When reading this document, you may be asking ‘why has Council developed this plan?’.

In 2009 an Integrated Planning and Reporting framework was introduced whereby all NSW Councils were required to develop, document and report on plans for the future of their communities. In 2016 the development of a Disability Inclusion Action became a requirement as you can see in the following diagram – the Disability Inclusion Action Plan or DIAP as it is often referred reports both to and from key corporate plans of Council such as the Delivery Program and ultimately to the Community Strategic Plan.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022

This document, the Disability Inclusion Action Plan, is placed in the middle of the framework along with other important documents development by Council such as the Local Strategic Planning Statement and Environmental Strategies.

Our Four Key Focus Areas

**POSITIVE COMMUNITY
ATTITUDES & BEHAVIOURS**

**LIVEABLE
COMMUNITIES**

**SUPPORT ACCESS TO
MEANINGFUL EMPLOYMENT**

**IMPROVING ACCESS TO
SERVICES**

How to read this plan

A page example and explanation tags will be provided in the version to be adopted in April 2022 for exhibition.

1. Positive Community Attitudes and Behaviours

Link to CSP - To live in an inclusive, healthy and tolerant community with a positive attitude toward others

What some community members said about 'Positive Community Attitudes and Behaviours'

- Create community forums for people with affected by disabilities
- Create a disability advisory group to assist Council in identifying issues
- Have a dedicated award in the Australia Day ceremony for people living with a disability
- 'You would be amazed what recognition can do to a person's sense of value'
- More transparency and better communication from Council is needed
- 'Visible works being done will improve how passers-through view us'
- 'I am here to remind you all that disabilities are not always physical or visible. Over stimulation and overwhelm are also big issues for those of us with invisible disabilities'

Aspirations for this focus area

- 1.1 Elevate the profile and importance of people with a disability in our Community
- 1.2 Promote disability awareness within Council and extend awareness across the community

Actions to get us there

- 1.1.1 Identify opportunities for an inclusive event recognising people with a disability and promoting inclusion
- 1.1.2 Through the Australia Day Committee consider an award recognising a significant contribution to the disability sector or the promotion of inclusivity and/or accessibility
- 1.2.1 Education delivered to the organisation on disability awareness also that disability awareness to be included within the new employee induction program
- 1.2.2 Include disability awareness within Committee and Advisory Terms of Reference
- 1.2.3 Use media resources to promote disability awareness within the community

FOCUS AREA 1: POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS								
STRATEGY: ELEVATE THE PROFILE AND IMPORTANCE OF PEOPLE WITH A DISABILITY IN OUR COMMUNITY								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
1.1.1	Identify opportunities for an inclusive event recognising people with a disability and promoting inclusion	Community events that are inclusive	Events that are widely promoted with high levels of participation and positive feedback	Community Development Manager		*		*
1.1.2	Through the Australia Day Committee consider an award recognising a significant contribution to the disability sector or the promotion of inclusivity and/or accessibility	A community that recognises significant contributions made to the disability sector	An annual award included as part of the Narrandera Shire Australia Day celebrations	Events and Visitor Services Team Leader	*			

FOCUS AREA 1: POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS								
STRATEGY: PROMOTE DISABILITY AWARENESS WITHIN COUNCIL AND EXTEND AWARENESS ACROSS THE COMMUNITY								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
1.2.1	Education delivered to the organisation on disability awareness also that disability awareness is to be included within the new employee induction program	An organisation that is aware of disability inclusion within its operations	An awareness campaign delivered to the organisation on disability inclusion	Human Resources Manager	*			

1.2.2	Include disability awareness within Committee and Advisory Groups Terms of Reference	Committees and Advisory Groups are inclusive and welcome the contributions from persons with a disability	Terms of Reference for Committees and Advisory groups reviewed and updated when the opportunity arises	Community Development Manager	*	*	*	
1.2.3	Use media resources to promote disability awareness within the community	An organisation that actively promotes disability inclusivity	Details of disability inclusion activities and actions promoted to the community	Communications Officer	*	*	*	*

2. Liveable Communities

Link to CSP – Have a Council that provides leadership through actions and effective communication

What some community members said about ‘Liveable Communities’

- ‘Get some more paths around town, it’s ridiculous’
- ‘Places like Lake Talbot do not make me feel welcome’
- ‘Most of Councils facilities have good disabled access, other businesses should learn from Council’
- The entry point to shops, footpaths and access to the Murrumbidgee River were frequent comments

Aspirations for this focus area

- 2.1 Ensure the needs of people with a disability are properly considered when upgrading or developing Council infrastructure, recreational and cultural areas
- 2.2 Advocate to the Shire business community the importance of disability access to premises

Actions to get us there

- 2.1.1 Commitment to disability awareness when considering, designing and executing projects
- 2.2.1 When the opportunity arises, promote disability access to commercial property owners and retailers

FOCUS AREA 2: LIVEABLE COMMUNITIES STRATEGY: ENSURE THE NEEDS OF PEOPLE WITH A DISABILITY ARE PROPERLY CONSIDERED WHEN UPGRADING OR DEVELOPING COUNCIL INFRASTRUCTURE, RECREATIONAL AND CULTURAL AREAS								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
2.1.1	Commitment to disability awareness when considering, designing and executing projects	An organisation that considers disability awareness in projects and activities	Disability inclusivity when planning, designing and executing projects	Deputy General Manager Infrastructure	*	*	*	*

FOCUS AREA 2: LIVEABLE COMMUNITIES STRATEGY: ADVOCATE TO THE SHIRE BUSINESS COMMUNITY THE IMPORTANCE OF DISABILITY ACCESS TO PREMISES								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
2.2.1	When opportunities arise, promote disability access to commercial property owners and retailers	An awareness campaign directed toward commercial property owners and tenants about the importance of disability access for consumers	Commercial property owners and retail tenants made aware of the benefits of providing all ability access to premises	Economic Development Manager	*	*	*	*

3. Support Access to Meaningful Employment

Link to CSP – Have a Council that provides leadership through actions and effective communication

What some community members said about ‘Support Access to Meaningful Employment’

- ‘I have recently had to have my hours halved because I am simply not able to manage full time work. My partner has many of the same conditions and struggles to maintain work’
- ‘I ran out of sick leave 6 months ago and the only thing making us able to earn is Workcover protecting me’
- ‘Most workplaces need to be modified and if [my family member] worked in retail in East Street, Narrandera most likely they could not gain access from the footpath into the shop’
- ‘Studies worldwide show people are more likely to work and work hard if all their base needs are recognised and taken care of’

Aspirations for this focus area

- 3.1 Consider opportunities for people living with a disability to work with Council
- 3.2 Recognise workers with a disability and those performing a carer role for people with a disability
- 3.3 Work proactively with employment service providers to match capabilities with workforce needs at Council and other workplaces

Actions to get us there

- 3.1.1 Council’s Workforce Management Strategy to include meaningful guidelines for inclusion and Equal Employment Opportunities
- 3.2.1 Promote Council as an ‘employer of choice’ by considering flexible working arrangements for staff to facilitate a better work/life balance
- 3.3.1 Identify and work with disability employment organisations to assist with opportunities for employment at both Council and advocate to other workplaces where possible

FOCUS AREA 3: SUPPORT ACCESS TO MEANINGFUL EMPLOYMENT								
STRATEGY: CONSIDER OPPORTUNITIES FOR PEOPLE LIVING WITH A DISABILITY TO WORK WITH COUNCIL								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
3.1.1	Council's Workforce Management Strategy to include meaningful guidelines for inclusion and Equal Employment Opportunities	An organisation that recognises Equal Employment Opportunities	Other than appointments based on merit selection, consider opportunities to engage people living with a disability into our workforce	Human Resources Manager	*			

FOCUS AREA 3: SUPPORT ACCESS TO MEANINGFUL EMPLOYMENT								
STRATEGY: RECOGNISE WORKERS WITH A DISABILITY AND THOSE PERFORMING A CARER ROLE FOR PEOPLE WITH A DISABILITY								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
3.2.1	Promote Council as an 'employer of choice' by considering flexible working arrangements for staff to facilitate a better work/life balance	An organisation that has flexibility for most workforce positions to allow for a better work/life balance where required	Requests for a flexible working arrangement due to circumstances centering around disability are given due consideration	Human Resources Manager	*	*	*	*

FOCUS AREA 3: SUPPORT ACCESS TO MEANINGFUL EMPLOYMENT STRATEGY: WORK PROACTIVELY WITH EMPLOYMENT SERVICE PROVIDERS TO MATCH CAPABILITIES WITH WORKFORCE NEEDS AT COUNCIL AND OTHER WORKPLACES								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
3.3.1	Identify and work with disability employment organisations to assist with opportunities for employment at both Council and advocate to other workplaces where possible	An organisation that assists persons with a disability to gain employment, if not possible advocate for employment at another suitable location	Details of any direct requests to engage a person living with a disability into the workforce, after consideration what were the outcomes	Human Resources Manager	*	*	*	*

4. Improving Access to Services

Link to CSP – Work together to advocate for quality health, education, youth and social services

What some community members said about ‘Improving Access to Services’

- “Mostly Kurrajong Waratah and Council do a fantastic job’
- “The system needs to be overhauled and made to recognise that people don’t tend to ask for help they don’t need – the vast majority do the right thing”
- “The system should be able to be navigated by the individual, rather than by professionals, but it is simply not”
- “NDIS is a discriminatory system. If I am disabled for purposes of discrimination , then the same government should recognise that NDIS services would be beneficial for me and others like me”
- “All local services are excellent by the My Aged Care portal is a nightmare”
- “Mental health services are a joke out here. Youth services are even worse”

Aspirations for this focus area

- 4.1 Identify gaps and limitations in Commonwealth and State services and provide a voice for advocacy
- 4.2 Recognise the essential services that provide connectivity and support to members of our community, where necessary provide support and advocacy for improved services

Actions to get us there

- 4.1.1 Where gaps are identified and are impacting members of the community, advocate for appropriate levels of support services
- 4.2.1 Strong voice of advocacy where reductions in community connectivity and services occur

FOCUS AREA 4: IMPROVING ACCESS TO SERVICES								
STRATEGY: IDENTIFY GAPS AND LIMITATIONS IN COMMONWEALTH AND STATE SERVICES AND PROVIDE A VOICE FOR ADVOCACY								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
4.1.1	Where gaps are identified and are impacting members of the community, advocate for appropriate levels of support services	Actively participate in various community forums and use this resource to identify emerging issues affecting service delivery	Emerging issues identified and a strategy actioned to address the issue	Community Support Manager	*	*	*	*

FOCUS AREA 4: IMPROVING ACCESS TO SERVICES								
STRATEGY: RECOGNISE THE ESSENTIAL SERVICES THAT PROVIDE CONNECTIVITY AND SUPPORT TO MEMBERS OF OUR COMMUNITY, WHERE NECESSARY PROVIDE SUPPORT AND ADVOCACY FOR IMPROVED SERVICE								
Reference	Action	Target	Measure	Officer	22/23	23/24	24/25	25/26
4.2.1	Strong voice of advocacy where reductions in community connectivity and services occur	Provide a voice for those who are affected by any reductions in service	Reduced service levels identified with strategies and actions for advocacy developed	Community Support Manager	*	*	*	*

Who can assist us to get there?

There is a range of people and organisations that can assist us to realise our strategies and actions through stronger advocacy, physical or intellectual support also financial support; some of these are listed below and more will be identified during our journey.

Partner	Our 4 Themes			
	Positive Community Attitudes and Behaviours	Liveable Communities	Support Access to Meaningful Employment	Improving Access to Services
Aboriginal Affairs NSW	✓	✓	✓	✓
Aboriginal Elders	✓	✓	✓	✓
Aboriginal Liaison Committee	✓	✓	✓	✓
Allied Health Professionals	✓	✓	✓	✓
Community	✓	✓	✓	✓
Council support	✓	✓	✓	✓
Department of Health	✓	✓	✓	✓
Department of Prime Minister and Cabinet	✓	✓	✓	✓
Local business group	✓	✓	✓	✓
Local and regional media	✓	✓	✓	
Local Federal and State Members of Parliament	✓	✓	✓	✓
Murrumbidgee Local Health District	✓	✓	✓	✓
Murrumbidgee Primary Health Network	✓	✓	✓	✓

National Disability Inclusion Scheme	✓	✓	✓	✓
NSW Education	✓	✓	✓	✓
NSW Health	✓	✓	✓	✓
Office of Local Government	✓	✓	✓	✓
Property owners	✓	✓	✓	✓
Identified service providers	✓	✓	✓	✓
TAFE NSW	✓	✓	✓	
Transport for NSW	✓	✓	✓	✓
Transport providers	✓	✓	✓	✓
Others who we identify along our journey	✓	✓	✓	✓

Your opportunity to become involved

Once endorsed by Council this document and others will be placed on public exhibition purposes for community comment.

Beyond this plan, you can contribute in other ways, such as:

Become a Councillor

Elections are held every four years; the next scheduled ordinary election is expected to be held in September 2024.

Become a member of a Committee

At the commencement of each Council term, the Committee structure is reviewed and applications from the community are welcome. Narrandera Shire has a mixture of Committees where Council delegates some of its function to members to manage but there are also Advisory Committees where recommendations from members are made to Council.

Attend Council Meetings

Council meetings are generally held on the 3rd Tuesday of each month commencing at 2pm in the Narrandera Shire Council Chambers, however, when necessary, the community forum commences at 1.30pm.

Provide Feedback

Take part in any of our community engagement programs, workshops and information sessions where possible. Present your opinions and ideas using mail, email, phone, in person or make an appointment to see an appropriate staff member.

You are also able to contact your local Councillors direct by using the contact details listed on the website of Council www.narrandera.nsw.gov.au.

Volunteer

Becoming a volunteer provides the opportunity to use your valuable skills for a community purpose such as assisting to provide a Council service or program or assist at community events. The Narrandera-Leeton Community Transport service operates with a small group of dedicated volunteers as does the Narrandera Shire Library – without these volunteers these invaluable services may not be readily available or of the same quality that they are at the present time.

According to the Australian Bureau of Statistics 2016 census 1,236 persons within the Shire over the age of 15 stated that they undertake voluntary work for an organisation or a group with represents 26.31% of the population. This is an amazing statistic and Council certainly values the work of those who participate directly with Council and those who volunteer outside of Council.

Report card on past performance

2017-2021 Disability Inclusion Action Plan

- Where possible, Council raised awareness of disability within our community such as promoting mobility scooter safety during events such as 'Seniors Week' and 'Road Safety Week'
- The Liberty Swing was installed at Marie Bashir Park with Cooper Perram being the first person to ride the swing
- The entrance to the Council Administration Centre was enhanced by removing the single pivot glass door and installing an automated double leaf sliding door
- Where possible staff participate in appropriate forums such as the Local Health Advisory Committee, also Interagency Groups, Murrumbidgee Local Health District and Murrumbidgee Primary Health Network
- The Pedestrian Access and Mobility Plan projects have included new footpaths and walkways which benefit the community as a whole
- As part of the Development Application process, all applications are assessed for compliance with the Building Code of Australia and respective Australian/New Zealand Standards. Council's Development Control Plan (DCP) incorporates recommendations from the Universal Housing Design Guidelines based on the Australian Standards for Adaptive Housing and for Access and Mobility
- Special needs students are welcomed and have undertaken work placements at the Narrandera Shire Library, these placements are normally organised through Narrandera High School with Council being very supportive to retaining this ongoing partnership. Council currently provides volunteer work opportunities for disabled persons through the Community Support team and the Narrandera Shire Library. A section of Council's Administration Centre has been remodelled to provide disabled access for a current and potentially future members of staff with a disability to access an office space and amenities
- The Human Resources team provide commentary at the start of every recruitment interview that Council is an Equal Employment Opportunity workplace and does not tolerate discrimination within the workplace; similarly, upon appointment the successful applicant undertakes a workplace induction where the principles of Equal Employment Opportunity and the Code of Conduct are enforced
- Narrandera Shire Council continues to use video for the communication of information as a method of alternative to text. This media has shown high levels of engagement on social media.
- Council's website was revamped 2 years to become compliant with the Web Content Accessibility Guidelines
- The Community Transport and Home Support Programs provide NDIS services to those who require them to allow greater community access. Council also provides venues for social outings

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and support staff to ensure that community access can be achieved.

Measuring progress

Progress on this plan is report in Council's Annual Report published to both Council and the community by the 30 November each year.

For further information

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ASSET MANAGEMENT STRATEGY



Version 3

March 2022

Narrandera Shire Council Asset Management Strategy

Document Control

Document Control		NAMS+ Asset Management www.ipwea.org/namsplus			
Document ID: nams+ core am strategy template v1					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	16/04/2012	Version 1	CL, JR, JH	JR, AM	JR, DC
2	18/6/2012	Version 2 – Updated Figures	CL, JR, JH	JR, AM	JR, DC
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3	13/04/2022	Version 3 – Updated into new NAMS+ AMS template with updated Transport Figures	TB	FH	

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Executive Summary

This asset management strategy is prepared to assist council in improving the way it delivers services from infrastructure including roads, bridges, footpaths, stormwater drainage, parks / recreation, pools, buildings, Water and Sewer assets. These infrastructure assets have a replacement cost of approximately \$241 Million. (Refer to Table 2: Financial Status of the Assets for further details)

The asset management strategy is to enable Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Councils’ asset management plans to be achieved, and
- ensure the integration of Councils’ asset management practices with its long-term strategic plan.¹

Adopting this asset management strategy will assist Council in meeting the requirements of national sustainability frameworks, 2010 Integrated Planning and Reporting guidelines for NSW (IPR) by demonstrating what level of service can be delivered in a financially sustainable manner.

The asset management strategy is prepared following a review of the Council’s service delivery practices, financial sustainability indicators, asset management maturity and fit with Council’s vision for the future outlined in the Delivery Program. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to maintain a minimum ‘core’ level of asset maturity and competence.

Strategy outlook

1. The organisation is unable to maintain the current service levels for the next 10 years
2. The organisation is not able to fund current infrastructure life cycle cost at current levels of service and available funds.
3. The organisation’s current asset management maturity is at ‘core’ level, but more investment or resourcing may be needed to improve information management, lifecycle management, service management and accountability and direction.

Asset management strategies

No	Strategy	Desired Outcome
1	Continue to develop and review Asset Management Plans covering at least 10 years for all major asset classes (ideally for more than 80% of asset value).	Identification of services needed by the community and required funding to optimise ‘whole of life’ costs.
2	Continue maintaining a Long-Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.

¹ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

3	Incorporate Year 1 of Long-Term Financial Plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.
4	Review and update long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and risks. Review Asset Management Plans after corresponding revaluations	Council and the community are aware of changes to service levels and costs arising from budget decisions.
5	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
6	Ensure Council's decisions are made from accurate and current information in asset registers, on agreed service level costs and 'whole of life' costs.	Improved decision making and greater value for money.
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
9	Ensure the Asset Management Strategic Improvement Plan is reviewed and updated	Improved financial and asset management capacity within Council.

Asset management improvement plan

The tasks and program are shown below.

Ref	Task	Responsibility	Target Date
1	Review and update the AM strategy NAMS+ NAF Maturity Assessment	Asset Technical Officer	2022/23
2	Re-evaluate lives of assets in Transport and Drainage asset class	Asset Technical Officer, Asset Owner	2025
3	Obtain non averaged condition ratings for at least 95% of each non pipe asset class e.g., sealed pavement component	Asset Technical Officer, Asset Owner	2025
4	Review and update road network segment lengths	Asset Owner	2025
5	AM Plans to be updated in line with completion of revaluations	Asset Technical Officer, Asset Owner	Ongoing
6	Continue to develop a network inspection programs to identify asset defects and conditions	Asset Owner	Ongoing
7	Maintain and update Councils Asset Management System	Asset Technical Officer	Ongoing
8	Ensure the Asset Management plans are in line with the Long-Term Financial Plan	Asset Technical Officer	Ongoing
9	Implement and maintain asset renewal programs	Asset Owners	Ongoing
10	Develop Function and Capacity criteria of asset groups to assist in identifying asset renewal and replacement priorities.	Asset Technical Officer, Asset Owners	Ongoing

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present unique challenges. Their performance and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services also adds to the planning and financing challenges.²

The acquisition of new assets also presents challenges in funding the ongoing operating costs necessary to provide the needed service over the assets' full life cycle.³

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long-term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the council against strategic objectives.⁴

Framework 2 Asset Planning and Management has seven elements to assist in highlighting the key management practices that promote prudent, transparent, and accountable management of local government assets that introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and
- Evaluation.⁵

² LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

⁴ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

The asset management strategy is to enable Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future,
- to enable Council's asset management policies to be achieved, and
- to ensure the integration of Council's asset management practices with its long-term strategic plan.⁶

The goal of asset management is to ensure that services are provided:

- in the most cost-effective manner,
- through the acquisition, maintenance, operation, renewal, and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance, and operation of the infrastructure essential for council to provide services to the community.

1.1 Legislative requirements

1.1.1 NSW IPR

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government Amendment (Planning and Reporting) Act 2009. This sets out the role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. The amendments to the Act give effect to the Integrated Planning and Reporting framework. An Integrated Planning and Reporting Manual has been developed to provide councils with information and guidance to assist their transition to the new planning and reporting framework.

In particular, local governments will effectively plan for future sustainability through longer-term planning by developing 10-year plans, publishing these and reviewing progress annually. The community and the State then have the best information available to judge progress against the plan, and local governments can make necessary adjustments.

Long-term CSP's

These plans outline the local government's vision for the community. In line with the commitment to principles rather than prescription in the legislation, the content of the plan and the method of community engagement will be decided by individual local governments.

Long-term financial plans

⁵ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

⁶ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

A valuable tool for local governments when managing their finances will be to implement a longer-term financial plan to include an investment policy, a debts policy, procurement policy and a revenue policy.

Long-term asset management plans

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out. The Resourcing Strategy consists of three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and looks generally at matters that are the responsibility of others.

Achieving and maintaining sustainability in Local Government requires consideration of services, service levels, associated costs and associated risks.

1.1.2 Strategic Issues at a National Level

At its meeting on 4 August 2006, the Local Government and Planning Ministers' Council (LGPMC) agreed to a nationally consistent approach to asset planning and management, financial planning, and reporting and assessing financial sustainability.

20 October 2006, the LGPMC endorsed the draft National Frameworks for Financial Sustainability in Local Government as a basis for consultation. On 21 March 2007 the LGPMC endorsed the Frameworks for implementation in the context of their relationships with their local government sectors.

8th May 2009 the LGPMC agreed to enhancement and acceleration of frameworks The National Frameworks consists of three main frameworks:

- Framework 1 – Criteria for Assessing Financial Sustainability
- Framework 2 – Asset Planning and Management
- Framework 3 – Financial Planning and Reporting

The Asset Planning and Management framework consists of seven elements as follows:

1. Development of an Asset Management Policy - Each state/territory is expected to develop an asset management policy, which provides high-level guidance to assist individual councils in developing their asset management policy.
2. Strategy and Planning - Councils should be provided with guidance from the State on developing an asset management strategy which is designed to support and implement its asset management policy.
3. Governance and Management Arrangements - Councils should be encouraged to apply and implement good governance and management arrangements which link asset management to service delivery and include assigning roles and responsibility for asset management between the CEO, the Council and senior managers.
4. Defining Levels of Service - Mechanisms should be established that include community consultation to define the levels of service councils are expected to provide from their asset base.
5. Data and Systems – A framework for collection of asset management data should be established.
6. Skills and Processes – The asset management framework should contain a continuous improvement program.
7. Evaluation – The asset management framework should contain a mechanism to measure its effectiveness.

The financial reporting elements of the national framework consist of 3 elements as follows:

1. Strategic Longer-Term Plan – The plan brings together the detailed requirements in the Council's Long-Term Community Strategic Plan and demonstrates how council intends to resource the plan.
2. Annual Budget – Councils prepare an annual budget which is presented in a way which is understandable to the community, and which can be compared with the audited financial statements.
3. Annual Report – Councils prepare an annual report in respect of each financial year. This is to include a report on operations, audited financial statements, explanations of any variations between the budget and actual results, and any impacts that variations will have on the longer-term Community Strategic Plan.

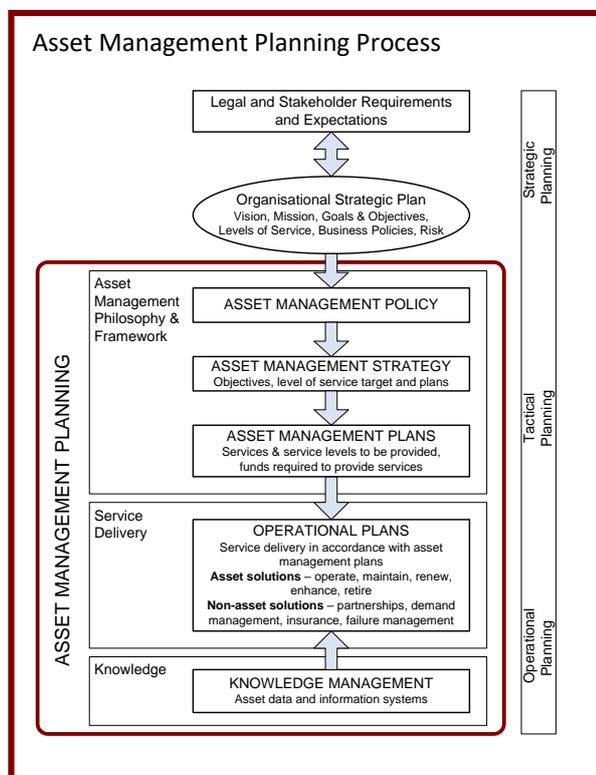
Each State and Territory has agreed and is expected to implement the National Frameworks in consultation with local government, with a target date of 31 December 2010

The changes to legislation in NSW IPR and the implementation through IPR are consistent with the National Frameworks.

1.2 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council’s financially sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation’s strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial strategy and funding plan.



2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Assets used for providing Services

Asset Class	Description	Services Provided
Buildings, Parks, Pools, and Other Structures	<ul style="list-style-type: none"> Specialised Buildings Non-Specialised Buildings Open Space Recreational Pools Other Structures 	The land and buildings provided by Narrandera Shire Council are used to support the administration, operational and social infrastructure for the community.
Miscellaneous and Other Assets (not included in this strategy)	<ul style="list-style-type: none"> Library Books Office Equipment Furniture and Fittings 	The miscellaneous and other assets provided by Narrandera Shire Council are used to support the administration, operational and social infrastructure for the community and are an important part of the assets Council manages. These are included in operational costs allocated in the long-term financial plan.

Plant and Equipment	<ul style="list-style-type: none"> • Plant and Equipment 	<p>The Plant and Equipment of Narrandera Shire Council are used to undertake construction and maintenance activities throughout the shire. They are critical to the operation of the shire.</p>
Transport and Drainage	<ul style="list-style-type: none"> • Roads and Transport Network • Bridges • Stormwater Drainage Network • Culverts • Pits • Road Structures 	<p>The Roads and Drainage provided by Narrandera Shire Council are used to support transportation and are an important to the community and economic activities of the region.</p> <p>Control local flooding and damage to infrastructure and property.</p> <p>Control water quality of discharge of stormwater into the natural environment.</p>
Waste Management	<ul style="list-style-type: none"> • Landfill, Plant, and Equipment 	<p>Council’s goal is to ensure that Waste collection, disposal and resource recovery is provided in a cost effective, healthy, and sustainable manner.</p>
Water, Sewer, and Reuse	<ul style="list-style-type: none"> • Water Passive • Reuse Passive • Sewer Passive • Water Active • Reuse Active • Sewer Active 	<p>The Water Supply and Sewerage Networks provided by Narrandera Shire Council is used to support public health and is important to the community and economic activities of the region.</p>

3. Our infrastructure assets and their management?

3.1 State of the Assets

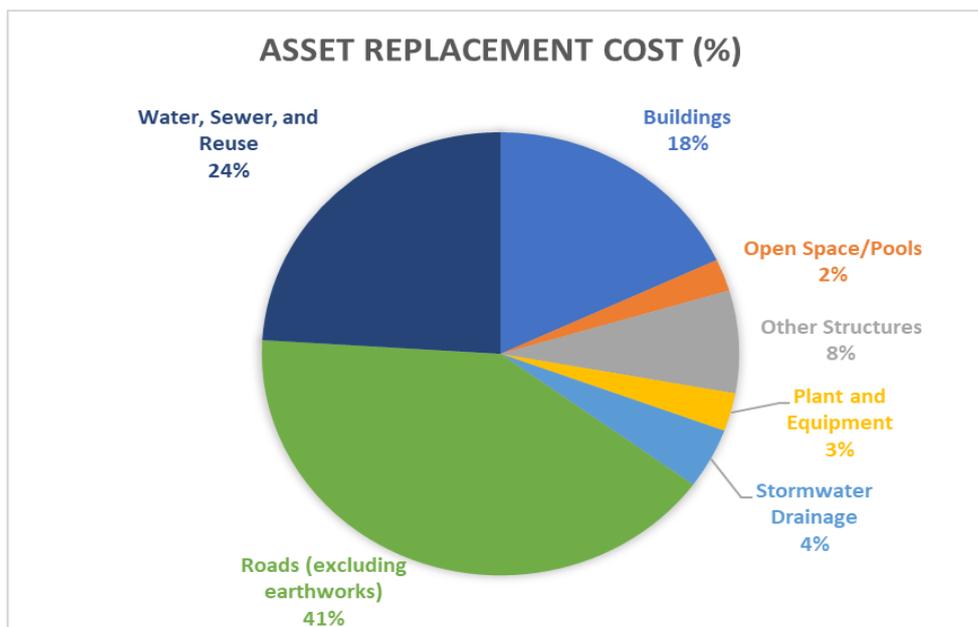
The financial status of the organisation’s assets is shown in Table 2*.

Table 2: Financial Status of the Assets

Asset Class	Replacement Cost (\$000) *	Depreciated Replacement Cost (\$000) *	Depreciation Expense (\$000) *
Buildings	43,406	16,805	810
Open Space/Pools	5,637	3,901	1,204
Other Structures	18,000	9,215	8,785
Plant and Equipment	8,352	3,424	573
Stormwater Drainage	10,612	6,822	79
Roads (excluding earthworks)	98,488	62,819	1,904
Water, Sewer, and Reuse	57,774	37,052	795
Subtotal	240,609	140,115	14,118
Bulk Earthworks (not included)	58,443	58,443	0
Total	299,052	198,558	14,118

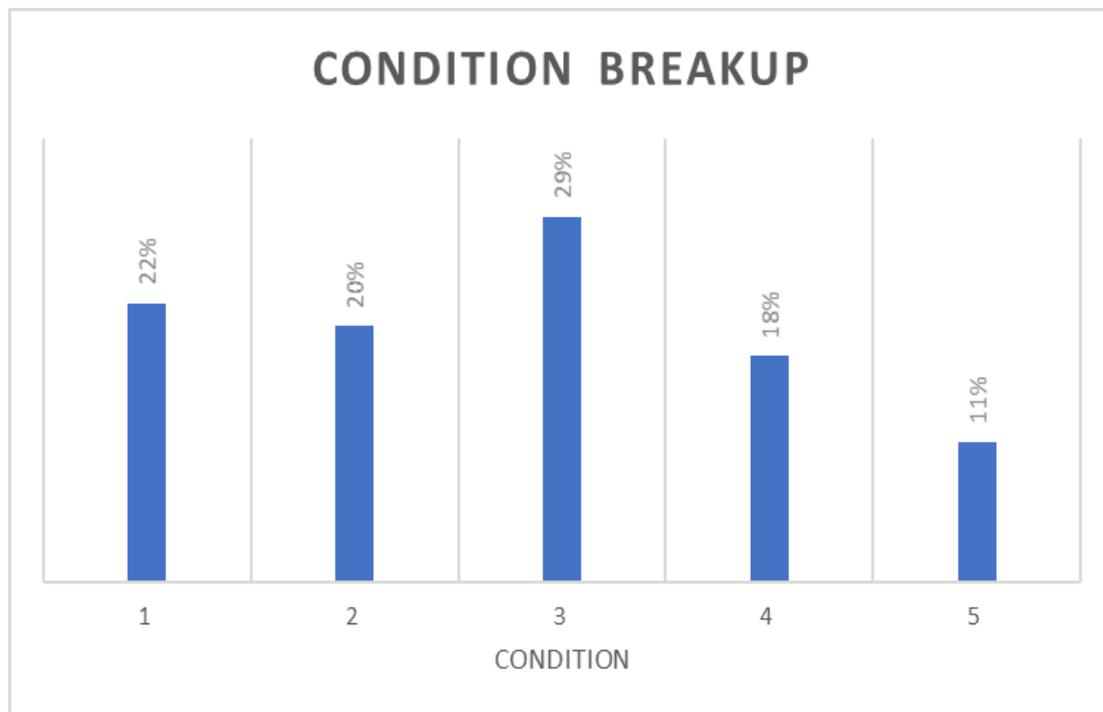
*Figures Taken from Annual Financial Statements 30 June 2021

Figure 1: Asset Replacement Values



The proportion of assets in good, fair, and poor condition is shown in Figure 2.

Figure 2: State of the Assets*



**Conditions taken from most recent revaluations*

The condition breakup shows that 71% of assets are in fair or better condition with 29% of the Council’s overall assets being in condition 3. This would indicate that without sufficient resourcing to meet current service levels more of the asset’s will be placed into the lowest two condition ratings. More resourcing and/or a review on service levels strategies will need to be undertaken to identify financially sustainable outcomes to maintain the current condition breakup of assets and will help to avoid higher costs of renewing an asset after its condition has deteriorated to poor or very poor state.

Table 3: Description of Conditions

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

Table 4: Schedule of Revaluations

Financial Year	Asset Classes
2019-2020	Transport Assets
2020-2021	Buildings and Other Structures
2021-2022	Water and Sewer, Community Land
2022-2023	Operational Land
2023-2024	
2024-2025	Transport Assets
2025-2026	Buildings and Other Structures
2026-2027	Water and Sewer, Community Land
2027-2028	Operational Land
2028-2027	
Ongoing	""

3.2 Lifecycle Costs

Forecasted lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Forecasted Lifecycle costs include operations, maintenance, renewal, and acquisition costs. The lifecycle cost for the services covered in the asset management plan(s) is shown below in Table 5.

Table 5: Forecasted Lifecycle Costs for Council Services

Service	Average annual forecast lifecycle costs					Lifecycle Cost (LCC) (\$/yr) (\$000)
	Operations (\$000)	Maintenance (\$000)	Renewal (\$000)	Acquisition (\$000)	Dep Exp (\$000)	
Transport*		2,217	1,795	479		4,491
Buildings	1,044	287			1,038	2,369
Open Space	468	143			152	763
Plant & Equipment	796	300			541	1,637
Sewer	290	252			300	842
Water	550	250			115	915
TOTAL	3,148	3,449	1,795	479	2,146	11,017

Table 5 forecast lifecycle costs can be compared to Table 6 lifecycle planned budget allocated in the financial plan to give an indicator of sustainability in service provision. The lifecycle planned budget includes operations, maintenance, capital renewal and acquisition expenditure annualised over the planning period. The lifecycle planned budget can vary depending on the timing of asset renewals. The average annual life cycle planned budget is provided from each asset plan and is shown below in Table 6.

Table 6: Lifecycle current budget for Council Services

Service	Average annual <u>planned</u> budget					Lifecycle Budget (LCB) (\$/yr) (\$000)
	Operations (\$000)	Maintenance (\$000)	Renewal (\$000)	Acquisition (\$000)	Dep Exp (\$000)	
Transport*		1,856	1,729	479		4,064
Buildings	1,044	287			261	1,592
Open Space	468	143			198	809
Plant & Equipment	796	300			1,487	2,538
Sewer	290	252			381	923
Water	550	250			317	1,117
TOTAL	3,148	3,088	1,729	479	2,644	11,043

The lifecycle costs and planned budget comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the lifecycle budget is less than the lifecycle cost, it is most likely that outlays will need to be increased in the budget or cuts in services or service levels made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is unavailable will assist council in providing services to their communities in a financially sustainable manner. This is the purpose of integrating the AM Plans with the long-term financial plan.

A shortfall between lifecycle costs and planned budgets gives an indication of the lifecycle gap to be addressed in the asset management and long-term financial plan.

The lifecycle gap and lifecycle indicator for services covered by the asset management plan(s) is summarised in Table 7 below.

Table 7: Lifecycle Indicators

Service	Lifecycle Cost (LCC) (\$/yr) (\$000)	Lifecycle Budget (LCB) (\$/yr) (\$000)	Life Cycle Gap ** (\$/yr) (\$000)	Lifecycle Indicator (%)
Transport*	4,491	4,064	-427	0.90
Buildings	2,369	1,592	-777	0.67
Open Space	763	809	46	1.06
Plant and Equipment	1,637	2,538	946	1.58
Sewer	842	923	81	1.10
Water	915	1,117	202	1.22
All Services	11,017	11,043	71	1.09

Note:

*Transport figures are taken from most recent AMP created; other classes will be updated as their AMPs are completed following a revaluation.

** The lifecycle gap is calculated is the LCC less the LCB reported as a negative value.

The lifecycle Indicator is calculated by dividing the LCB by the LCC expressed as a percentage.

The above table shows the long-term life cycle trends. This shows that Council is currently spending more on renewal than depreciation, a scenario suggesting assets are reaching end of life.

The sustainability indicators are significantly influenced by the forecast of capital renewal and the planned expenditure on capital renewal and are dependent on the reliability of depreciation as a measure of asset consumption.

Renewal expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

3.3 Asset Management Structure

The standing governance arrangement under NSW IPR requirements will be under and Executive Leadership Team (ELT) in accordance with the following outline and charter. The role of the ELT includes:

- Formulating an appropriate program of;
 - Asset Management Governance
 - Service Level Reporting
 - Risk Management Reporting
- Statutory compliance to achieve funded target outcomes under the asset management development programme (AMDP) identified in the asset management strategy.

- Reviewing processes and providing direction on the development and implementation of an asset knowledge management strategy to ensure optimum benefit / cost / risk for technology systems, information management, business processes and reporting.
- Developing, implementing, and monitoring key performance indicators that link the resourcing strategy to the Community Strategic Plan (CSP).
- Developing appropriate policies to ensure effective Asset Management across the organisation that demonstrate value for money whilst controlling risk and loss.

3.4 Asset Management Team

A 'whole of organisation' approach to asset management can be developed with a corporate asset management team, which is Council's Seniors Management Team (SMT). The benefits of a corporate asset management team include:

- demonstrate corporate support for sustainable asset management,
- encourage corporate buy-in and responsibility,
- coordinate strategic planning, information technology and asset management activities,
- promote uniform asset management practices across the organisation,
- information sharing across IT hardware and software,
- pooling of corporate expertise
- championing of asset management process,
- wider accountability for achieving and reviewing sustainable asset management practices.

The role of the asset management team will evolve as the organisation maturity increases over time in several phases.

Phase 1

- strategy development and implementation of asset management improvement program,

Phase 2

- asset management plan development and implementation,
- reviews of data accuracy, levels of service and systems plan development,

Phase 3

- asset management plan operation
- evaluation and monitoring of asset management plan outputs
- ongoing asset management plans review and continuous improvement.

3.5 Financial & Asset Management Maturity

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 practice areas have been developed from these elements⁷ to assess maturity under the National Frameworks. The core competencies are:

Financial Planning and Reporting

⁷ Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans practice areas.

- Strategic Longer-Term Plan
- Annual Budget
- Annual report

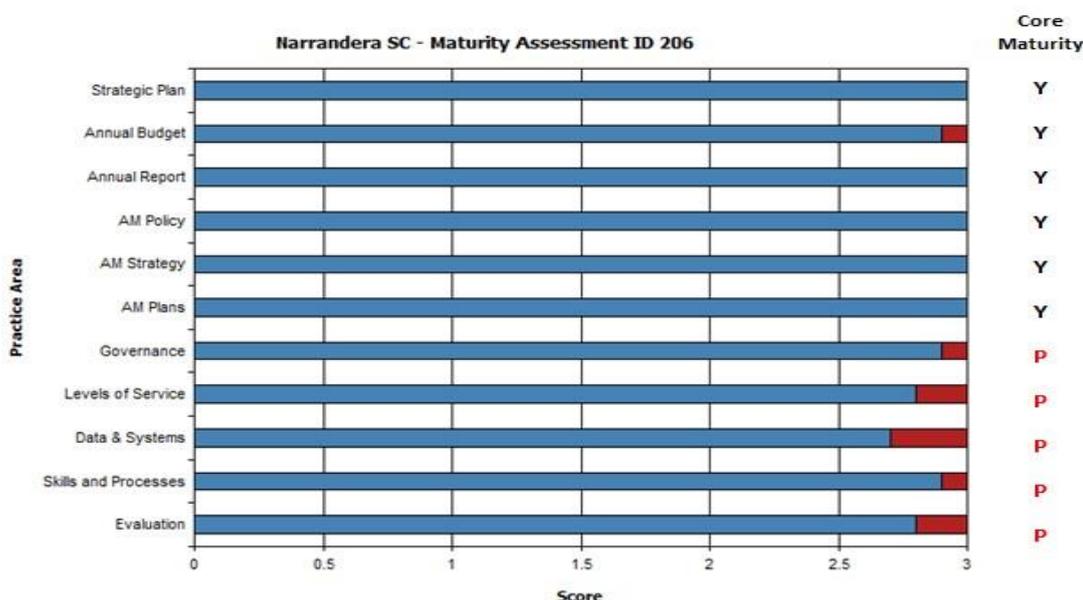
Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council’s maturity assessment for the core competencies is detailed in Appendix A and summarised in Figure 3. The current maturity level is shown by the blue bars. The maturity gap to be overcome for Council to achieve a core financial and asset management competency is shown by the red bars.

Figure 3: Financial and Asset Management Maturity

Based on 2012 data



Note: - updated maturity assessment will be completed with the reviewed Building and Parks/ Recreational Asset Plans

Council has achieved core maturity for Asset Management Strategy, Asset Management Plans, Asset Management Policy and Council now has an ongoing improvement programme to be managed by the Executive Leadership Team (ELT) in accordance with the appendices in this strategy.

3.6 Strategy Outlook

1. The organisation is unable to maintain the current service levels for the next 10 years
2. The organisation is not able to fund current infrastructure life cycle cost at current levels of service and available funds.
3. The organisation’s current asset management maturity is at ‘core’ level, but more investment or resourcing may be needed to improve information management, lifecycle management, service management and accountability and direction.

4. Where do we want to be?

4.1 Council’s Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Council Strategic Plan.

“Achieving Together”, which represents our vision to connect with the people who surround our activities and to work in partnership with community and other government departments to achieve positive outcomes for our community.

Council’s purpose or reason for existence is set out in the adopted mission statement,

"To provide high quality affordable local government services and representation for people who live, work, and visit Narrandera Shire, and to assist also, those who have a stake in our local and regional prosperity; by way of effective consultation, policy making and responsive delivery that meets the needs of our community "

The Strategic Plan sets goals and objectives to be achieved in the planning period. The goals set out where the organisation wants to be. The objectives are the steps needed to get there. Goals and objectives relating to the delivery of services from infrastructure are shown in Table 8 below*.

Table 8: Goals and Objectives for Infrastructure Services

Reference	Goals	Objectives
Strategy 1: To Have an Improved and Adequately Maintained Road Network		
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced
Strategy 2: Actively Investigate Opportunities to Enhance our Potable Water Quality		
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM
4.2.2	Continue to address water quality issues	Continued improvements to the Narrandera

	within the potable water supply network	potable water supply as outlined in 2020 Clean Water Strategy
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from the relevant authorities	Wastewater is appropriately treated and returned to the environment
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply
Strategy 3: To Improve, Maintain and Value-Add to Our Essential and Recreational Infrastructure		
4.3.1	Undertake stages 1 and 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	Sporting facilities are improved through works agreed with key stakeholders, users, and the community
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water Park is maximised for all users

**Goals and Objectives taken from the Draft NSC Delivery Program 2022-2026 Theme 4: Our Infrastructure*

Council’s Asset Management Policy defines the council’s vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council’s Asset Management Policy defines the council’s vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to:

- show how its asset portfolio will meet the affordable service delivery needs of the community into the future,

- enable Councils' asset management policies to be achieved, and
- ensure the integration of Councils' asset management practices with its long-term strategic plan.

4.3 Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, process, systems, and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

In line with this vision, the objectives of the asset management strategy is to:

- ensure that the Councils' infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long-term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through Audit Committee/GM reporting to council on development and implementation of Asset Management Strategy, Asset Management Plan and Long-Term Financial Plan.

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The Asset Management Strategy proposes strategies to enable the objectives of the Strategic Plan, Asset Management Policy and Asset Management Vision to be achieved.

Table 9: Asset Management Strategies

No	Strategy	Desired Outcome
1	Continue to develop and review Asset Management Plans covering at least 10 years for all major asset classes (ideally for more than 80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
2	Continue maintaining a Long-Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Incorporate Year 1 of Long-Term Financial Plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.
4	Review and update long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and risks. Review Asset Management Plans after corresponding revaluations	Council and the community are aware of changes to service levels and costs arising from budget decisions.
5	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
6	Ensure Council's decisions are made from accurate and current information in asset registers, on agreed service level costs and 'whole of life' costs.	Improved decision making and greater value for money.
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
9	Ensure the Asset Management Strategic Improvement Plan is reviewed and updated	Improved financial and asset management capacity within Council.

6. Asset Management Improvement Plan

The tasks required to achieve a ‘core’ financial and asset management maturity are shown in priority order in Table 10.

Table 10: Asset Management Improvement Plan

Ref	Task	Responsibility	Target Date
1	Review and update the AM strategy NAMS+ NAF Maturity Assessment	Asset Technical Officer	2022/23
2	Re-evaluate lives of assets in Transport and Drainage asset class	Asset Technical Officer, Asset Owner	2025
3	Obtain non averaged condition ratings for at least 95% of each non pipe asset class e.g., sealed pavement component	Asset Technical Officer, Asset Owner	2025
4	Review and update road network segment lengths	Asset Owner	2025
5	AM Plans to be updated in line with completion of revaluations	Asset Technical Officer, Asset Owner	Ongoing
6	Continue to develop a network inspection programs to identify asset defects and conditions	Asset Owner	Ongoing
7	Maintain and update Councils Asset Management System	Asset Technical Officer	Ongoing
8	Ensure the Asset Management plans are in line with the Long-Term Financial Plan	Asset Technical Officer	Ongoing
9	Implement and maintain asset renewal programs	Asset Owners	Ongoing
10	Develop Function and Capacity criteria of asset groups to assist in identifying asset renewal and replacement priorities.	Asset Technical Officer, Asset Owners	Ongoing

2022
2023



Operational Plan
REVENUE POLICY

PROPOSED RATES & CHARGES

RATES: ORDINARY RATE

The Local Government Act, 1993 permits Council to use either of the following rating options for 2022-2023.

Minimum or Ad-Valorem Rate

- (a) An ad-valorem rate is a value of financial cost that is graduated according to the value of the subject matter, in rating terms this is a cents in the dollar amount applied to the rateable valuation of the land. A minimum rate is an amount levied that reflects the lowest financial contribution required from a rateable property to the overall ordinary rate yield. Where an ad-valorem rate is lower than the minimum rate, the minimum rate shall be levied; conversely where an ad-valorem rate is greater than the minimum rate the ad-valorem rate shall be levied.

Or

Base Amount & Ad-Valorem Rate

- (b) An ad-valorem rate is a value of financial cost that is graduated according to the value of the subject matter, in rating terms this is a cents in the dollar amount applied to the rateable valuation of the land. A base amount is an amount levied that reflects the lowest financial contribution required to cover the cost of common services. In this rating option a base amount is levied in addition to an ad-valorem amount. The two amounts are added together to form the ordinary rate levy.

Council's present rating structure (2021-2022) utilises the Minimum or Ad-Valorem rating structure for the 2022/2023 financial year.

The proposed Ad-Valorem Rate is subject to change should Council receive notification from the Valuer General of any successful land valuation objections resulting from the 2019 land revaluation.

CATEGORISATION OF LANDS:

Pursuant to the provisions of Section 514 to 531 of the Local Government Act 1993, the following categories and sub-categories shall apply for the purpose of ordinary rating within the Narrandera Shire for 2022-2023.

The Barellan and Grong Grong rating categories have been consolidated into the Ordinary category for 2022-2023, simplifying the rating structure. Most of these properties were levied on the minimum rate in 2021-2022 and will remain on the minimum rate for 2022-2023, due to small land values. For the properties levied on the Ad-Valorem rate it will result in a decrease to the amount levied in 2022-2023.

CATEGORY - FARMLAND ORDINARY RATE

- 1) A parcel of rateable land valued as one assessment, and its dominant use is for farming, which:
 - o has a significant and substantial commercial purpose or character; and
 - o is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).
- 2) Land is not to be categorised as farmland if it is rural residential land. Rural Residential Land is the site of a dwelling, is between two (2) hectares and forty (40) hectares in area, is zoned for non-urban purposes and does not have a significant and substantial commercial purpose or character.

CATEGORY - RESIDENTIAL ORDINARY RATE

A parcel of rateable land valued as one assessment and: -

- i) its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house etc); or
- ii) in the case of vacant land, is zoned or designated for residential purposes; or
- iii) it is rural residential land.

SUB CATEGORIES**RESIDENTIAL ORDINARY NARRANDERA**

CATEGORY - BUSINESS ORDINARY RATE

Land is to be categorised as business if it cannot be categorised as farmland or residential.

SUB CATEGORIES

BUSINESS ORDINARY NARRANDERA

DRAFT

RECOMMENDED RATING CATEGORIES & SUBCATEGORIES

(The maximum rate pegging limit set by the Independent Pricing and Regulatory Tribunal (IPART) for 2022-2023 is 0.07%. Council will apply for a Special Rate Variation of 2.0%)

ORDINARY RATE YIELD

Comprising: Minimum and Ad-Valorem (Minimum Rate or Cents in the \$)

Proposed ordinary rate 2.0% increase, successful application

Rate Category	Sub-Category	Rate (cents) in \$	Minimum Rate	Estimated Yield	No. Assessments Levied on the Minimum
F	Farmland Ordinary Rate	\$0.349250	\$ 500.00	\$ 3,124,954	60
R	Residential Ordinary Rate	\$1.136000	\$ 500.00	\$ 535,586	426
R	Residential Narrandera	\$1.692700	\$ 500.00	\$ 1,186,710	381
B	Business Ordinary Rate	\$1.963000	\$ 500.00	\$ 154,253	93
B	Business Narrandera	\$2.393000	\$ 500.00	\$ 313,500	31
Estimated Yield				\$5,315,003	

Proposed ordinary rate 0.7% increase, unsuccessful application

Rate Category	Sub-Category	Rate (cents) in \$	Minimum Rate	Estimated Yield	No. Assessments Levied on the Minimum
F	Farmland Ordinary Rate	\$0.345100	\$ 495.00	\$ 3,087,878	60
R	Residential Ordinary Rate	\$1.121000	\$ 495.00	\$ 529,196	426
R	Residential Narrandera	\$1.665200	\$ 495.00	\$ 1,168,620	381
B	Business Ordinary Rate	\$1.963000	\$ 495.00	\$ 151,977	94
B	Business Narrandera	\$2.364000	\$ 495.00	\$ 309,734	31
				<u>Estimated Yield</u>	<u>\$5,247,421</u>

Should IPART approve a rate increase that varies from the two advised scenarios an extraordinary meeting will be held for council to adopt the approved rate increase.

PRICING POLICY

Where permissible, Council intends to charge fees for the provision of all goods and services that it provides.

In the setting of the fees for its goods and services, the Council is endeavouring to adopt a "user-pay" principle, whilst being mindful of the capacity of the client to pay the fees being set. Accordingly, the fees set by Council in some cases will not recover the full cost of providing the goods and services.

NATIONAL COMPETITION POLICY

Council acknowledges the principles of National Competition Policy and their application to Council's operations. In particular with regard to the principle of Competitive Neutrality Council has identified its Water Supply Operation and Sewerage Operations as Category 2 Businesses (Category 2 are for Businesses of less than \$2 m sales/turnover). With regard to these Businesses, Council will be complying with the requirements of the National Competition Policy guidelines, in respect of Strategic and Business Planning, Accountability, Complaints Handling Systems and applying Competitive Neutrality Pricing requirements.

CHARGES

WATER:

Introduction

In 2003 the NSW Department of Local Government advised Councils by circular numbered 03/11 that “as prudent managers of community resources, it is incumbent on Councils to adopt ‘best-practice’ management and charging policies for services such as water supply and sewerage”.

To comply with the directive of the Department and with the 'best-practice' pricing guidelines issued by the Department of Water & Energy, it is intended that for all lands that are supplied with water from a water pipe of the Council and for lands situated within 225 metres of a water pipe of the Council that the following water access charges be levied based upon the size of each water connection to a single assessment.

For the 2022-2023 financial year, Council proposes to levy the following water charges:-

Water Access Charges – Potable Charges

Water Connection Size	Charge	No. Levied	Estimated Income
Water Access Charge 20mm	\$ 308.60	1911	\$ 589,734.60
Water Access Charge 25mm	\$ 462.90	252	\$ 116,650.80
Water Access Charge 32mm	\$ 787.80	23	\$ 18,119.40
Water Access Charge 40mm	\$ 1,231.80	9	\$ 11,086.20
Water Access Charge 50mm	\$ 1,926.00	23	\$ 44,298.00
Water Access Charge 80mm	\$ 4,926.20	2	\$ 9,852.40
Water Access Charge 100mm	\$ 7,696.10	2	\$ 15,392.20
Water Access Charge Unmetered	\$ 308.60	114	\$ 35,180.40
Water Access Charge Strata	\$ 308.60	25	\$ 7,715.00

Water Access Charges – Non - Potable Charges

Water Connection Size	Charge	No. Levied	Estimated Income
Water Access Charge 20mm	\$ 137.30	0	\$ 0
Water Access Charge 25mm	\$ 137.30	0	\$ 0
Water Access Charge 32mm	\$ 351.50	0	\$ 0
Water Access Charge 40mm	\$ 548.80	0	\$ 0
Water Access Charge 50mm	\$ 858.30	0	\$ 0
Water Access Charge 80mm	\$ 1,236.20	1	\$ 1,236.20
Water Access Charge 100mm	\$ 1,507.00	8	\$ 12,056.00

Standard Water Consumption Charge – Potable Supply

General Consumption (November 2022 account)

To avoid the imposition of a higher tariff on water consumed during the final months of the 2021-2022 financial year it is proposed to continue to levy one dollar eighteen cents (\$1.18) per kilolitre of water measured as being consumed for the water consumption account payable 30 November 2022. This account represents the billing period from early March 2022 to late August 2022.

General Consumption (February & May 2023 accounts)

One dollar twenty six cents (\$1.26) per kilolitre of water measured as being consumed for the water consumption accounts payable 28 February 2023 and 31 May 2023.

Standard Water Consumption Charge – Non –Potable Supply

Not for profit organisations levied per kilolitre	\$0.30
Commercial users levied per kilolitre	\$0.62

Estimated Water Consumption Accounts

Water meters may not accurately record water consumption or may cease to record water consumption for a number of reasons such as construction material deterioration, the build-up of sediment within the water meter, weather conditions such as extreme frost or physical damage by either intentional or non-intentional means.

Where a water meter has been determined to not be recording correctly or has ceased to record water consumption during a routine reading cycle, an estimated water consumption account shall be prepared and issued to the property owner based on the property water consumption data for the same routine reading and billing cycle 12 months prior to the current routine reading and billing cycle. An increased or decreased adjustment shall be made at the time of preparing the account based on the overall water consumption statistical data for all consumers between the two relevant billing periods. The estimated account shall be charged at the applicable water consumption charge for the relevant reading and billing cycle.

For example during the normal reading cycle for accounts payable at the end of February the routine reading cycle commences late November and concludes during December. Where a water meter has been found not to be recording accurately or has ceased to record water consumption, an estimated account shall be calculated using water consumption data derived for that property from the period late November and December 12 months prior. The value of the account shall be increased or decreased by the percentage variation in overall consumer consumption between the two water billing cycles.

Water Consumption Allowance for identified Medical Conditions

Upon application to Council by an individual for a water consumption allowance due to a specified medical condition, Council shall assess the needs of the individual on a case-by-case basis. An example of a specified medical condition is renal haemodialysis performed at home using a dialysis machine.

Issues to be addressed with a renal haemodialysis patient would be the frequency of dialysation and the volume of water used during each occasion.

SEWER:

Introduction

In 2003 the NSW Department of Local Government advised Councils by circular numbered 03/11 that “as prudent managers of community resources, it is incumbent on Councils to adopt ‘best-practice’ management and charging policies for services such as water supply and sewerage”.

To comply with the directive of the Department of Local Government and with the 'best-practice' pricing guidelines issued by the Department of Water & Energy, Council intends to levy the following sewerage charges to all properties, regardless of current rateability status, that are connected to the Narrandera sewer system.

For the 2022-2023 financial year, Council proposes to levy the following sewer charges:-

Sewer Access Charges

Sewer Access Charge – Residential

Standard residential charge	\$771.30
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Sewer Access Charge - Residential Multiple Occupancies

Standard residential charge multiplied by the number of separate occupancies	\$ as calculated
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Sewer Access Charge – Non- Residential Multiple Occupancies

Standard non-residential minimum charge multiplied by the number of separate occupancies	\$ as calculated
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Sewer Access Charge - Non-Residential

Sewer access charge is levied per water meter connected to the property capable of discharging waste water to the sewerage system (charge levied is the applicable sewer access charge MULTIPLIED by the applicable sewer discharge factor (SDF). The following charges are the base charges and are derived by using an industry standard formula.

Connection Size	Charge	No. Levied	Estimated Income
Minimum charge Unmetered Premises (being combined sewer access charge & sewer usage charge)	\$ 771.30	1,756	\$ 1,354,402.80
Unmetered premises	\$ 771.30	36	\$ 27,766.80
20mm Water Meter	\$ 559.00	130	\$ 72,670.00
25mm Water Meter	\$ 873.00	32	\$ 27,936.60
32mm Water Meter	\$ 1,430.90	9	\$ 12,878.10
40mm Water Meter	\$ 2,235.50	6	\$ 13,413.00
50mm Water Meter	\$ 3,493.10	12	\$ 41,917.20
80mm Water Meter	\$ 8,941.80	1	\$ 8,941.80
100mm Water Meter	\$13,974.80	0	\$ 0

Sewer Usage Charge

Levied per kilolitre of estimated sewage discharged to the sewer \$1.46 per kilolitre

Liquid Trade Waste Pricing

Liquid trade waste is waste water containing chemicals or other impurities from any business, trade or manufacturing premises other than domestic sewage, stormwater or unpolluted water.

All properties have been assessed, and those liable for charges will be advised and billed during 2022-2023.

Annual Trade Waste

Standard charge for 2022-2023	\$171.30
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Annual Inspection Charge

Standard inspection charge	\$99.30
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Trade Waste Charge

Levied per kilolitre of estimated trade waste	\$1.35 per kilolitre
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Trade Waste – New Service

Levied per tenement for new developments where sewer service is supplied or proposed to be supplied	\$1,174.90
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Trade Waste – Existing Service

Levied per equivalent tenement for connecting to the sewer reticulation network where there has not been a previous connection	\$1,174.90
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Sewer discharge factors

The following sewer discharge factors shall apply to those non-residential assessments connected to the sewerage network.

**Band A 0% discharge
(0% of water consumed discharged to the sewerage system)**

Carpark with no amenities, vacant land

**Band B 20% discharge
(20% of water consumed discharged to the sewerage system)**

Education facility where water meter includes large area of sporting surface, caravan park where water meter includes large area of peripheral grounds, childcare facility where water meter includes large area of recreational surface, showground where water meter includes large area of peripheral grounds, sporting club or facility where water meter includes large area of sporting surface, concrete batching plant, plant nursery

**Band C 40% discharge
(40% of water consumed discharged to the sewerage system)**

Education facility where water meter excludes large area of sporting surface, caravan park where water meter excludes large area of peripheral grounds, childcare facility where water meter excludes large area of recreational surface, showground where water meter excludes large area of peripheral grounds

**Band D 70% discharge
(70% of water consumed discharged to the sewerage system)**

Aged care accommodation, assisted living accommodation, backpacker accommodation, bed & breakfast accommodation, emergency service property, guest house accommodation, health care facility, mixed commercial & residential property, motel, religious property

**Band E 90% discharge
(90% of water consumed discharged to the sewerage system)**

Abattoir, accountant, antique store, agricultural product retail centre, agricultural product processing and/or storage facility, amusement centre, animal or animal bi-product dealer and/or processing and/or storage facility, art gallery, automotive electrical workshop, automotive sales dealer, automotive spare parts retailer, bakery, bank, barber, beauty salon, bituminous product storage and/or works depot, building supply depot, bus depot, butcher, cabinet maker, café, carwash, car detailing, cattery, charity outlet,

chiropractor, coffee shop, commercial kitchen, community hall, craft store, delicatessen, dental surgery, dental technician, department store, drapery, dry cleaner, chemist, clothing store, community group meeting hall, community services centre, computer retailer and/or repairer, court house, dry cleaner, eatery, electrical goods retailer, electrical contractor, engineering workshop, fish shop, fish and chip shop, florist, fruit shop, funeral parlour, furniture store, general retail premises, general retail depot, general storage depot, general works premises, general workshop premises, gift store, grain depot, hairdresser, gunsmith, gym and/or sporting centre, hardware store, hotel, internet café, ironing service, jewellery store, juice bar, kennel, laboratory, landscape supplies, laundromat, legal practice, library, licensed club, lawn mower retailer and/or workshop, mechanical workshop, medical centre, group meeting hall, mortuary, motorcycle sales dealer and/or repairer, museum, music store, newsagent, nightclub, office, office and adjoining workshop, optometrist, panel beater, pathology centre, pawnbroker, pet store, petroleum storage facility, photographic processing, photographic studio, picture framing, pizzeria, police station, post office, printer, publisher, radiator repairer, restaurant, second-hand goods retailer, service station, scout or girl guide hall, sporting club or facility where water meter excludes large area of sporting surface, spray painter, supermarket, take-away food premises, tavern, telephone exchange, transport depot, travel agent, tyre retailer, veterinary surgery, video/dvd store, warehouse.

(NOTE: The abovementioned non-residential activity list is not exhaustive and where a non-residential activity is being carried out on a property which is not listed above, an individual assessment shall be made to determine the most appropriate band for charging purposes)

WASTE MANAGEMENT:

Introduction

The Local Government Act, 1993 provides that waste management services of the Council are to be financed by a specific annual charge made and levied for that purpose alone.

For the 2022-2023 financial year, Council proposes to levy the following waste management charges noting that waste collection is a weekly service whilst the collection of recycling materials is a fortnightly service:-

Domestic Waste Management (Section 496)

Waste Service	Charge	No. Levied	Estimated Income
Waste Collection (per 240L bin unit collected)	\$ 224.20 pa	2,225	\$ 498,845.00
Recycling Collection (per 240L bin unit collected)	\$ 85.10 pa	2,170	\$ 184,667.00
Availability Charge (per assessment)	\$ 52.90 pa	2,257	\$ 119,395.30

Non-Domestic Waste Management (Section 501)

Waste Service	Charge	No. Levied	Estimated Income
Waste Collection (per 240L bin unit collected)	\$ 224.20 pa	388	\$86,989.60
Waste Collection 2 x Weekly, Narrandera only (per 240L bin unit collected)	\$ 447.60 pa		
Recycling Collection (per 240L bin unit collected)	\$ 85.10 pa	312	\$ 26,551.20
Availability Charge (per assessment)	\$ 52.90 pa	225	\$ 11,902.50

STORMWATER MANAGEMENT:

Introduction

In recognition of Councils key role in storm water management and the need for ongoing funding for storm water management, the NSW Government amended the Local Government Act, 1993 in October 2005 to allow Councils the option of levying a storm water management service charge.

Rather than fund storm water management services from ordinary rate yield, the income derived from this charge is to cover some or all of the costs of providing new/additional storm water management services within a catchment area.

The guidelines state that the upper charge limit is set at \$25.00 for residential land and \$25 per 350m² or part thereof for non-residential land. For residential and non-residential strata assessments the property may only be charged 50% of the adopted charge as applied to standard properties.

Exempt properties from the charge are: - Crown land, Council owned land, land held under lease for private purposes under the Housing Act, 2001 (Department of Housing) or the Aboriginal Housing Act, 1998 (Aboriginal Housing Office), vacant land as in containing no buildings and no other impervious surfaces, land belonging to charities and public benevolent institutions.

For the 2022-2023 financial year, Council proposes to levy the following stormwater management charges:-

Stormwater Management Charges

Assessment Type	Charge	No. Levied	Estimated Income
Residential assessments – non strata (per assessment)	\$ 25.00 pa	1,737	\$ 43,425.00
Residential assessments – strata (per assessment)	\$ 12.50 pa	30	\$ 375.00
Non-Residential assessments - non strata (per 350m ² or part thereof of total assessment area)	\$ 25.00 pa / 350m ² (capped at \$425.00)	1058	\$ 26,450.00
Non-Residential assessments - strata (per 350m ² or part thereof of total assessment area)	\$ 12.50 pa / 350m ² (capped at \$212.50)	0	

EXTRA CHARGES:

For the 2022-2023 financial year, Council proposes to levy the maximum penalty interest rate of 6.0% set by the Division of Local Government. The 2021-2022 maximum penalty interest rate was set at 7.0%.

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UNIT RATES FOR PRIVATE WORKS

The Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land.

In cases where Council does carry out such work it is the policy of the Council to charge a rate for such work, which is sufficient to ensure full cost recovery of such work, plus a normal commercial mark-up to provide for a profit. In this respect, the Council does not wish to actively compete with local contractors but will endeavour to meet the demands for the provision of plant and machinery to residents of the area, whenever convenient, without unduly interrupting other works programs.

Council's plant is to be operated by Council employees wherever possible; only under special circumstances may plant be hired to other experienced persons. Persons wishing to hire plant, or have private works completed, are to sign Council's standard request form for this purpose prior to the undertaking of any such work.

BORROWINGS PROPOSED

General Fund

Proposed borrowings for 2022-2023 include \$2,000,000 for Drainage Improvement Works, externally funded.

Water Fund

No proposed borrowings are planned for 2022-2023.

Sewer Fund

No proposed borrowings are planned for 2022-2023.

Future Trends

It is likely that Council will take up future loans for long-term projects including to finance future improvements of infrastructure in the General Fund.

Strategic Business Plans for Council's Water & Sewerage operations provide for take up of loans for further capital works.

FEES & CHARGES

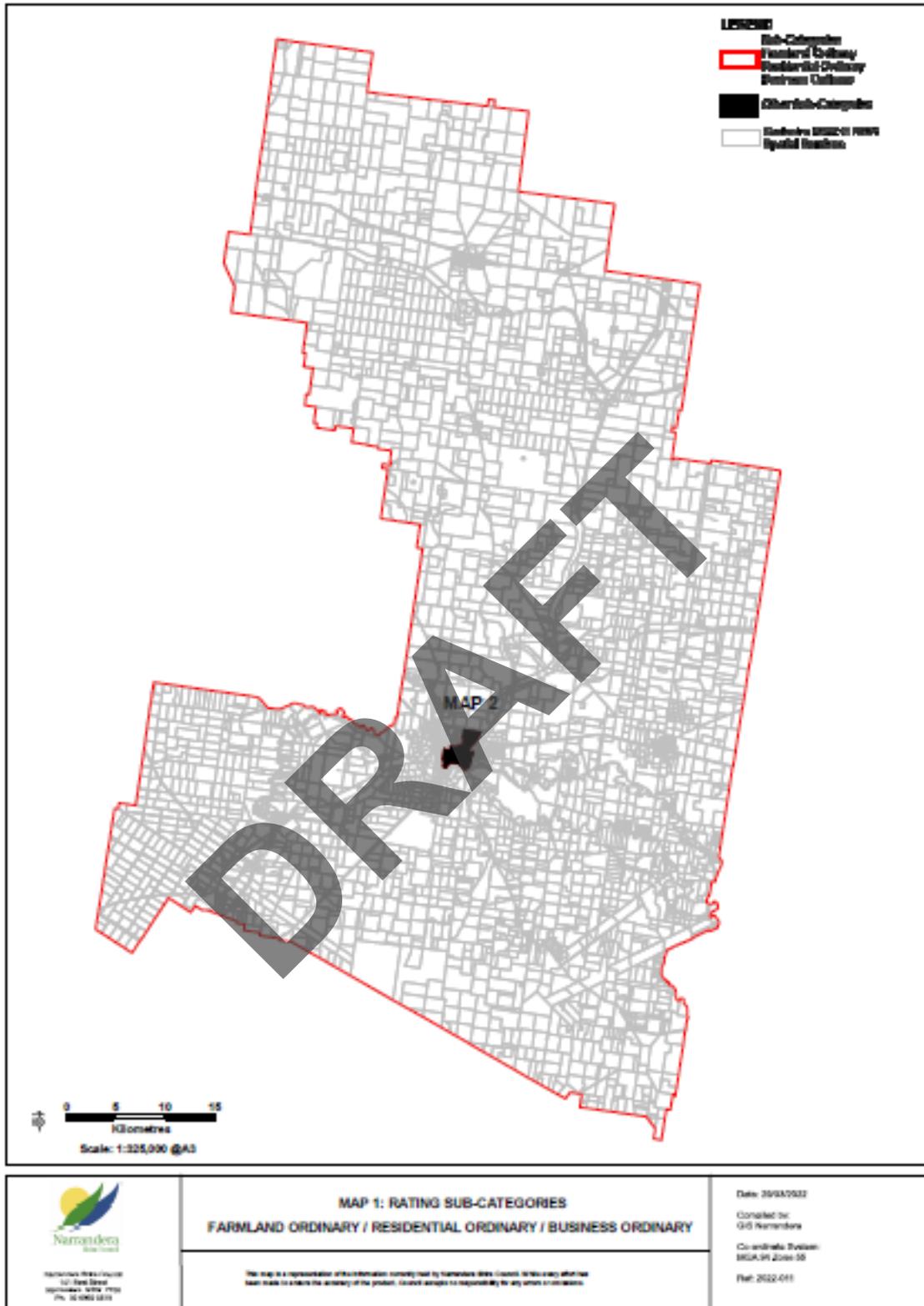
Council may charge a fee for any service that it provides. The purpose of raising these fees, is to recover, or assist the Council in recovering, the cost of providing those services.

Council proposes to charge the fees as are shown in the following schedules, during the 2022-2023 financial year:

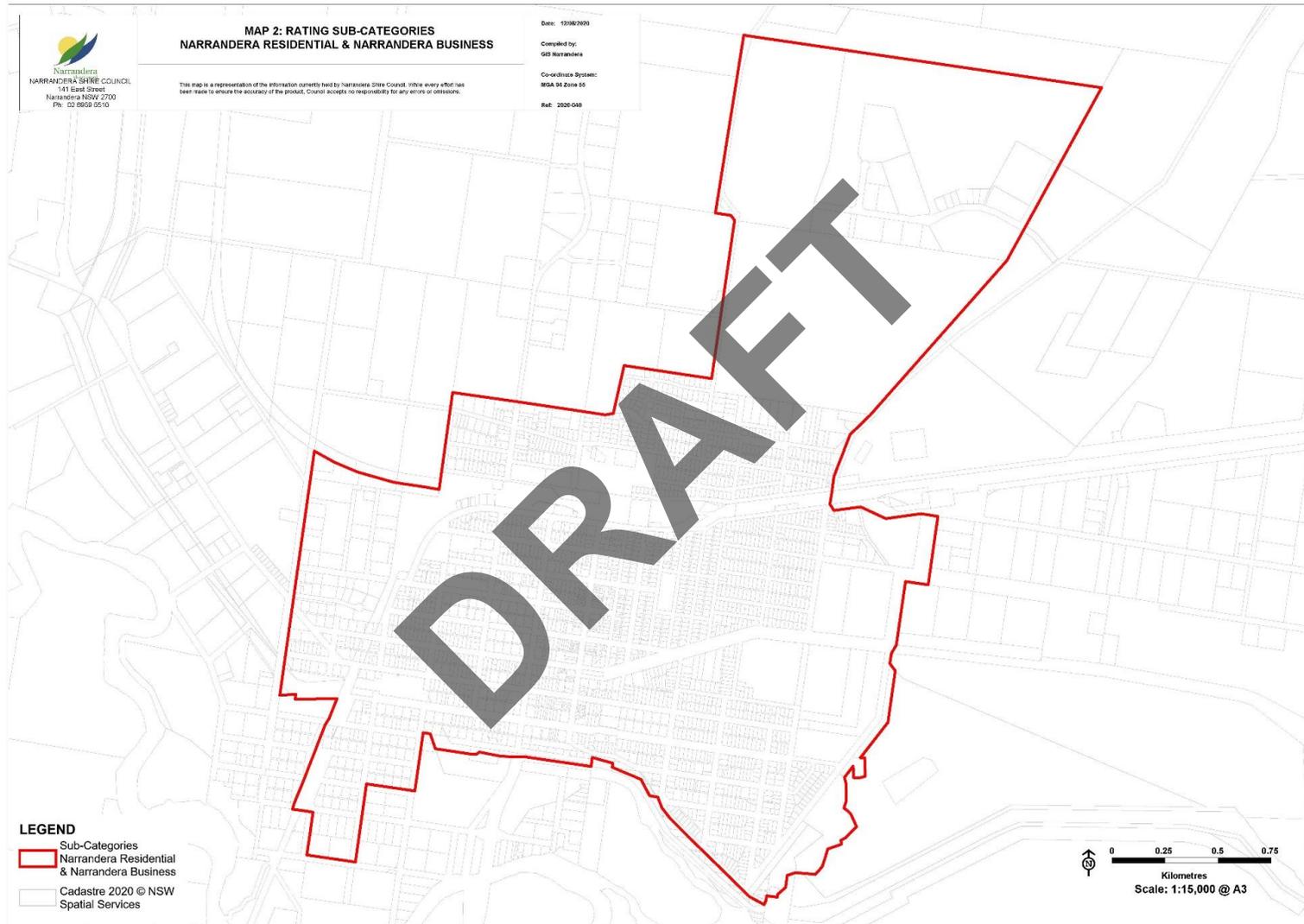
(Schedule of all proposed fees and charges are as follows)

The schedule for fees and charges provides for the following code references.

- Code A Regulatory charges fixed by legislation
- B Regulatory charges not fixed by legislation
- C Full cost recovery charges plus commercial mark up
- D Full cost recovery charges
- E Zero or partial cost recovery charges
- F Fee waived during COVID-19 Pandemic



Operational Plan – Revenue Policy – 2022-2023



2022
2023



**FEEES AND
CHARGES**

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NARRANDERA SHIRE COUNCIL

ADMINISTRATION

BARELLAN HALL

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Debutante Ball Practice	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	n/a
Venue Hire	\$100.00	\$92.73	\$9.27	\$102.00	2.00%		Y	n/a
Venue Hire (Hourly)		\$25 for 1 hour or if using in a block \$20 per hour per week Min. Fee: \$22.73					Y	n/a
Chair Hire	\$1.10	\$1.00	\$0.10	\$1.10	0.00%		Y	D
Coolroom Hire	\$50.00	\$46.36	\$4.64	\$51.00	2.00%		Y	D
Table Hire	\$5.50	\$5.00	\$0.50	\$5.50	0.00%		Y	D

GRONG GRONG HALL

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Annual Availability - Seniors Group	\$220.00	\$204.55	\$20.45	\$225.00	2.27%		Y	E
Hall Hire (Only)	\$100.00	\$92.73	\$9.27	\$102.00	2.00%		Y	
Supper Room Hire (Only)	\$50.00	\$46.36	\$4.64	\$51.00	2.00%		Y	n/a
Supper Room & Kitchen Hire	\$80.00	\$74.55	\$7.45	\$82.00	2.50%		Y	n/a
Hall, Supper & Kitchen Room Hire (Private)	\$200.00	\$186.36	\$18.64	\$205.00	2.50%		Y	n/a
Hall, Supper & Kitchen Room Hire (Public Event-Entry Fee)	\$250.00	\$232.73	\$23.27	\$256.00	2.40%		Y	n/a
Coolroom Hire (3 day hire)	\$30.00	\$27.27	\$2.73	\$30.00	0.00%		Y	n/a
Food Warmer Hire	\$20.00	\$18.18	\$1.82	\$20.00	0.00%		Y	n/a
Table Hire (Old Trestles Only)	\$5.50	\$5.00	\$0.50	\$5.50	0.00%		Y	n/a
Chair Hire	\$1.10	\$1.00	\$0.10	\$1.10	0.00%		Y	n/a

GRONG GRONG HALL [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Loss or damage to property				Full cost recovery		Y	D

PARKSIDE MUSEUM COTTAGE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Adult Admission				Entry by Donation	Parkside committee have requested that fees be adjusted to "Entry by Donation" to increase usage of the museum	Y	D
Pensioner/Senior Admission				Entry by Donation	Parkside committee have requested that fees be adjusted to "Entry by Donation" to increase usage of the museum	Y	D



PARKSIDE MUSEUM COTTAGE [continued]

Name	Year 21/22	Year 22/23			Increase	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Children / Student Admission					Entry by Donation	Parkside committee have requested that fees be adjusted to "Entry by Donation" to increase usage of the museum	Y	D
Children Under 5 - Free					Entry by Donation	Parkside committee have requested that fees be adjusted to "Entry by Donation" to increase usage of the museum	Y	D
Tour Group (Pre-booked per adult)					Entry by Donation	Parkside committee have requested that fees be adjusted to "Entry by Donation" to increase usage of the museum	Y	D

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PARKSIDE MUSEUM COTTAGE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Family Discount (2x2)					Entry by Donation	Y	D	

ROOM HIRE CHARGES

COUNCIL CHAMBERS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Full day uncatered	\$194.00	\$180.00	\$18.00	\$198.00	2.06%		Y	D
Half day or less uncatered	\$103.00	\$95.91	\$9.59	\$105.50	2.43%		Y	D

INTERVIEW ROOM

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Full day uncatered	\$51.00	\$47.27	\$4.73	\$52.00	1.96%		Y	E
Half day or less uncatered	\$28.50	\$26.36	\$2.64	\$29.00	1.75%		Y	E

RAILWAY STATION MEETING ROOM

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Full day uncatered	\$55.00	\$51.36	\$5.14	\$56.50	2.73%		Y	E
Half day or less uncatered	\$27.00	\$25.00	\$2.50	\$27.50	1.85%		Y	E

COMMUNITY SERVICES BUILDING

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Hire of Large Meeting Room Full day uncatered	\$197.00	\$183.64	\$18.36	\$202.00	2.54%		Y	D
Hire of Large Meeting Room Half day or less uncatered	\$104.00	\$96.82	\$9.68	\$106.50	2.40%		Y	D
Hire of small meeting room for a full day - uncatered	\$60.50	\$56.36	\$5.64	\$62.00	2.48%		Y	E
Hire of small meeting room for half day or less - uncatered	\$35.00	\$32.73	\$3.27	\$36.00	2.86%		Y	E

EMERGENCY OPERATIONS CENTRE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Emergency Centre (Old RFS Room Only) Hire – Full day uncatered	\$78.50	\$73.18	\$7.32	\$80.50	2.55%		Y	D
Emergency Centre Building Hire (Excl Old RFS room) – Full day Uncatered	\$180.00	\$167.27	\$16.73	\$184.00	2.22%		Y	D

KEY DEPOSIT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Installation of new keying system if lost key is a significant key					Actual Cost		N	D

KEY DEPOSIT [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Deposit for a key providing access to a Council asset (excluding the Narrandera Shire Library)	\$47.00	\$48.00	\$0.00	\$48.00	2.13%		N	E
Replacement cost of a Council asset key by hirer if the key is lost	\$86.50	\$80.45	\$8.05	\$88.50	2.31%		Y	D

PHOTOCOPYING & PRINTING

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
A4 per page (B&W)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%		Y	C
A3 per page (B&W)	\$1.50	\$1.36	\$0.14	\$1.50	0.00%		Y	C
A4 per page (Colour)	\$3.50	\$3.18	\$0.32	\$3.50	0.00%		Y	C
A3 per page (Colour)	\$4.10	\$3.73	\$0.37	\$4.10	0.00%		Y	C
A4 multiple pages 10 – 100 (B&W)	\$0.75	\$0.68	\$0.07	\$0.75	0.00%		Y	C
A4 multiple pages > 100 (B&W)	\$0.50	\$0.45	\$0.05	\$0.50	0.00%		Y	C
A3 multiple pages 10 – 100 (B&W)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%		Y	C
A3 multiple pages > 100 (B&W)	\$0.75	\$0.68	\$0.07	\$0.75	0.00%		Y	C
A4 multiple pages 10 – 100 (Colour)	\$2.50	\$2.27	\$0.23	\$2.50	0.00%		Y	C
A4 multiple pages > 100 (Colour)	\$2.00	\$1.82	\$0.18	\$2.00	0.00%		Y	C
A3 multiple pages 10 – 100 (Colour)	\$3.50	\$3.18	\$0.32	\$3.50	0.00%		Y	C
A3 multiple pages > 100 (Colour)	\$3.00	\$2.73	\$0.27	\$3.00	0.00%		Y	C

SHIRE BOOKS & MAPS

MAPS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
A2 single page map	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	C
A1 single page map	\$15.00	\$13.64	\$1.36	\$15.00	0.00%		Y	C
A0 single page map	\$26.00	\$23.64	\$2.36	\$26.00	0.00%		Y	C
Scanning or download of information per page onto customer supplied USB	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	C
Map layout and information preparation per hour	\$51.00	\$46.36	\$4.64	\$51.00	0.00%		Y	C

STALLHOLDERS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
General street stall and raffle ticket sales - annual charge for use of Local Community Insurance Scheme	\$28.56	\$26.64	\$2.66	\$29.30	2.59%		Y	D
General street stallholder booking fee per occasion in CBD areas	\$6.00	\$5.45	\$0.55	\$6.00	0.00%		Y	B
Event stallholder food vendor per occasion in CBD areas	\$40.00	\$36.36	\$3.64	\$40.00	0.00%		Y	D
Event stallholder regular merchandise vendor per occasion in CBD areas	\$25.00	\$22.73	\$2.27	\$25.00	0.00%		Y	D
Event stallholder food vendor per occasion other than in CBD areas	\$40.00	\$36.36	\$3.64	\$40.00	0.00%		Y	D
Event stallholder regular merchandise vendor other than in CBD areas	\$25.00	\$22.73	\$2.27	\$25.00	0.00%		Y	D

LEASES, RATING & PROPERTY MATTERS

LEASE OF UNUSED ROADS/LAND

Name	Year 21/22	Year 22/23			Increase	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Annual lease/licence fee for vacant Council land or unused Council road reserve (excluding where Expressions of Interest have been sought)	\$163.00	\$151.82	\$15.18	\$167.00	2.45%		Y	C
Annual lease/licence fee for a pipeline or similar located on/under/ adjacent to Council land or Council road reserve	\$162.00	\$151.82	\$15.18	\$167.00	3.09%	Rounded to the same value as similar lease/licence fees for 2021-2022-2023	Y	C
Annual lease/licence fee for grazing purposes per hectare (excluding unused Council road reserve or where Expressions of Interest have been sought) - minimum fee to be the same as the annual lease/licence fee for vacant Council land or unused Council road reserve	\$19.00	\$17.73	\$1.77	\$19.50	2.63%		Y	C
Assessment of an application to lease/licence/purchase Council land or Council road reserve	\$637.00	\$592.73	\$59.27	\$652.00	2.35%	This annual charge represents the amount of time that it takes to assess an application through researching the request, consultation where required and determining the application.	Y	C
Lodgement of an application with a third party such as Crown Lands associated with the lease/licence/purchase of Council road reserve					Actual		Y	C

LEASE OF UNUSED ROADS/LAND [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Costs of advertising, survey, registration, transfer and any other associated costs					Actual	Y	D	

COMMUNICATIONS TOWER, NGURANG ROAD

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Government & not for profit users (by negotiation but not less than the applicable commercial user charge set by Council) Note: RBA Holdings Pty Ltd who facilitate the broadcast of 'free to air' digital television to regional communities also the Narrandera District Community Radio have a NIL annual amount payable	\$3,106.26	\$2,894.47	\$289.45	\$3,183.91	2.50%		Y	C
Commercial user	\$3,106.26	\$2,894.47	\$289.45	\$3,183.91	2.50%		Y	C

RATING/PROPERTY MATTERS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Administration & processing Fee	\$33.00	\$30.91	\$3.09	\$34.00	3.03%		Y	D
Reprinting of Notices	\$7.70	\$7.90	\$0.00	\$7.90	2.60%		N	C
Section 603 Certificates (rates & charges) – Local Government Act, 1993	\$85.00	\$90.00	\$0.00	\$90.00	5.88%		N	A
Rating Records – Enquiry < 15 mins	\$65.00	\$65.00	\$0.00	\$65.00	0.00%		N	E
Rating Records – Enquiry > 15 mins – (hourly charge pro-rata)	\$95.00	\$95.00	\$0.00	\$95.00	0.00%		N	D
Interest penalty rate on overdue rates and charges					6.0%		N	A

RURAL ADDRESSING

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Numbered plate (supplied and installed by Council)	\$69.00	\$63.64	\$6.36	\$70.00	1.45%		Y	D
Numbered plate (supplied only)	\$40.00	\$37.27	\$3.73	\$41.00	2.50%		Y	D

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Scanning of Documents < 10 pages	\$5.00	\$5.00	\$0.00	\$5.00	0.00%		N	E
Scanning of documents > 10 Sheets	\$15.00	\$15.00	\$0.00	\$15.00	0.00%		N	E

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APPLICATION FEE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Application fee – Initial Formal Application – own personal affairs (no reductions permissible for this application fee)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	This fee is set by the Information Privacy Commissioner and it is not yet known if there is intended to be an increase for the 2022-2023 financial year. If the fee is increased then the IPC charge will be applied.	N	A

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APPLICATION FEE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Application fee – Initial Formal Application – all other requests (no reductions permissible for this application fee)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	This fee is set by the Information Privacy Commissioner and it is not yet known if there is intended to be an increase for the 2022-2023 financial year. If the fee is increased then the IPC charge will be applied.	N	A

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APPLICATION FEE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Application fee – Internal Review of determination (no reductions permissible for this application fee)	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	N	A
Application fee - Amendment of records	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	N	A

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PROCESSING FEE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Processing fee per hour – Initial Formal Application – own personal affairs after first 20 hours (50% reduction applies if applicant is the holder of a valid Pensioner Concession card, a full-time student or is a non-profit organisation)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	This fee is set by the Information Privacy Commissioner and it is not yet known if there is intended to be an increase for the 2022-2023 financial year. If the fee is increased then the IPC charge will be applied.	N	A

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PROCESSING FEE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Processing fee per hour – Initial Formal Application – all other requests after first hour (50% reduction applies if applicant is the holder of a valid Pensioner Concession card, a full-time student or is a non-profit organisation)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	This fee is set by the Information Privacy Commissioner and it is not yet known if there is intended to be an increase for the 2022-2023 financial year. If the fee is increased then the IPC charge will be applied.	N	A
Processing fee per hour – Internal Review of determination	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	Agencies are not permitted to charge a processing fee for an Internal Review.	N	A
Processing fee per hour – Amendment of records	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	Agencies are not permitted to charge a fee for amending records.	N	A

RESEARCH FEE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
General research fee <15 mins	\$74.00	\$76.00	\$0.00	\$76.00	2.70%	Most of the revenue will be derived from additional charges through the processing of GIPA requests which are set at \$30 per hour. This fee is for more general enquiries and it is not anticipated that revenue for other research requests will be received.	N	D

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RESEARCH FEE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
General research fee >15 mins (calculated hourly on a pro-rata basis)	\$105.00	\$108.00	\$0.00	\$108.00	2.86%	Most of the revenue will be derived from additional charges through the processing of GIPA requests which are set at \$30 per hour. This fee is for more general enquiries and it is not anticipated that revenue for other research requests will be received.	N	D

USE OF FOOTPATH

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Assessment of application for the use of part of a Council footpath such as a hoarding or other barrier	\$104.00	\$106.00	\$0.00	\$106.00	1.92%		N	D

PUBLIC ORDER & SAFETY

ANIMAL CONTROL - PETS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Registration – dog or cat NOT desexed				As gazetted		N	A
Registration – dog or cat IS desexed (CERTIFIED)				As gazetted		N	A
Registration – dog or cat OWNED by recognised breeder				As gazetted		N	A
Registration – dog or cat IS desexed (CERTIFIED) and OWNED by pensioner				As gazetted		N	A
Registration – dog or cat CERTIFIED as an assistance animal/ working dog				As gazetted		N	A
Certificate of Compliance – prescribed enclosure (maximum fee)				As gazetted		N	A
Microchipping of animals by Council officer	\$39.00	\$36.36	\$3.64	\$40.00	2.56%	Y	D
Microchipping of animals – Undertaken by contractor					Actual + 5%	Y	C
Veterinary expenses for impounded animals					Actual + 5%	N	D
Surrender fee per animal – Dog	\$56.00	\$57.00	\$0.00	\$57.00	1.79%	N	C
Surrender fee per animal – Cat	\$35.00	\$36.00	\$0.00	\$36.00	2.86%	N	C
Weekly hire of animal traps – in advance	\$11.00	\$10.00	\$1.00	\$11.00	0.00%	Y	E
Bond for animal traps – refundable	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	N	D
Euthanasia fee – identifiable owner					Actual costs 5%	N	D
Euthanasia administration fee – identifiable owner	\$62.00	\$64.00	\$0.00	\$64.00	3.23%	N	D
Impounding release fee – 1st offence	\$62.00	\$64.00	\$0.00	\$64.00	3.23%	N	B
Impounding release fee – 2nd or further offences	\$97.00	\$99.00	\$0.00	\$99.00	2.06%	N	B
Daily maintenance and sustenance fee per dog/cat	\$15.00	\$15.00	\$0.00	\$15.00	0.00%	N	D

ANIMAL CONTROL - STOCK

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Vehicle rate per hour	\$29.00	\$30.00	\$0.00	\$30.00	3.45%	N	D

ANIMAL CONTROL - STOCK [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Ranger rate per hour	\$52.00	\$53.00	\$0.00	\$53.00	1.92%		N	D
Transport costs					Actual + 5%		N	C
Veterinary expenses for impounded animals					Actual + 5%		N	C
Daily maintenance and sustenance fee per animal	\$27.00	\$28.00	\$0.00	\$28.00	3.70%		N	D
Release fee per animal	\$18.00	\$18.00	\$0.00	\$18.00	0.00%		N	B

OFFENCE FEES

BICYCLE & SKATEBOARD OFFENCES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Bike offences – impound and release fee – 1st offence	\$57.00	\$58.00	\$0.00	\$58.00	1.75%		N	B
Bike offences – impound and release fee – 2nd offence	\$110.00	\$110.00	\$0.00	\$110.00	0.00%		N	B
Bike offences – sale of bike following 3rd offence					Actual + 5%		N	B
Skateboard offences – impound and release fee – per offence	\$15.00	\$15.00	\$0.00	\$15.00	0.00%		N	B

ABANDONED VEHICLES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Abandoned vehicles – impounding fee	\$245.00	\$245.00	\$0.00	\$245.00	0.00%		N	B
Abandoned vehicles – towing fee					Actual + 5%	To cover administrative costs	N	B
Abandoned vehicles – administration fee	\$60.00	\$60.00	\$0.00	\$60.00	0.00%		N	B

NOXIOUS WEEDS CONTROL CERTIFICATE

Name	Year 21/22	Year 22/23			Increase %	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Noxious Weeds Control Certificate					Actual		N	D

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HEALTH ADMINISTRATION

INSPECTION FEES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Hairdressing Salons/Beauty Parlours	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Food Premises	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Boarding Houses	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Mobile Food Vendors	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Skin Penetration – Public Health Act (Div 4)	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Caravan Parks	\$163.00	\$167.00	\$0.00	\$167.00	2.45%	N	B
Health inspection – undertaken by contractor					Actual + 5%	N	D

LOCAL GOVERNMENT ACT S68 APPROVAL

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Any given activity requiring s68 approval – other than Mobile Food Vendors	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	N	B
Mobile Food Vendors s68 – approval and annual renewal	\$125.00	\$125.00	\$0.00	\$125.00	0.00%	N	D

SWIMMING POOLS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Sale of CPR charts	\$24.00	\$21.82	\$2.18	\$24.00	0.00%	Y	D
Certificate of compliance application – swimming pool	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	Y	A
Application for certificate of compliance – swimming pool – reinspection fee	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	Y	A

SWIMMING POOLS [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Fee for Council officer to process pool registration	\$15.00	\$13.64	\$1.36	\$15.00	0.00%		Y	A

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DEVELOPMENT

DEVELOPMENT APPLICATIONS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
DA fee – development not involving building, demolition or subdivision (cl 250 EPAR 2000)	\$285.00	\$285.00	\$0.00	\$285.00	0.00%		N	A
DA fee – dwelling with estimated construction cost \$100,000 or less (cl 247 EPAR 2000)	\$455.00	\$455.00	\$0.00	\$455.00	0.00%		N	A
DA fee – estimated cost up to \$5,000 (cl 246B EPAR 2000)	\$110.00	\$110.00	\$0.00	\$110.00	0.00%		N	A
DA fee – estimated cost \$5,001 – \$50,000 (cl 246B EPAR 2000)		\$170, plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost.					N	A
DA fee – estimated cost \$50,001 – \$250,000 (cl 246B EPAR 2000)		\$352.00, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.					N	A
DA fee – estimated cost \$250,001 – \$500,000 (cl 246B EPAR 2000)		\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) over \$250,000					N	A
DA fee – estimated cost up to \$500,001 – \$1,000,000 (cl 246 EPAR 2000)		\$1,745.00, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.					N	A
DA fee – estimate cost \$1,000,001 – \$10,000,000 (cl 246B EPAR 2000)		\$2,615.00, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.					N	A
DA fee – estimated cost more than \$10,000,000 (cl 246B EPAR 2000)		\$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000					N	A
DA fee for advertisements (cl 246B EPAR 2000)		\$285.00, plus \$93.00 for each advertisement in excess of one					N	A

SUBDIVISIONS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Subdivisions – with new public and/or private road (cl 249 EPAR 2000)		\$665.00 plus \$65.00 per additional lot created				Fee corrected to \$665.	N	A
Subdivisions – no new public and/or private road (cl 249 EPAR 2000)		\$330.00 plus \$53.00 per additional lot created					N	A
Subdivisions – strata subdivision (cl 249 EPAR 2000)		\$330.00 plus \$65.00 per additional lot created					N	A

SUBDIVISIONS [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Application for Subdivision Certificate	\$178.00	\$182.00	\$0.00	\$182.00	2.25%		N	n/a
Stormwater drainage infrastructure contribution on subdivision					POA		Y	B
Roadway drainage infrastructure contribution on subdivision					POA		Y	B

MODIFICATION OF DEVELOPMENT CONSENT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Modification of development consent – s4.55 (1) minor error, misdescription or miscalculation (cl 258 EPAR 2000)					As gazetted		N	A
Modification of development consent – s4.55 (1A) minimal environmental impact (cl 258 EPAR 2000)					As gazetted		N	A
Modification of development consent – s4.55 (2) not of minimal environmental impact (cl 258 EPAR 2000)					As gazetted		N	A

COMPLYING DEVELOPMENTS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Complying Development Certificate – Class 1 & 10 – development cost up to \$10,000	\$220.00	\$200.00	\$20.00	\$220.00	0.00%		Y	B
Complying Development Certificate – Class 1 & 10 – development cost \$10,001 – \$20,000	\$310.00	\$281.82	\$28.18	\$310.00	0.00%		Y	B
Complying Development Certificate – Class 1 & 10 – development cost \$20,001 – \$50,000	\$430.00	\$390.91	\$39.09	\$430.00	0.00%		Y	B
Complying Development Certificate – Class 1 & 10 – development cost \$50,001 – \$100,000	\$610.00	\$554.55	\$55.45	\$610.00	0.00%		Y	B

COMPLYING DEVELOPMENTS [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Complying Development Certificate – Class 1 & 10 – development cost \$100,001 – \$150,000	\$850.00	\$772.73	\$77.27	\$850.00	0.00%		Y	B
Complying Development Certificate – Class 1 & 10 – development cost \$150,001 – \$250,000	\$1,184.00	\$1,076.36	\$107.64	\$1,184.00	0.00%		Y	B
Complying Development Certificate – Class 1 & 10 – development cost over \$250,001	\$1,660.00	\$1,509.09	\$150.91	\$1,660.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost up to \$10,000	\$355.00	\$322.73	\$32.27	\$355.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost \$10,001 – \$20,000	\$430.00	\$390.91	\$39.09	\$430.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost \$20,001 – \$50,000	\$550.00	\$500.00	\$50.00	\$550.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost \$50,001 – \$100,000	\$905.00	\$822.73	\$82.27	\$905.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost \$100,001 – \$250,000	\$1,990.00	\$1,809.09	\$180.91	\$1,990.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost \$250,001 – \$500,000	\$2,560.00	\$2,327.27	\$232.73	\$2,560.00	0.00%		Y	B
Complying Development Certificate – Class 2 to 9 – development cost over \$500,001	\$3,660.00	\$3,327.27	\$332.73	\$3,660.00	0.00%		Y	B

LODGEMENT OF CERTIFICATES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Lodgement of Complying Development Certificate – external PCA (cl 263 EPAR 2000)	\$36.00	\$36.00	\$0.00	\$36.00	0.00%		N	A
Lodgement of Part 6 - Construction / Occupation / Subdivision Certificate – external PCA (cl 263 EPAR 2000)	\$36.00	\$36.00	\$0.00	\$36.00	0.00%		N	A

ADDITIONAL FEES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Title Searches					Or as invoiced by third party Min. Fee: \$22.73	N	D	
Designated Development – in addition to Development Application fee (cl 251 EPAR 2000)	\$920.00	\$920.00	\$0.00	\$920.00	0.00%	N	A	
Designated Development – advertising fees in addition to Development Application fee (cl 252 EPAR 2000)	\$2,220.00	\$2,220.00	\$0.00	\$2,220.00	0.00%	N	A	
Development requiring advertising (cl 252 EPAR 2000) in accordance with an environmental planning instrument or development control plan; not designated, advertised or prohibited development	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	N	A	
Advertising Base Fee - in addition to Development Application fee	\$210.00	\$210.00	\$0.00	\$210.00	0.00%	N	A	
Development requiring concurrence – processing fee for each concurrence authority / approval body (cl 252A EPAR 2000)	\$140.00	\$140.00	\$0.00	\$140.00	0.00%	N	A	
Concurrence fee for each concurrence authority / approval body (cl 252A EPAR 2000)	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	N	A	

DEVELOPMENT CERTIFICATES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Certificate – 735A – certificate as to outstanding notices / orders – per assessment (LGA 1993)	\$140.00	\$143.00	\$0.00	\$143.00	2.14%	N	D	
Certificate – s9.34-s9.37 – certificate as to outstanding notices / orders – per assessment (EP&A 1979)	\$140.00	\$143.00	\$0.00	\$143.00	2.14%	N	D	
Section 10.7 (2) Certificate – per assessment (cl 259 EPAR 2000)	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	N	A	
Section 10.7 (5) Certificate – per assessment (cl 259 EPAR 2000)	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	N	A	

REVIEW OF DEVELOPMENT APPLICATIONS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Development Application review of determination (cl257 EPAR 2000)					As gazetted	N	A	
Development Application review of decision to reject (cl257A EPA 2000)					As gazetted	N	A	

DEVELOPMENT OTHER

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Building records search – Application Fee					\$50 plus \$100 per/hour charged in 30min blocks	N	B	
Re-zoning application					\$1,000 deposit, plus balance of actual cost	N	B	
Certified copy – document, plan, or map (cl 262 EPAR 2000)	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	N	A	
Dwelling entitlement search	\$126.00	\$129.00	\$0.00	\$129.00	2.38%	N	D	
Section 7.12 contribution fees (where applicable) – cost of works \$100,001-\$200,000					0.5% of cost of works	N	E	
Section 7.12 contribution fees (where applicable) – cost of works \$200,001 and greater					1.0% of cost of works	N	D	

CONSTRUCTION CERTIFICATES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Construction Certificate – building cost up to \$5,000	\$81.00	\$73.64	\$7.36	\$81.00	0.00%	Y	B	

CONSTRUCTION CERTIFICATES [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Construction Certificate – building cost \$5,001 – \$100,000				\$103.00 plus 0.35% of cost over \$5,000	Amended to bring fees into line with other councils and market expectations .	Y	B
Construction Certificate – building cost \$100,001 – \$250,000				\$359.00 plus 0.22% of cost over \$100,000	Amended to bring fees into line with other councils and market expectations .	Y	B
Construction Certificate – building cost over \$251,000 - \$2,000,000				\$717.00 plus 0.11% of cost over \$250,000	Amended to bring fees into line with other councils and market expectations .	Y	B
Construction Certificate – building cost over \$2,000,001				Price on Application (Quote)	.	N	B

CONSTRUCTION INSPECTIONS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Critical stage inspection as per consent conditions – up to 6 inspections	\$575.00	\$522.73	\$52.27	\$575.00	0.00%	Y	B
Critical stage inspection as per consent conditions – up to 3 inspections	\$285.00	\$259.09	\$25.91	\$285.00	0.00%	Y	B

CONSTRUCTION INSPECTIONS [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Critical stage inspection as per consent conditions – up to 6 inspections – undertaken by contractor	\$935.00	\$850.00	\$85.00	\$935.00	0.00%		Y	D
Critical stage inspection as per consent conditions – up to 3 inspections – undertaken by contractor	\$480.00	\$436.36	\$43.64	\$480.00	0.00%		Y	D
Additional inspection – per inspection	\$273.00	\$248.18	\$24.82	\$273.00	0.00%		Y	B
Critical stage additional and other inspections – undertaken by contractor					Actual + 5%		Y	B

BUILDING CERTIFICATES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Building certificate – dwellings and outbuildings, eg: sheds – Class 1a, 10a, 10b (cl 260 EPA 1979)	\$250.00	\$250.00	\$0.00	\$250.00	0.00%		N	A
Building certificate – classes 2 to 9 – up to 200 square metres	\$250.00	\$250.00	\$0.00	\$250.00	0.00%		N	A
Building certificate – classes 2 to 9 – 200 to 2,000 metres square		\$250.00, plus an additional \$0.50 per square metre over 200 square metres					N	A
Building certificate – classes 2 to 9 – over 2,000 square metres		\$1,165.00 plus an additional \$0.075 per metre square over 2,000 metres square					N	A
Copy of building certificate (cl 261 EPAR 2000)	\$13.00	\$13.00	\$0.00	\$13.00	0.00%		N	A

ENGINEERING INSPECTIONS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Inspection – 48 hours notice	\$160.00	\$145.45	\$14.55	\$160.00	0.00%		Y	B
Inspection – less than 48 hours notice	\$225.00	\$210.00	\$21.00	\$231.00	2.67%		Y	B

ENGINEERING INSPECTIONS [continued]

Name	Year 21/22	Year 22/23			Increase %	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Inspection – undertaken by contractor					Actual + 5%		Y	B

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ENVIRONMENTAL

ENVIRONMENTAL

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
UPSS Inspections	\$273.00	\$273.00	\$0.00	\$273.00	0.00%		N	A
Drum Muster approved containers – by prior arrangement only	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E

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WASTE FACILITY

DEPOT DISPOSAL FEES

GENERAL (NARRANDERA & BARELLAN)

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Car boot load – sorted waste into designated area	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Car boot load – unsorted waste	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	D
Box trailer or utility – clean green waste	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Box trailer or utility – sorted waste into designated area	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Box trailer or utility – unsorted waste	\$25.00	\$22.73	\$2.27	\$25.00	0.00%		Y	D
Large trailer – clean green waste	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Large trailer – sorted waste into designated area	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Large trailer – unsorted waste	\$42.00	\$39.09	\$3.91	\$43.00	2.38%		Y	D
Truck – less than 5 cubic metres	\$220.50	\$205.45	\$20.55	\$226.00	2.49%		Y	D
Small tyre, eg: car, 4WD – per tyre	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	D
Medium tyre, eg: truck, super single – per tyre	\$26.00	\$24.09	\$2.41	\$26.50	1.92%		Y	D
Large tyre, eg: tractor – per tyre	\$37.00	\$34.55	\$3.45	\$38.00	2.70%		Y	D
Very large tyre, eg: 4WD tractor, earthmoving – per tyre	\$72.00	\$66.36	\$6.64	\$73.00	1.39%		Y	D
Refrigerator / freezers / air conditioners – non degassed	\$89.00	\$82.73	\$8.27	\$91.00	2.25%		Y	D
White goods / scrap steel – clean	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Mattress / furniture / soft furnishings	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Batteries	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E

NARRANDERA DEPOT ONLY

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Recyclable waste, eg: cans, glass, plastic – sorted into designated area	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Truck – over 5 cubic metres but less than 10 cubic metres	\$371.00	\$345.45	\$34.55	\$380.00	2.43%		Y	D
Truck – over 10 cubic metres	\$660.00	\$614.55	\$61.45	\$676.00	2.42%		Y	D
Skip bin or dumpster – less than 5 cubic metres	\$220.00	\$205.45	\$20.55	\$226.00	2.73%		Y	D
Skip bin or dumpster – over 5 cubic metres	\$371.00	\$345.45	\$34.55	\$380.00	2.43%		Y	D
Car bodies	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	D
Asbestos or materials containing asbestos – per cubic metre – only accepted with compliance to current EPA requirements and by prior arrangement only	\$268.00	\$250.00	\$25.00	\$275.00	2.61%		Y	D
Gas bottles and fire extinguishers up to 9kg - commercial	\$20.00	\$18.18	\$1.82	\$20.00	0.00%		Y	D
Gas bottles and fire extinguishers – over 9kg commercial	\$26.00	\$23.64	\$2.36	\$26.00	0.00%		Y	D
Motor oil – up to 20L	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	n/a
Clean fill – virgin, excavated, natural material	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	n/a
Animal carcass – companion animal / pet, eg: cat, dog	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	D
Animal carcass – small stock, eg: sheep, goat	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	n/a
Animal carcass – large stock, eg: cattle, horse	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	D

GARBAGE BINS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Replacement garbage bin – new	\$118.50	\$121.50	\$0.00	\$121.50	2.53%		N	D
Replacement garbage bin – second hand if available	\$63.00	\$65.00	\$0.00	\$65.00	3.17%		N	D

WASTE AVAILABILITY & COLLECTION CHARGES

NARRANDERA, BARELLAN & GRONG GRONG

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Domestic waste availability	\$52.30	\$52.90	\$0.00	\$52.90	1.15%	Fee increase based on IPART Proposed Benchmark Waste Peg 2022-2023	N	D
Domestic waste collection 240L – per bin	\$221.80	\$224.20	\$0.00	\$224.20	1.08%		N	D
Domestic recycled waste collection 240L – per bin	\$84.20	\$85.10	\$0.00	\$85.10	1.07%		N	D
Non-domestic waste availability	\$52.30	\$52.90	\$0.00	\$52.90	1.15%		N	D
Non-domestic waste collection 240L – per bin	\$221.80	\$224.20	\$0.00	\$224.20	1.08%		N	D
Non-domestic recycled waste collection 240L – per bin	\$84.20	\$85.10	\$0.00	\$85.10	1.07%		N	D
Non-domestic waste collection 240L – per bin - 2x weekly (Narrandera)	\$442.70	\$447.60	\$0.00	\$447.60	1.11%		N	n/a

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CEMETERY

GENERAL CEMETERY

NARRANDERA, BARELLAN & GRONG GRONG

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Land	\$1,107.00	\$1,027.27	\$102.73	\$1,130.00	2.08%		Y	C
Land – Perpetual maintenance	\$482.00	\$444.55	\$44.45	\$489.00	1.45%		Y	C
Interment – double depth – 1st interment	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C
Interment – double depth – 2nd interment	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C
Interment – single depth	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C
Interment – stillborn/infant/child/adolescent up to 18 years or ashes only	\$505.00	\$468.18	\$46.82	\$515.00	1.98%		Y	C
Interment Permit	\$189.00	\$190.00	\$0.00	\$190.00	0.53%		N	C
Headstone/Monument Permit	\$105.00	\$105.00	\$0.00	\$105.00	0.00%		N	C
Outside of normal working hours charge	\$82.00	\$77.27	\$7.73	\$85.00	3.66%		Y	C
Travel to Barellan (per round trip)	\$224.00	\$200.00	\$20.00	\$220.00	-1.79%		Y	C
Travel to Grong Grong (per round trip)	\$122.00	\$113.64	\$11.36	\$125.00	2.46%		Y	C

LAWN CEMETERY

NARRANDERA & BARELLAN

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Land	\$1,107.00	\$1,027.27	\$102.73	\$1,130.00	2.08%		Y	C
Land – Perpetual maintenance	\$482.00	\$445.45	\$44.55	\$490.00	1.66%		Y	C
Interment – single depth adult	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C

NARRANDERA & BARELLAN [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Interment – stillborn/infant/child/adolescent up to 18 years or ashes only	\$505.00	\$463.64	\$46.36	\$510.00	0.99%		Y	C
Interment Permit	\$189.00	\$190.00	\$0.00	\$190.00	0.53%		N	C
Headstone/Monument Permit	\$105.00	\$105.00	\$0.00	\$105.00	0.00%		N	C
Outside of normal working hours charge	\$82.00	\$77.27	\$7.73	\$85.00	3.66%		Y	C
Interment – double depth – 1st interment (Barellan only)	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C
Interment – double depth – 2nd interment (Barellan Only)	\$1,012.00	\$940.91	\$94.09	\$1,035.00	2.27%		Y	C
Travel to Barellan (per round trip)	\$224.00	\$200.00	\$20.00	\$220.00	-1.79%		Y	C

NICHE WALL

NARRANDERA, BARELLAN & GRONG GRONG

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Allocation of niche, interment of ashes, memorial plaque and perpetual maintenance	\$861.00	\$800.00	\$80.00	\$880.00	2.21%		Y	C
Interment permit	\$189.00	\$190.00	\$0.00	\$190.00	0.53%		N	C
Supply and fixation of vase to both new and existing interment	\$105.00	\$95.45	\$9.55	\$105.00	0.00%		Y	C
Interment of ashes into existing reserved niche, memorial plaque and perpetual mntce	\$308.00	\$286.36	\$28.64	\$315.00	2.27%		Y	C
Disinterment of ashes, repairs to exterior of niche	\$251.00	\$231.82	\$23.18	\$255.00	1.59%		Y	C
Reservation of niche and fixation of reserve plaque	\$550.00	\$509.09	\$50.91	\$560.00	1.82%		Y	C
Travel to Barellan (per round trip)	\$224.00	\$200.00	\$20.00	\$220.00	-1.79%		Y	C
Travel to Grong Grong (per round trip)	\$122.00	\$113.64	\$11.36	\$125.00	2.46%		Y	C

ROSE GARDEN

NARRANDERA & BARELLAN

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Allocation of allotment, interment of ashes, refill, memorial plaque and perpetual mntce	\$861.00	\$800.00	\$80.00	\$880.00	2.21%		Y	C
Interment permit	\$189.00	\$190.00	\$0.00	\$190.00	0.53%		N	C
Interment of ashes into existing reserved altmnt, memorial plaque and perpetual mntce	\$308.00	\$286.36	\$28.64	\$315.00	2.27%		Y	C
Disinterment of ashes, repairs to garden edge	\$251.00	\$231.82	\$23.18	\$255.00	1.59%		Y	C
Reservation of allotment and fixation of reserve plaque	\$550.00	\$509.09	\$50.91	\$560.00	1.82%		Y	C
Travel to Barellan (per round trip)	\$224.00	\$200.00	\$20.00	\$220.00	-1.79%		Y	C

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WATER

WATER ACCESS CHARGE

ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Water Access Charge unmetered service	\$305.50	\$308.60	\$0.00	\$308.60	1.01%	N	B
Water Access Charge strata unit	\$305.50	\$308.60	\$0.00	\$308.60	1.01%	N	B
Water Access Charge 20mm service	\$305.50	\$308.60	\$0.00	\$308.60	1.01%	N	B
Water Access Charge 25mm service	\$305.50	\$462.90	\$0.00	\$462.90	51.52%	N	B
Water Access Charge 32mm service	\$780.00	\$787.80	\$0.00	\$787.80	1.00%	N	B
Water Access Charge 40mm service	\$1,219.60	\$1,231.80	\$0.00	\$1,231.80	1.00%	N	B
Water Access Charge 50mm service	\$1,906.90	\$1,926.00	\$0.00	\$1,926.00	1.00%	N	B
Water Access Charge 80mm service	\$4,877.40	\$4,926.20	\$0.00	\$4,926.20	1.00%	N	B
Water Access Charge 100mm service	\$7,619.90	\$7,696.10	\$0.00	\$7,696.10	1.00%	N	B

METERED CONNECTION

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
20mm metered connection	\$1,450.80	\$1,487.10	\$0.00	\$1,487.10	2.50%	N	B
25mm metered connection	\$1,830.60	\$1,876.40	\$0.00	\$1,876.40	2.50%	N	B
32mm metered connection	\$2,196.10	\$2,251.00	\$0.00	\$2,251.00	2.50%	N	B
40mm metered connection	\$2,432.60	\$2,493.40	\$0.00	\$2,493.40	2.50%	N	B
50mm metered connection	\$3,658.60	\$3,750.10	\$0.00	\$3,750.10	2.50%	N	B
100mm metered connection					Actual	N	B
Metered or unmetered dedicated fire service					Actual	N	B
Additional Cost > 24m Water Service Length					Quotation to be obtained	N	B
20mm meter installation	\$257.20	\$263.60	\$0.00	\$263.60	2.49%	N	B

METERED CONNECTION [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
25mm meter installation	\$343.50	\$352.10	\$0.00	\$352.10	2.50%		N	B

TESTING FEES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Water Meter Testing Fee	\$227.00	\$232.00	\$0.00	\$232.00	2.20%		N	D
20mm metered connection	\$229.20	\$234.90	\$0.00	\$234.90	2.49%		N	D
25mm metered connection	\$251.10	\$257.40	\$0.00	\$257.40	2.51%		N	D
32mm metered connection	\$297.50	\$304.90	\$0.00	\$304.90	2.49%		N	D
40mm metered connection	\$320.70	\$328.70	\$0.00	\$328.70	2.49%		N	D
50mm metered connection	\$365.80	\$374.90	\$0.00	\$374.90	2.49%		N	D
80mm metered connection	\$412.10	\$422.40	\$0.00	\$422.40	2.50%		N	D
100mm metered connection	\$458.30	\$469.80	\$0.00	\$469.80	2.51%		N	D

OTHER FEES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Water Restrictor Charge	\$75.00	\$75.00	\$0.00	\$75.00	0.00%		N	B
Water Meter Upsize or Downsize	\$291.90	\$299.20	\$0.00	\$299.20	2.50%		N	D
Hydrant Testing Fee	\$284.50	\$291.60	\$0.00	\$291.60	2.50%		N	D
Water Meter Testing Fee to be paid by applicant					Actual		N	D
Water Meter Special Reading Fee	\$65.00	\$66.50	\$0.00	\$66.50	2.31%		N	D
Water Service Alteration					Actual		N	B
Water Service Disconnection Fee					Actual		N	B

OTHER FEES [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Water Service Reconnection Fee					Actual	N	B	
Levied per equivalent tenement for new developments where water is supplied or proposed to be supplied	\$2,057.30	\$2,108.70	\$0.00	\$2,108.70	2.50%	N	B	
Levied per equivalent tenement for assessments connecting to the water reticulation network where there has not been a previous network	\$2,057.30	\$2,108.70	\$0.00	\$2,108.70	2.50%	N	B	

WATER CONSUMPTION CHARGES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Consumption charge per kilolitre recorded as consumed (November Account)	\$1.16	\$1.18	\$0.00	\$1.18	1.72%	N	B	
Consumption charge per kilolitre recorded as consumed (Feb & May Accounts)	\$1.18	\$1.26	\$0.00	\$1.26	6.78%	N	B	
Estimate Account – based on same period 12 months previous					As Calculated	N	B	
Volume charge per kilolitre – Standpipe	\$1.42	\$1.46	\$0.00	\$1.46	2.82%	N	B	

RAW WATER REUSE SYSTEM ACCESS CHARGE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
20mm connection	\$135.90	\$137.30	\$0.00	\$137.30	1.03%	N	B	
25mm connection	\$135.90	\$137.30	\$0.00	\$137.30	1.03%	N	B	
32mm connection	\$348.00	\$351.50	\$0.00	\$351.50	1.01%	N	B	
40mm connection	\$543.40	\$548.80	\$0.00	\$548.80	0.99%	N	B	
50mm connection	\$849.80	\$858.30	\$0.00	\$858.30	1.00%	N	B	

RAW WATER REUSE SYSTEM ACCESS CHARGE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
80mm connection	\$1,224.00	\$1,236.20	\$0.00	\$1,236.20	1.00%		N	B
100mm connection	\$1,530.00	\$1,507.00	\$0.00	\$1,507.00	-1.50%		N	B

RAW WATER REUSE SYSTEM METERED CONNECTION

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
20mm connection	\$722.40	\$740.50	\$0.00	\$740.50	2.51%		N	B
25mm connection	\$911.30	\$934.10	\$0.00	\$934.10	2.50%		N	B
32mm connection	\$1,089.20	\$1,116.40	\$0.00	\$1,116.40	2.50%		N	B
40mm connection	\$1,209.20	\$1,239.40	\$0.00	\$1,239.40	2.50%		N	B
50mm connection	\$1,822.60	\$1,868.20	\$0.00	\$1,868.20	2.50%		N	B
80mm connection					Actual		N	B
100mm connection					Actual		N	B

RAW WATER REUSE CONSUMPTION CHARGES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Not for Profit organisations levied per kilolitre	\$0.28	\$0.30	\$0.00	\$0.30	7.14%		N	B
Commercial users levied per kilolitre	\$0.58	\$0.62	\$0.00	\$0.62	6.90%		N	B

SEWER

SEWER ACCESS CHARGE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Residential Standard charge	\$752.50	\$771.30	\$0.00	\$771.30	2.50%		N	B
Residential Multiple Occupancies – Standard charge multiplied by the number of separate occupancies					As calculated		N	B
Non-Residential Multiple Occupancies – Standard charge multiplied by the number of separate occupancies					As calculated		N	B
Non-Residential – Sewer access charge is levied per water meter connected capable of having discharge to the sewerage system					Sewer access charge multiplied by SDF		N	B
Minimum charge annually (combined access charge & useage charge)	\$752.50	\$771.30	\$0.00	\$771.30	2.50%		N	B
Minimum charge annually Unmetered premises	\$752.50	\$771.30	\$0.00	\$771.30	2.50%		N	B
Minimum charge annually 20mm water meter	\$545.40	\$559.00	\$0.00	\$559.00	2.49%		N	B
Minimum charge annually 25mm water meter	\$851.70	\$873.00	\$0.00	\$873.00	2.50%		N	B
Minimum charge annually 32mm water meter	\$1,396.00	\$1,430.90	\$0.00	\$1,430.90	2.50%		N	B
Minimum charge annually 40mm water meter	\$2,181.00	\$2,235.50	\$0.00	\$2,235.50	2.50%		N	B
Minimum charge annually 50mm water meter	\$3,407.90	\$3,493.10	\$0.00	\$3,493.10	2.50%		N	B
Minimum charge annually 80mm water meter	\$8,723.70	\$8,941.80	\$0.00	\$8,941.80	2.50%		N	B
Minimum charge annually 100mm water meter	\$13,634.00	\$13,974.80	\$0.00	\$13,974.80	2.50%		N	B

SEWER USEAGE CHARGE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Non-Residential – Levied per kilolitre of sewage discharge to sewer	\$1.42	\$1.46	\$0.00	\$1.46	2.82%		N	B

SEWER OTHER CHARGES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Annual Trade Waste charge per K/L	\$1.32	\$1.35	\$0.00	\$1.35	2.27%		N	C
Annual Trade Waste Fee	\$167.10	\$171.30	\$0.00	\$171.30	2.51%		N	
Annual Trade Waste Inspection Fee	\$96.90	\$99.30	\$0.00	\$99.30	2.48%		N	B
Septic Tank Waste Disposal (effluent only) - Discharge fee based on total capacity (kl) of tanker truck or approved discharge metered volume	\$0.00	\$3.00	\$0.00	\$3.00	∞		N	D
New connection	\$1,526.20	\$1,564.40	\$0.00	\$1,564.40	2.50%		N	B
Alteration to existing connection					Actual		N	C
Sewerage Diagrams – sewer connection and sewer main – per lot	\$45.50	\$46.50	\$0.00	\$46.50	2.20%		N	B
Levied per equivalent tenement for new developments where sewer service is supplied or proposed to be supplied	\$1,146.20	\$1,174.90	\$0.00	\$1,174.90	2.50%		N	B
Levied per equivalent tenement for assessments connecting to the sewer reticulation network where there has not been a previous connection	\$1,146.20	\$1,174.90	\$0.00	\$1,174.90	2.50%		N	B
Trade Waste Non-Compliant Fee Category 1 (per kL sewer discharged)	\$1.08	\$1.11	\$0.00	\$1.11	2.78%		N	D
Trade Waste Non-Compliance Fee Category 2 (per kL sewer discharged)	\$2.80	\$2.80	\$0.00	\$2.80	0.00%		N	D

STORMWATER CHARGES

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Residential assessments – non strata	\$25.00	\$25.00	\$0.00	\$25.00	0.00%		N	A
Residential assessments – strata	\$12.50	\$12.50	\$0.00	\$12.50	0.00%		N	A
Non-residential assessments – non strata \$25 first 350m sq or part thereof	\$25.00	\$25.00	\$0.00	\$25.00	0.00%		N	A
Non-Residential assessments – non strata \$25 charged per 350m sq or part thereof of total assessment area with the maximum charge capped at \$425	\$425.00	\$425.00	\$0.00	\$425.00	0.00%		N	B

STORMWATER CHARGES [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Non-Residential assessments – strata	\$12.50	\$12.50	\$0.00	\$12.50	0.00%		N	A
Non-Residential assessments – non strata \$12.50 charged per 350m sq or part thereof of total assessment area with the maximum charge capped at \$212.50	\$212.50	\$212.50	\$0.00	\$212.50	0.00%		N	B
Barellan Residential assessment – non strata	\$25.00	\$25.00	\$0.00	\$25.00	0.00%		N	A
Barellan Residential assessment – strata	\$12.50	\$12.50	\$0.00	\$12.50	0.00%		N	A
Barellan Non-Residential assessments – non strata \$25 first 350m sq or part thereof	\$25.00	\$25.00	\$0.00	\$25.00	0.00%		N	A
Barellan Non-Residential assessments – non strata \$25 charged per 350m sq or part thereof of total assessment area with the maximum charge capped at \$425	\$425.00	\$425.00	\$0.00	\$425.00	0.00%		N	B
Barellan Non-Residential assessments – strata	\$12.50	\$12.50	\$0.00	\$12.50	0.00%		N	A
Barellan Non-Residential assessments – non strata \$12.50 charged per 350m sq or part thereof of total assessment area with the maximum charge capped at \$212.50	\$212.50	\$212.50	\$0.00	\$212.50	0.00%		N	B

DRAFT

RECREATION

SPORTS STADIUM

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Week Day Use per hour	\$69.00	\$63.64	\$6.36	\$70.00	1.45%		Y	D
Night Competition Use per hour	\$125.00	\$116.36	\$11.64	\$128.00	2.40%		Y	D
Weekend Competition Use per hour	\$99.00	\$90.91	\$9.09	\$100.00	1.01%		Y	D
Public Holiday Use per hour	\$125.00	\$116.36	\$11.64	\$128.00	2.40%		Y	D
Western Junior League	\$82.00	\$76.36	\$7.64	\$84.00	2.44%		Y	D

OUTDOOR NETBALL COURTS

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Outdoor Court Hire – no lights	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	D
Outdoor Court Hire – with lights	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	per hour	Y	D

SPORTSGROUNDS

NARRANDERA SPORTSGROUND

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Annual Key Deposit	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	all sporting venues	N	D

NARRANDERA SPORTSGROUND [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
RFL Grand Final	\$1,200.00	\$1,090.91	\$109.09	\$1,200.00	0.00%	Fee previously set by council resolution	Y	D
RFL Minor Finals	\$600.00	\$545.45	\$54.55	\$600.00	0.00%	Fee previously set by council resolution	Y	E
Venue bond	\$1,100.00	\$1,100.00	\$0.00	\$1,100.00	0.00%		N	E
All Codes – senior home game, ground hire & cleaning charge	\$491.00	\$454.55	\$45.45	\$500.00	1.83%		Y	E
All Codes – senior home game, hire of new changeroom amenities	\$110.00	\$100.00	\$10.00	\$110.00	0.00%		Y	E
All Codes – senior finals and special matches	\$1,228.00	\$1,137.27	\$113.73	\$1,251.00	1.87%		Y	E
All Codes – Other Events	\$491.00	\$454.55	\$45.45	\$500.00	1.83%	minor events, individual matches	Y	E
Representative matches all junior Codes – ground hire & cleaning charge	\$491.00	\$454.55	\$45.45	\$500.00	1.83%		Y	E
Charge per use of the lights	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	as per previous years for 100, 200 and 500 lux	Y	D
Telephone charges – responsibility of AFL club					Actual	current cost \$1000 2 lines plus internet.	Y	D
Lighting 100 lux (full oval per hour)	\$26.50	\$24.55	\$2.45	\$27.00	1.89%		Y	D
Lighting 200 lux (full oval per hour)	\$48.00	\$44.55	\$4.45	\$49.00	2.08%		Y	D
Lighting 500 lux (full oval per hour)	\$71.00	\$65.45	\$6.55	\$72.00	1.41%		Y	D

NARRANDERA SPORTSGROUND [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Electricity & Gas charges – responsibility of AFL club					Actual	Y	D	

HENRY MATHIESON OVAL

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Other Users – 2 hours (Includes deposit of \$25.00 for key)	\$81.00	\$75.45	\$7.55	\$83.00	2.47%	Y	D	
Other Users – 4 hours (Includes deposit of \$25.00 for key)	\$108.00	\$100.00	\$10.00	\$110.00	1.85%	Y	D	
Other Users – full day (Includes deposit of \$25.00 for key)	\$151.00	\$140.00	\$14.00	\$154.00	1.99%	Y	D	
Charges applicable will be determined at the time according to proposed use					Negotiable	Y	E	

BARELLAN SPORTSGROUND

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
All Codes – senior home game, ground hire & cleaning charge	\$200.00	\$200.00	\$20.00	\$220.00	10.00%	Y	E	
Netball Courts training lights per hour	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	Y	E	
Sportsground training lights per hour	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	Y	E	
Additional Cleaning charge for Toilets and Changeroom (per clean)	\$96.00	\$90.91	\$9.09	\$100.00	4.17%	Additional clean changerooms, toilets	Y	E

GRONG GRONG SPORTSGROUND

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Commercial use	\$200.00	\$186.36	\$18.64	\$205.00	2.50%		Y	E
Community use	\$20.00	\$18.18	\$1.82	\$20.00	0.00%		Y	E
Loss or damage to property		Full cost recovery					Y	D

OTHER

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
All Junior Sports	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		Y	E
Preparation of wickets, cleaning – all fields per match	\$87.00	\$90.91	\$9.09	\$100.00	14.94%		Y	E

DRAFT

TRANSPORT

PLANT HIRE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Mobile Stage - Set up and Hire charge				Actual + 10%		Y	C
Plant Hire Operator Hourly Rate	\$58.60	\$54.64	\$5.46	\$60.10	2.56%	Y	C
Plant Hire Operator Costs (Hourly Overtime Rate)	\$95.10	\$88.64	\$8.86	\$97.50	2.52%	Y	C
Motor Grader (Hourly Rate Price includes Operator)	\$169.00	\$157.45	\$15.75	\$173.20	2.49%	Y	C
Front End Loader (Hourly Rate Price includes Operator)	\$204.50	\$190.56	\$19.06	\$209.61	2.50%	Y	C
Backhoe (Hourly Rate Price includes Operator)	\$147.90	\$137.82	\$13.78	\$151.60	2.50%	Y	C
Tractor (Hourly Rate Price includes Operator)	\$115.30	\$107.45	\$10.75	\$118.20	2.52%	Y	C
S.P. Vibrating Roller (Hourly Rate Price includes Operator)	\$140.20	\$130.64	\$13.06	\$143.70	2.50%	Y	C
Tipping Truck – Large 10m3 (Hourly Rate Price includes Operator)	\$184.10	\$171.55	\$17.15	\$188.70	2.50%	Y	C
Tipping Truck – Medium 6m3 (Hourly Rate Price includes Operator)	\$103.90	\$96.82	\$9.68	\$106.50	2.50%	Y	C
Tipping Truck – Light 2m3 (Hourly Rate Price includes Operator)	\$89.90	\$83.73	\$8.37	\$92.10	2.45%	Y	C
Jet Patcher (Hourly Rate Price includes Operator but excludes emulsion and stone)	\$189.70	\$176.73	\$17.67	\$194.40	2.48%	Y	C
Street Sweeper (Hourly Rate Price includes Operator)	\$196.60	\$183.18	\$18.32	\$201.50	2.49%	Y	C
Dog Trailer – Tri-axle (Hourly Rate exclusive of Operator Cost)	\$50.80	\$47.36	\$4.74	\$52.10	2.56%	Y	C
Combination Roller (Hourly Rate exclusive of Operator Cost)	\$28.20	\$26.27	\$2.63	\$28.90	2.48%	Y	C
Slasher - <2m (Hourly Rate exclusive of Operator Cost)	\$41.60	\$38.73	\$3.87	\$42.60	2.40%	Y	C
Tip Truck (Hourly Rate Price includes Operator)	\$173.80	\$161.91	\$16.19	\$178.10	2.47%	Y	C
Twin Steer Water Truck (Hourly Rate Price includes Operator)	\$149.00	\$138.82	\$13.88	\$152.70	2.48%	Y	C
John Deere 5090 Tractor Loader (Hourly Rate Price includes Operator)	\$125.40	\$116.82	\$11.68	\$128.50	2.47%	Y	C
Slasher - 3.6m (Hourly Rate exclusive of Operator Cost)	\$49.60	\$46.18	\$4.62	\$50.80	2.42%	Y	C
Tri Axle Float (Hourly Rate exclusive of Operator Cost)	\$114.00	\$106.18	\$10.62	\$116.80	2.46%	Y	C
High Pressure Water Jetting Machine (Hourly Rate exclusive of Operator Cost)	\$98.20	\$91.55	\$9.15	\$100.70	2.55%	Y	C
Electric Eel Rodding Machine (Hourly Rate exclusive of Operator Cost)	\$33.90	\$31.55	\$3.15	\$34.70	2.36%	Y	C
Excavator (Hourly Rate Price includes Operator)	\$124.50	\$116.00	\$11.60	\$127.60	2.49%	Y	C

PLANT HIRE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Skid Steer (Hourly Rate Price includes Operator)	\$119.70	\$111.55	\$11.15	\$122.70	2.51%		Y	C

ANCILLARY (PRIVATE WORKS)

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Access Driveway					POA		Y	C
Kerb & guttering					POA		Y	C
Footpath construction					POA		Y	C
Restoration of road openings					POA		Y	C
Heavy Vehicle Inspection Fee – Set by RMS					Set by RMS		Y	B
Section 138 Road opening permit	\$97.10	\$30.00	\$3.00	\$33.00	-66.01%		Y	D
Grids and gates – application fee, inspection and advertising					POA		Y	C
supply levels for layback & driveway construction – minimum					POA		Y	C

TRAFFIC COUNT INFORMATION

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Supply of existing traffic count information (Per Report)	\$80.00	\$82.00	\$8.20	\$90.20	12.75%	The reflect inclusion of GST and Council indexation	Y	B

TRAFFIC COUNT INFORMATION [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Collection, processing and supply of new traffic count information (per unit per week)	\$400.00	\$410.00	\$41.00	\$451.00	12.75%	The reflect inclusion of GST and Council indexation	Y	C

HEAVY VEHICLE ACCESS PERMIT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Route Assessment	\$300.00	\$300.00	\$0.00	\$300.00	0.00%		N	B
Permit Application - Class 1 or Class 3 heavy vehicles	\$75.00	\$75.00	\$0.00	\$75.00	0.00%		N	A

CAR PARK HIRE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Hire of regulated timed car park spaces (per space per day)	\$25.00	\$22.73	\$2.27	\$25.00	0.00%		Y	B

SIGNAGE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Assessment / Application fee (assessment only)	\$75.00	\$75.00	\$0.00	\$75.00	0.00%		N	C
Supply and installation of a new standard sign	\$150.00	\$136.36	\$13.64	\$150.00	0.00%		Y	C
Five year Licence fee (licence only)	\$200.00	\$50.00	\$0.00	\$50.00	-75.00%		N	C

SIGNAGE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Replace, relocate or repair damaged sign		Actual cost but not more than cost of new sign fee					Y	C

TRUCK WASH

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Truck Wash User Fee - minimum charge per 10 minutes	\$10.00	\$9.09	\$0.91	\$10.00	0.00%		Y	D
Truck Wash access key	\$34.00	\$31.68	\$3.17	\$34.85	2.50%		Y	B

AERODROME

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Passenger landing fees (charged per passenger)	\$7.00	\$7.00	\$0.70	\$7.70	10.00%	Passenger fee revised to \$7.00 exclusive of GST in line with five year partnership agreement with Regional Express.	Y	n/a
Aircraft landing fee > 2000 kg MTOW (per tonne)	\$15.00	\$14.09	\$1.41	\$15.50	3.33%		Y	E
Council Hangar rental – single engine / ultra lights (per week - 1 month minimum rental)	\$30.03	\$27.98	\$2.80	\$30.78	2.50%		Y	E
**Private Hangar rental – 1100m2 sites (rent per annum)	\$1,674.02	\$1,559.89	\$155.99	\$1,715.87	2.50%		Y	E

COMMUNITY SERVICES

HOME AND COMMUNITY CARE

COMMUNITY TRANSPORT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
NDIS Services							N	n/a
						\$1.50 per km + \$15 administration fee Additional Charges for extra trips may apply Min. Fee: \$18.00		
From Narrandera to Albury	\$63.00	\$63.00	\$0.00	\$63.00	0.00%		N	E
From Narrandera to Wagga Wagga	\$38.00	\$38.00	\$0.00	\$38.00	0.00%		N	E
From Narrandera to Griffith	\$38.00	\$38.00	\$0.00	\$38.00	0.00%		N	E
From Narrandera to Leeton	\$18.00	\$18.00	\$0.00	\$18.00	0.00%		N	E
From Leeton to Albury	\$70.00	\$70.00	\$0.00	\$70.00	0.00%		N	E
From Leeton to Wagga Wagga	\$45.00	\$45.00	\$0.00	\$45.00	0.00%		N	E
From Leeton to Griffith	\$35.00	\$35.00	\$0.00	\$35.00	0.00%		N	E
From Leeton to Narrandera	\$18.00	\$18.00	\$0.00	\$18.00	0.00%		N	E
From Leeton to Golden Apple	\$8.00	\$8.00	\$0.00	\$8.00	0.00%		N	E
From Leeton to Yanco/Wamoon	\$10.00	\$10.00	\$0.00	\$10.00	0.00%		N	E
From Leeton to Whitton	\$18.00	\$18.00	\$0.00	\$18.00	0.00%		N	E
From Barellan to Albury	\$70.00	\$70.00	\$0.00	\$70.00	0.00%		N	E
From Barellan to Wagga Wagga	\$45.00	\$45.00	\$0.00	\$45.00	0.00%		N	E
From Barellan to Griffith	\$35.00	\$35.00	\$0.00	\$35.00	0.00%		N	E
From Barellan to Leeton (Medical)	\$22.00	\$22.00	\$0.00	\$22.00	0.00%		N	E
From Barellan to Narrandera	\$23.00	\$23.00	\$0.00	\$23.00	0.00%		N	E
Narrandera and/or Leeton Local Trips – one way	\$5.00	\$5.00	\$0.00	\$5.00	0.00%		N	E
Narrandera and/or Leeton Local Trips – return	\$10.00	\$10.00	\$0.00	\$10.00	0.00%		N	E
Prescheduled Bus Trips From Narrandera to Wagga Wagga	\$15.00	\$15.00	\$0.00	\$15.00	0.00%		N	E
Prescheduled Bus Trips From Leeton to Wagga Wagga	\$18.00	\$18.00	\$0.00	\$18.00	0.00%		N	E
Prescheduled Bus Trips From Barellan to Wagga Wagga	\$15.00	\$15.00	\$0.00	\$15.00	0.00%		N	E

COMMUNITY TRANSPORT [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Prescheduled Bus Trips From Barellan to Leeton	\$13.00	\$13.00	\$0.00	\$13.00	0.00%		N	E
Leeton Local Bus Run	\$8.00	\$8.00	\$0.00	\$8.00	0.00%		N	E

HOME MODIFICATION

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Home Modification – Full Pension					65% of Total Cost		N	E
Home Modification – No Pension					85% of Total Cost		N	E
Home Modification – Part Pension					75% of Total Cost		N	E

HOME MAINTENANCE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Home Maintenance					POA Min. Fee: \$15.00		N	E
Maintenance – Gardening & Mowing					POA Min. Fee: \$15.00		N	E

SOCIAL SUPPORT

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Local Social Support Trip		\$10 for the first hour and \$5.00 for every hour after Min. Fee: \$10.00					N	E
NDIS Services		POA Min. Fee: \$44.72					N	n/a
Out of Town Social Support Trip		POA					N	E

LIBRARY

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
Photocopying – A4 – Black & White – Per copy	\$0.30	\$0.27	\$0.03	\$0.30	0.00%		Y	E
Photocopying – A4 – Colour – Per copy	\$1.50	\$1.82	\$0.18	\$2.00	33.33%		Y	E
Photocopying – A3 – Black & White – Per copy	\$0.60	\$0.55	\$0.05	\$0.60	0.00%		Y	E
Photocopying – A3 – Colour – Per copy	\$3.20	\$3.09	\$0.31	\$3.40	6.25%		Y	E
Colour Printing Text – A4 Per copy	\$2.00	\$2.00	\$0.20	\$2.20	10.00%		Y	D
Colour printing Images – A4 Per copy	\$3.50	\$3.27	\$0.33	\$3.60	2.86%		Y	D
Scanning (per page)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%		Y	D
Print outs B & W	\$0.40	\$0.36	\$0.04	\$0.40	0.00%		Y	D
Internet Charges – per hour	\$3.00	\$2.73	\$0.27	\$3.00	0.00%		Y	D
Local Fax – per page	\$1.00	\$0.91	\$0.09	\$1.00	0.00%		Y	D
STD Fax – per page	\$2.00	\$1.82	\$0.18	\$2.00	0.00%		Y	D
ISDN Fax – per page	\$5.40	\$5.00	\$0.50	\$5.50	1.85%		Y	D
Receipt of Fax – per page	\$1.00	\$0.91	\$0.09	\$1.00	0.00%		Y	D
Hire of Multi-Purpose Room Full Day Uncatered	\$91.00	\$84.55	\$8.45	\$93.00	2.20%		Y	D
Hire of Multi-Purpose Room Half Day Uncatered	\$45.00	\$41.82	\$4.18	\$46.00	2.22%		Y	D
Hire of Multi-Purpose Room 2 Hours or Less	\$22.50	\$20.91	\$2.09	\$23.00	2.22%		Y	D
Hire of Youth Space Full Day Uncatered	\$197.00	\$182.73	\$18.27	\$201.00	2.03%		Y	D

LIBRARY [continued]

Name	Year 21/22	Year 22/23			Increase %	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Hire of Youth Space Half Day Uncatered	\$104.00	\$96.36	\$9.64	\$106.00	1.92%		Y	D
Hire of Youth Space 2 Hours or Less	\$0.00	\$49.09	\$4.91	\$54.00	∞		Y	D
Key & Electronic Device for access to Council Library (Deposit)	\$43.00	\$44.00	\$0.00	\$44.00	2.33%		N	E
Replacement of Key/Locks/Electronic Device if lost by Hirer					Actual	Actual cost to Council for the replacement process including key, fob and multiple lock replacements and recalibrating of the security system.	Y	D
Lost or Damaged Item – Replacement Cost					Actual + \$4.00 processing fee		N	D

ARTS & COMMUNITY CENTRE

Name	Year 21/22	Year 22/23			Increase %	Comment	GST	Pricing Policy
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)				
Four week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	\$388.00	\$361.82	\$36.18	\$398.00	2.58%		Y	C
Three week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	\$303.00	\$281.82	\$28.18	\$310.00	2.31%		Y	C
Two week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	\$217.00	\$201.82	\$20.18	\$222.00	2.30%		Y	C

ARTS & COMMUNITY CENTRE [continued]

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23			Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST	Fee (incl. GST)				
One week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	\$133.00	\$123.64	\$12.36	\$136.00	2.26%		Y	
Day Hire – up to 8 hours – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	\$84.50	\$79.09	\$7.91	\$87.00	2.96%		Y	C
Cleaning Fee (To be charged at time of hire – non refundable).	\$161.00	\$150.00	\$15.00	\$165.00	2.48%		Y	C
Percentage Payable on artworks sold by exhibitors				10% Commission			Y	C
Use of kitchen	\$61.00	\$56.36	\$5.64	\$62.00	1.64%		Y	C
Office hire – per day	\$18.50	\$17.27	\$1.73	\$19.00	2.70%		Y	C
Office hire – per week	\$97.00	\$90.45	\$9.05	\$99.50	2.58%		Y	C
Venue Hire Bond (Payable upon hiring. Refundable following satisfactory post hire building inspection).	\$214.00	\$219.00	\$0.00	\$219.00	2.34%		N	C
Key Deposit (Refundable when key returned)	\$106.00	\$108.00	\$0.00	\$108.00	1.89%		N	C
"Friends of the Centre" hire for fundraiser for Centre	\$47.00	\$43.64	\$4.36	\$48.00	2.13%		Y	C
Replacement of Key/Locks/Electronic Device if lost by Hirer					Actual	Actual cost to Council for the replacement process including key, fob and multiple lock replacements and recalibrating of the security system.	Y	n/a

ECONOMIC AFFAIRS

VISITOR INFORMATION CENTRE

Name	Year 21/22 Last YR Fee (incl. GST)	Year 22/23		Increase %	Comment	GST	Pricing Policy
		Fee (excl. GST)	GST				
Photocopies – A4 single sided copies (B&W)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Y	
Photocopies – A3 single sided copies (B&W)	\$1.50	\$1.36	\$0.14	\$1.50	0.00%	Y	n/a
Photocopies – A4 single sided copies (Colour)	\$3.50	\$3.18	\$0.32	\$3.50	0.00%	Y	n/a
Photocopies – A3 single sided copies (Colour)	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	Y	n/a
A4 multiple copies 10 – 100 (B&W)	\$0.75	\$0.68	\$0.07	\$0.75	0.00%	Y	n/a
A4 multiple copies > 100 (B&W)	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	Y	n/a
A3 multiple copies 10 – 100 (B&W)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Y	n/a
A3 multiple copies > 100 (B&W)	\$0.75	\$0.68	\$0.07	\$0.75	0.00%	Y	n/a
A4 multiple copies 10 – 100 (Colour)	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	Y	n/a
A4 multiple copies > 100 (Colour)	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Y	n/a
A3 multiple copies 10 – 100 (Colour)	\$3.50	\$3.18	\$0.32	\$3.50	0.00%	Y	n/a
A3 multiple copies > 100 (Colour)	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	Y	n/a
Tour Groups	Tours on Public Holidays will be subject to a surcharge of \$2 per person. Min. Fee: \$0.91				\$1 per person on coach tour	Y	n/a

Explanation Table

Columns

Last YR Fee (incl. GST)	Fee (incl. GST) (21/22)
Fee (excl. GST)	Fee (excl. GST) (22/23)
GST	GST Amount (22/23)
Fee (incl. GST)	Fee (incl. GST) (22/23)
Increase %	Increase (%) on LY (22/23)
Comment	Comment (22/23)
GST	GST Flag (Y/N) (22/23)
Description	Description & Detail
Pricing Policy	Pricing Policy
Min. Fee	Minimum Fee excl. GST (for Descriptive Fees)

Classifications

Pricing Policy

A	Regulatory charges fixed by legislation
B	Regulatory charges not fixed by legislation
C	Full cost recovery charges plus commercial mark up
D	Full cost recovery charges
E	Zero or partial cost recovery charges
n/a	not applicable

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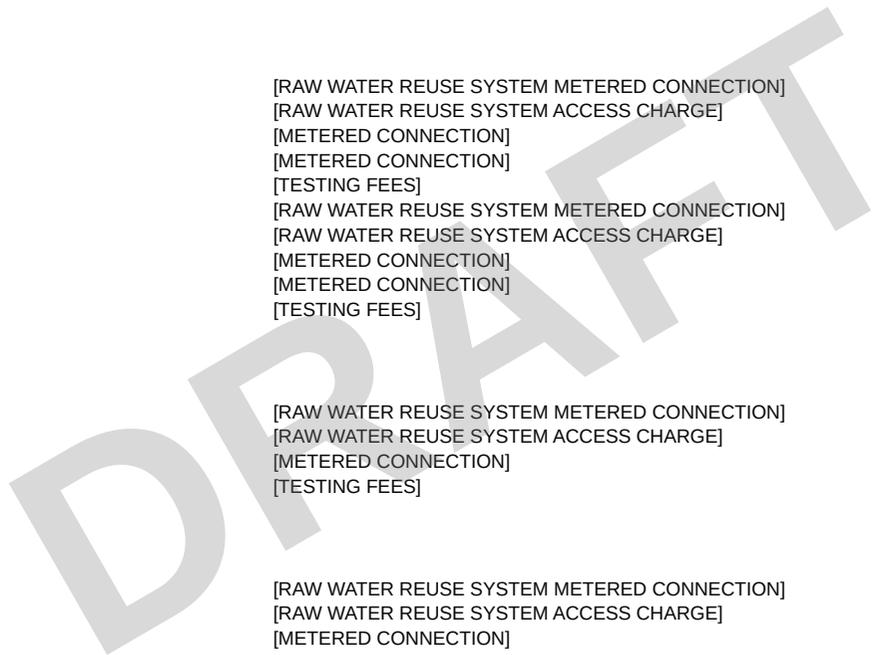
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A3 per page (B&W)	[PHOTOCOPYING & PRINTING]	11
A3 per page (Colour)	[PHOTOCOPYING & PRINTING]	11
A4 multiple copies > 100 (B&W)	[VISITOR INFORMATION CENTRE]	63
A4 multiple copies > 100 (Colour)	[VISITOR INFORMATION CENTRE]	63
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Recyclable waste, eg: cans, glass, plastic – sorted into designated area	[NARRANDERA DEPOT ONLY]	38
Refrigerator / freezers / air conditioners – non degassed	[GENERAL (NARRANDERA & BARELLAN)]	37
Registration – dog or cat CERTIFIED as an assistance animal/working dog	[ANIMAL CONTROL - PETS]	23
Registration – dog or cat IS desexed (CERTIFIED)	[ANIMAL CONTROL - PETS]	23
Registration – dog or cat IS desexed (CERTIFIED) and OWNED by pensioner	[ANIMAL CONTROL - PETS]	23
Registration – dog or cat NOT desexed	[ANIMAL CONTROL - PETS]	23
Registration – dog or cat OWNED by recognised breeder	[ANIMAL CONTROL - PETS]	23
Release fee per animal	[ANIMAL CONTROL - STOCK]	24
Replace, relocate or repair damaged sign	[SIGNAGE]	57
Replacement cost of a Council asset key by hirer if the key is lost	[KEY DEPOSIT]	11
Replacement garbage bin – new	[GARBAGE BINS]	38
Replacement garbage bin – second hand if available	[GARBAGE BINS]	38
Replacement of Key/Locks/Electronic Device if lost by Hirer	[LIBRARY]	61
Replacement of Key/Locks/Electronic Device if lost by Hirer	[ARTS & COMMUNITY CENTRE]	62
Representative matches all junior Codes – ground hire & cleaning charge	[NARRANDERA SPORTSGROUND]	51
Reprinting of Notices	[RATING/PROPERTY MATTERS]	14
Reservation of allotment and fixation of reserve plaque	[NARRANDERA & BARELLAN]	42
Reservation of niche and fixation of reserve plaque	[NARRANDERA, BARELLAN & GRONG GRONG]	41
Residential assessments – non strata	[STORMWATER CHARGES]	48
Residential assessments – strata	[STORMWATER CHARGES]	48
Residential Multiple Occupancies – Standard charge multiplied by the number of separate occupancies	[SEWER ACCESS CHARGE]	47
Residential Standard charge	[SEWER ACCESS CHARGE]	47
Restoration of road openings	[ANCILLARY (PRIVATE WORKS)]	55
Re-zoning application	[DEVELOPMENT OTHER]	32
RFL Grand Final	[NARRANDERA SPORTSGROUND]	51
RFL Minor Finals	[NARRANDERA SPORTSGROUND]	51
Roadway drainage infrastructure contribution on subdivision	[SUBDIVISIONS]	29
Route Assessment	[HEAVY VEHICLE ACCESS PERMIT]	56
S		
supply levels for layback & driveway construction – minimum	[ANCILLARY (PRIVATE WORKS)]	55

Fee Name	Parent Name	Page
S		
S.P. Vibrating Roller (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Sale of CPR charts	[SWIMMING POOLS]	26
Scanning (per page)	[LIBRARY]	60
Scanning of Documents < 10 pages	[GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009]	15
Scanning of documents > 10 Sheets	[GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009]	15
Scanning or download of information per page onto customer supplied USB	[MAPS]	12
Section 10.7 (2) Certificate – per assessment (cl 259 EPAR 2000)	[DEVELOPMENT CERTIFICATES]	31
Section 10.7 (5) Certificate – per assessment (cl 259 EPAR 2000)	[DEVELOPMENT CERTIFICATES]	31
Section 138 Road opening permit	[ANCILLARY (PRIVATE WORKS)]	55
Section 603 Certificates (rates & charges) – Local Government Act, 1993	[RATING/PROPERTY MATTERS]	14
Section 7.12 contribution fees (where applicable) – cost of works \$100,001-\$200,000	[DEVELOPMENT OTHER]	32
Section 7.12 contribution fees (where applicable) – cost of works \$200,001 and greater	[DEVELOPMENT OTHER]	32
Septic Tank Waste Disposal (effluent only) - Discharge fee based on total capacity (kl) of tanker truck or approved discharge metered volume	[SEWER OTHER CHARGES]	48
Sewerage Diagrams – sewer connection and sewer main – per lot	[SEWER OTHER CHARGES]	48
Skateboard offences – impound and release fee – per offence	[BICYCLE & SKATEBOARD OFFENCES]	24
Skid Steer (Hourly Rate Price includes Operator)	[PLANT HIRE]	55
Skin Penetration – Public Health Act (Div 4)	[INSPECTION FEES]	26
Skip bin or dumpster – less than 5 cubic metres	[NARRANDERA DEPOT ONLY]	38
Skip bin or dumpster – over 5 cubic metres	[NARRANDERA DEPOT ONLY]	38
Slasher - <2m (Hourly Rate exclusive of Operator Cost)	[PLANT HIRE]	54
Slasher - 3.6m (Hourly Rate exclusive of Operator Cost)	[PLANT HIRE]	54
Small tyre, eg: car, 4WD – per tyre	[GENERAL (NARRANDERA & BARELLAN)]	37
Sportsground training lights per hour	[BARELLAN SPORTSGROUND]	52
STD Fax – per page	[LIBRARY]	60
Stormwater drainage infrastructure contribution on subdivision	[SUBDIVISIONS]	29
Street Sweeper (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Subdivisions – no new public and/or private road (cl 249 EPAR 2000)	[SUBDIVISIONS]	28
Subdivisions – strata subdivision (cl 249 EPAR 2000)	[SUBDIVISIONS]	28
Subdivisions – with new public and/or private road (cl 249 EPAR 2000)	[SUBDIVISIONS]	28
Supper Room & Kitchen Hire	[GRONG GRONG HALL]	6
Supper Room Hire (Only)	[GRONG GRONG HALL]	6
Supply and fixation of vase to both new and existing interment	[NARRANDERA, BARELLAN & GRONG GRONG]	41
Supply and installation of a new standard sign	[SIGNAGE]	56
Supply of existing traffic count information (Per Report)	[TRAFFIC COUNT INFORMATION]	55
Surrender fee per animal – Cat	[ANIMAL CONTROL - PETS]	23
Surrender fee per animal – Dog	[ANIMAL CONTROL - PETS]	23
T		
Table Hire	[BARELLAN HALL]	6
Table Hire (Old Trestles Only)	[GRONG GRONG HALL]	6

Fee Name	Parent Name	Page
T [continued]		
Telephone charges – responsibility of AFL club	[NARRANDERA SPORTSGROUND]	51
Three week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	[ARTS & COMMUNITY CENTRE]	61
Tip Truck (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Tipping Truck – Large 10m3 (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Tipping Truck – Light 2m3 (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Tipping Truck – Medium 6m3 (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Title Searches	[ADDITIONAL FEES]	31
Tour Group (Pre-booked per adult)	[PARKSIDE MUSEUM COTTAGE]	8
Tour Groups	[VISITOR INFORMATION CENTRE]	63
Tractor (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Trade Waste Non-Compliance Fee Category 2 (per kL sewer discharged)	[SEWER OTHER CHARGES]	48
Trade Waste Non-Compliant Fee Category 1 (per kL sewer discharged)	[SEWER OTHER CHARGES]	48
Transport costs	[ANIMAL CONTROL - STOCK]	24
Travel to Barellan (per round trip)	[NARRANDERA, BARELLAN & GRONG GRONG]	40
Travel to Barellan (per round trip)	[NARRANDERA & BARELLAN]	41
Travel to Barellan (per round trip)	[NARRANDERA, BARELLAN & GRONG GRONG]	41
Travel to Barellan (per round trip)	[NARRANDERA & BARELLAN]	42
Travel to Grong Grong (per round trip)	[NARRANDERA, BARELLAN & GRONG GRONG]	40
Travel to Grong Grong (per round trip)	[NARRANDERA, BARELLAN & GRONG GRONG]	41
Tri Axle Float (Hourly Rate exclusive of Operator Cost)	[PLANT HIRE]	54
Truck – less than 5 cubic metres	[GENERAL (NARRANDERA & BARELLAN)]	37
Truck – over 10 cubic metres	[NARRANDERA DEPOT ONLY]	38
Truck – over 5 cubic metres but less than 10 cubic metres	[NARRANDERA DEPOT ONLY]	38
Truck Wash access key	[TRUCK WASH]	57
Truck Wash User Fee - minimum charge per 10 minutes	[TRUCK WASH]	57
Twin Steer Water Truck (Hourly Rate Price includes Operator)	[PLANT HIRE]	54
Two week hire – Gallery Rooms & Office Access (50% discount to be applied to fee during Visitor Information Centre Relocation - Office Access Unavailable)	[ARTS & COMMUNITY CENTRE]	61
U		
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Use of kitchen	[ARTS & COMMUNITY CENTRE]	62
V		
Vehicle rate per hour	[ANIMAL CONTROL - STOCK]	23
Venue bond	[NARRANDERA SPORTSGROUND]	51
Venue Hire	[BARELLAN HALL]	6
Venue Hire (Hourly)	[BARELLAN HALL]	6

Fee Name	Parent Name	Page
V [continued]		
Venue Hire Bond (Payable upon hiring. Refundable following satisfactory post hire building inspection).	[ARTS & COMMUNITY CENTRE]	62
Very large tyre, eg: 4WD tractor, earthmoving – per tyre	[GENERAL (NARRANDERA & BARELLAN)]	37
Veterinary expenses for impounded animals	[ANIMAL CONTROL - PETS]	23
Veterinary expenses for impounded animals	[ANIMAL CONTROL - STOCK]	24
Volume charge per kilolitre – Standpipe	[WATER CONSUMPTION CHARGES]	45
W		
Water Access Charge 20mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 25mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 32mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 40mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 50mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 80mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge strata unit	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge unmetered service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Access Charge 100mm service	[ANNUAL ACCESS CHARGE FOR CONNECTION TO A SINGLE ASSESSMENT]	43
Water Meter Special Reading Fee	[OTHER FEES]	44
Water Meter Testing Fee	[TESTING FEES]	44
Water Meter Testing Fee to be paid by applicant	[OTHER FEES]	44
Water Meter Upsize or Downsize	[OTHER FEES]	44
Water Restrictor Charge	[OTHER FEES]	44
Water Service Alteration	[OTHER FEES]	44
Water Service Disconnection Fee	[OTHER FEES]	44
Water Service Reconnection Fee	[OTHER FEES]	45
Week Day Use per hour	[SPORTS STADIUM]	50
Weekend Competition Use per hour	[SPORTS STADIUM]	50
Weekly hire of animal traps – in advance	[ANIMAL CONTROL - PETS]	23
Western Junior League	[SPORTS STADIUM]	50
White goods / scrap steel – clean	[GENERAL (NARRANDERA & BARELLAN)]	37
Other		
"Friends of the Centre" hire for fundraiser for Centre	[ARTS & COMMUNITY CENTRE]	62
**Private Hangar rental – 1100m2 sites (rent per annum)	[AERODROME]	57

**Narrandera Shire Council
10 Year Financial Plan for the Years ending
30 June 2032
SUMMARY OF ALL G/L ACCOUNTS - GENERAL
FUND**

by Budget Summary

Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Lc

		Projected Years													
		2022/23													
Code	Description	Operating Income	Operating Expenditure	Capital Income	Capital Expenditure	Reserve Income	Reserve Expenditure	Internal Income	Internal Expenditure	Net Result after Dep'n	Add back Depreciation	Net Result before Dep'n	Add back other non-cash Exp.	Less other non-cash Inc.	Net Result after all non-cash
111	Governance	-	894,135	-	-	-	-	-	-	(894,135)	-	(894,135)	-	-	(894,135)
112	Chambers	-	209,362	-	-	-	-	-	-	(209,362)	118,708	(90,654)	-	-	(90,654)
211	Administration	3,650	(128,022)	-	-	-	-	-	-	131,672	156,185	287,857	-	-	287,857
212	Finance	36,000	566,948	-	-	2,784,587	2,458,827	-	-	(205,188)	-	(205,188)	-	-	(205,188)
213	Human Resources	75,419	445,816	-	-	-	-	-	-	(370,397)	-	(370,397)	-	-	(370,397)
214	Information Services	-	667,961	-	497,000	-	-	-	-	(1,164,961)	-	(1,164,961)	-	-	(1,164,961)
215	DGMCC	-	287,906	-	-	-	-	-	-	(287,906)	-	(287,906)	-	-	(287,906)
216	Property/Revenue	15,759	85,442	-	-	-	-	-	-	(69,683)	-	(69,683)	-	-	(69,683)
217	Control Accounts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
218	To be allocated	-	-	-	-	-	-	-	-	-	-	-	-	-	-
220	Infrastructure Admin	15,000	530,169	-	-	-	-	-	-	(515,169)	52,347	(462,822)	-	-	(462,822)
221	Oncosts	-	(1)	-	-	-	-	-	-	1	-	1	-	-	1
250	Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
310	Ordinance	19,141	137,639	-	-	-	-	-	-	(118,498)	-	(118,498)	-	-	(118,498)
311	Street Cameras	-	17,655	-	58,866	-	-	-	-	(76,521)	11,200	(65,321)	-	-	(65,321)
312	Emergency Services	112,376	405,975	-	-	-	-	-	-	(293,599)	27,550	(266,049)	-	-	(266,049)
410	Health	17,786	14,098	-	-	-	-	-	-	3,688	395	4,083	-	-	4,083
430	Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-
510	Insect & Vermin Control	-	1,227	-	-	-	-	-	-	(1,227)	-	(1,227)	-	-	(1,227)
511	Noxious Weeds	46,228	199,540	-	-	-	-	-	-	(153,312)	-	(153,312)	-	-	(153,312)
512	Waste Management	993,782	919,485	-	337,000	-	-	-	-	(152,183)	16,308	(135,875)	-	-	(135,875)
513	Stormwater Management	384,375	463,100	2,000,000	4,100,000	-	-	2,000,000	(110,520)	(178,725)	81,100	(97,625)	-	-	(97,625)
610	Aged & Disabled	12,588	10,522	-	-	-	-	-	-	2,066	-	2,066	-	-	2,066
611	Social Support	78,516	71,387	-	-	-	-	-	-	7,129	-	7,129	-	-	7,129
612	HMMS	86,306	52,685	-	-	-	-	-	-	33,621	-	33,621	-	-	33,621
613	Community Transport	537,896	504,356	-	-	-	-	-	-	33,540	-	33,540	-	-	33,540
614	COPS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
616	Community Services	11,848	67,953	-	-	-	-	-	-	(56,105)	50,160	(5,945)	-	-	(5,945)
617	Youth/Childcare Services	17,298	90,163	-	-	-	-	-	-	(72,865)	-	(72,865)	-	-	(72,865)
710	H&C Admin	-	40,035	-	-	-	-	-	-	(40,035)	-	(40,035)	-	-	(40,035)
711	Environmental Protection	4,710	4,121	-	-	-	-	-	-	589	-	589	-	-	589
712	Street Lighting	33,000	116,717	-	-	-	-	6,281	-	(89,998)	13,596	(76,402)	-	-	(76,402)
713	Public Cemeteries	145,092	176,300	-	145,000	-	-	-	-	(176,208)	25,949	(150,259)	-	-	(150,259)
714	Development Control	144,472	308,070	335,000	-	-	-	-	-	171,402	-	171,402	-	-	171,402
717	Effluent Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
800	Recreation & Culture	-	-	-	-	-	-	-	-	-	-	-	-	-	-
810	Library	125,109	452,590	-	31,514	-	-	-	-	(358,995)	69,584	(289,411)	-	-	(289,411)
811	Swimming Pools	-	-	-	-	-	-	-	-	-	-	-	-	-	-
812	Lake Talbot Swimming Pool	510	737,608	-	58,552	-	-	110,520	-	(906,170)	309,602	(596,568)	-	-	(596,568)
813	Barellan Pool	150	152,959	-	2,500	-	-	-	-	(155,309)	65,061	(90,248)	-	-	(90,248)
814	Parks & Gardens	-	-	-	-	-	-	-	-	-	-	-	-	-	-
815	Sportsgrounds	12,324	477,642	60,000	70,000	-	-	20,936	-	(496,254)	220,188	(276,066)	-	-	(276,066)
816	Parks & Reserves	-	1,070,111	65,500	398,760	-	-	-	-	(1,403,371)	241,958	(1,161,413)	-	-	(1,161,413)
818	Lake Talbot	-	42,203	68,000	80,000	-	-	-	-	(54,203)	17,478	(36,725)	-	-	(36,725)
820	Sports Stadiums	70,043	252,314	-	-	-	-	-	-	(182,271)	125,936	(56,335)	-	-	(56,335)
821	Cultural	-	165,872	-	-	-	-	-	-	(165,872)	109,956	(55,916)	-	-	(55,916)
823	Bettering Barellan	2,890	14,259	-	-	-	-	-	-	(11,369)	-	(11,369)	-	-	(11,369)
824	Grong Grong Community	841	10,770	-	-	-	-	-	-	(9,929)	-	(9,929)	-	-	(9,929)
825	Koala Regeneration	526	-	-	-	-	-	-	-	526	-	526	-	-	526
826	Railway Station Management	736	9,286	-	-	-	-	-	-	(8,550)	-	(8,550)	-	-	(8,550)
827	Parkside Museum	8,429	38,386	-	-	-	-	-	-	(29,957)	-	(29,957)	-	-	(29,957)
828	Arts & Culture	1,483	29,855	-	-	-	-	-	-	(28,372)	941	(27,431)	-	-	(27,431)
910	Urban Roads	-	1,074,888	-	462,929	-	-	-	-	(1,537,817)	313,760	(1,224,057)	-	-	(1,224,057)
911	Rural Roads Sealed	-	1,027,845	-	714,433	-	-	-	-	(1,742,278)	728,479	(1,013,799)	-	-	(1,013,799)
912	Rural Roads Unsealed	-	1,401,144	-	-	-	-	-	-	(1,401,144)	706,713	(694,431)	-	-	(694,431)
913	Bridges	-	157,403	-	-	-	-	-	-	(157,403)	152,034	(5,369)	-	-	(5,369)
915	Regional Roads	564,000	380,906	85,000	441,400	-	-	-	-	(173,306)	173,306	-	-	-	-
916	State Roads	179,132	179,132	-	-	-	-	-	-	-	-	-	-	-	-
919	Roads to Recovery	-	997,362	-	997,362	-	-	-	-	-	-	-	-	-	-
920	Ancillary Roadworks	128,327	202,213	50,000	100,000	-	-	-	-	(123,886)	29,650	(94,236)	-	-	(94,236)
921	Truck Wash	28,290	61,247	-	-	-	-	-	-	(32,957)	19,950	(13,007)	-	-	(13,007)

**Narrandera Shire Council
10 Year Financial Plan for the Years ending
30 June 2032
SUMMARY OF ALL G/L ACCOUNTS - GENERAL
FUND**

by Budget Summary

Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Lc

		Projected Years 2022/23													
Code	Description	Operating Income	Operating Expenditure	Capital Income	Capital Expenditure	Reserve Income	Reserve Expenditure	Internal Income	Internal Expenditure	Net Result after Depr'n	Add back Depreciation	Net Result before Depr'n	Add back other non-cash Exp.	Less other non-cash Inc.	Net Result after all non-cash
923	Carparking	-	4,025	-	-	-	-	-	-	(4,025)	4,025	-	-	-	-
1,010	Economic Development / Real Estate	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,012	Industrial Subdivision	-	12,180	-	-	-	-	-	-	(12,180)	-	(12,180)	-	-	(12,180)
1,013	Industrial Promotion	-	224,729	-	-	-	-	-	-	(224,729)	8,072	(216,657)	-	-	(216,657)
1,014	Marketing & Tourism	2,976	156,611	-	-	-	-	-	-	(153,635)	-	(153,635)	-	-	(153,635)
1,015	Arts Centre	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,016	Visitors Services	56,200	389,249	-	-	-	-	-	-	(333,049)	28,580	(304,469)	-	-	(304,469)
1,017	Saleyards	100	11,904	-	-	-	-	-	-	(11,804)	9,600	(2,204)	-	-	(2,204)
1,018	Caravan Parks	95,225	117,867	-	-	-	-	-	-	(22,642)	106,669	84,027	-	-	84,027
1,019	Plant	99,503	(113,374)	455,500	1,329,049	-	-	-	-	(660,672)	603,095	(57,577)	-	-	(57,577)
1,020	External Plant Revenues	-	(21,181)	-	-	-	-	-	-	21,181	-	21,181	-	-	21,181
1,021	Private Works	112,750	69,110	-	-	-	-	-	-	43,640	-	43,640	-	-	43,640
1,022	Council Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,023	Council Buildings	125,134	380,424	-	341,412	-	-	-	-	(596,702)	221,779	(374,923)	-	-	(374,923)
1,025	Aerodrome	164,255	539,164	7,500	15,000	-	-	-	10,468	(392,877)	277,328	(115,549)	-	-	(115,549)
1,110	General Purpose Income	11,061,635	-	-	-	-	-	-	-	11,061,635	-	11,061,635	-	(91,500)	10,970,135
2,000	Water Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3,000	Sewer Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9,000	Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16,629,172		16,870,085	3,126,500	10,180,777	2,784,587	2,458,827	2,000,000	37,685	(5,007,115)	5,097,242	90,127	-	(91,500)	(1,373)	

Draft Capital Works Program 2022 - 2025

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No	Dept	Resp	Fund	New / Renewal	GL No.	Project	Capital Funding FY 22/23					Capital Funding FY 23/24					Capital Funding FY 24/25								
							Project Total	Budget	Revenue	Reserve	Grant/Cont	Loan	Budget	Revenue	Reserve	Grant/Cont	Loan	Budget	Revenue	Reserve	Grant/Cont	Loan			
OSR							Barellan Parks																		
71	BP	OSR	GF	Renewal	0816-4201-0000	Barellan Playground Upgrades and festive d	\$ 18,000	\$ 13,000	\$ 3,000	\$ 10,000							\$ 5,000	\$ 5,000							
72	BP	OSR	GF	Renewal	0816-4201-0000	BBQ replacement	\$ 8,000	\$ 8,000	\$ 8,000																
73	BP	OSR	GF	New	0816-4101-0000	Park Furniture	\$ 10,000						\$ 10,000	\$ 10,000											
		OSR				Total - Barellan Parks	\$ 36,000	\$ 21,000	\$ 11,000	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -			
OSR							Grong Grong General Parks																		
74	GGP	OSR	GF	Renewal	0816-4202-0000	Park Furniture	\$ 10,000	\$ 5,000	\$ -	\$ 5,000			\$ 5,000	\$ -	\$ 5,000										
		OSR				Total - Grong Grong General Parks	\$ 10,000	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
OSR							Narrandera Memorial Park & Other Areas																		
75	NMP	OSR	GF	New	0816-4103-0000	Lighting and uplighting memorials and tree	\$ 15,000						\$ 15,000	\$ 15,000											
76	NMP	OSR	GF	New	0816-4103-0000	Edging lawn areas and garden beds	\$ 20,000	\$ 20,000	\$ 20,000																
77	NMP	OSR	GF	New	0816-4103-0000	Larmer St - Irrigation, formalise Driveways,	\$ 80,000										\$ 80,000	\$ 55,000	\$ 25,000						
78	NMP	OSR	GF	New	0816-4103-0000	Festive Light Upgrade / Renewal	\$ 14,200	\$ 14,200	\$ -	\$ 14,200															
		OSR				Total - Narrandera Memorial Park & Othe	\$ 129,200	\$ 34,200	\$ 20,000	\$ 14,200	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 80,000	\$ 55,000	\$ 25,000	\$ -	\$ -			
OSR							Brewery Flats																		
79	BFP	OSR	GF	Renewal	0816-4204-0000	Brewery Flats landscaping, furniture replac	\$ 8,000	\$ 8,000	\$ -	\$ 8,000															
		OSR				Total - Brewery Flats	\$ 8,000	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
						Total - Parks and Reserves	\$ 633,760	\$ 398,760	\$ 151,000	\$ 182,260	\$ 65,500	\$ -	\$ 142,500	\$ 42,500	\$ 15,000	\$ 85,000	\$ -	\$ 92,500	\$ 67,500	\$ 25,000	\$ -	\$ -			
OSR							Lake Talbot Recreation Area																		
OSR							Lake Talbot Recreation area																		
80	LTRA	OSR	GF	New	0818-4100-0000	Rec Area Improvements	\$ 12,000	\$ 12,000	\$ 12,000																
81	LTRA	OSR	GF	Renewal	0818-4100-0000	Viewing Platform from lookout	\$ 68,000	\$ 68,000	\$ -	\$ 68,000															
82	LTRA	OSR	GF	New	0818-4100-0000	Irrigation systems (where Possible)	\$ 15,000										\$ 15,000	\$ 15,000							
		OSR				Total - Lake Talbot Recreation area	\$ 95,000	\$ 80,000	\$ 12,000	\$ -	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -				
OSR							Boating																		
83	BOAT	OSR	GF	New	0818-4101-0000	Pontoon	\$ 50,000										\$ 50,000	\$ -	\$ 50,000						
		OSR				Total - Boating	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
						Total - Lake Talbot Recreation Area	\$ 145,000	\$ 80,000	\$ 12,000	\$ -	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 15,000	\$ -	\$ 50,000	\$ -				
OSR							Sports Stadiums																		
OSR							Narrandera Stadium																		
84	NSS	OSR	GF	Renewal	0820-4200-0000	Lighting Replacement - Narrandera Stadium	\$ 5,000										\$ 5,000	\$ -	\$ 5,000						
		OSR				Total - Narrandera Stadium	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -				
WM							Transport																		
WM							Urban Roads																		
85	UR	WM	GF	Renewal	0910-4200-0000	Urban Roads Construction	\$ 414,181	\$ 134,666	\$ 134,666				\$ 138,032	\$ 138,032			\$ 141,483	\$ 141,483							
86	UR	WM	GF	New	0910-4100-0000	Urban Roads Construction - Laneways	\$ 129,007	\$ 41,945	\$ 41,945				\$ 42,994	\$ 42,994			\$ 44,069	\$ 44,069							
87	UR	WM	GF	Renewal	0910-4200-0000	Urban Reseals	\$ 380,231	\$ 123,627	\$ 123,627				\$ 126,718	\$ 126,718			\$ 129,886	\$ 129,886							
88	UR	WM	GF	Renewal	0910-4200-0000	Urban Pavement Rehabilitation	\$ 417,576	\$ 135,769	\$ 135,769				\$ 139,164	\$ 139,164			\$ 142,643	\$ 142,643							
89	UR	WM	GF	Renewal	0910-4200-0000	Urban K&G Replacement	\$ 49,680	\$ 16,153	\$ 16,153				\$ 16,557	\$ 16,557			\$ 16,971	\$ 16,971							
90	UR	WM	GF	Renewal	0910-4200-0000	Urban Footpath Replacement	\$ 33,120	\$ 10,769	\$ 10,769				\$ 11,038	\$ 11,038			\$ 11,314	\$ 11,314							
91	UR	WM	GF	Renewal	0910-4200-0000	Roads to Recovery Grant (25% R2R proposed to expend in Urban Area) Grant	\$ 750,000	\$ 250,000	\$ 250,000				\$ 250,000	\$ 250,000			\$ 250,000	\$ 250,000							
		WM				Total - Urban Roads	\$ 2,173,796	\$ 712,929	\$ 712,929	\$ -	\$ -	\$ -	\$ 724,502	\$ 724,502	\$ -	\$ -	\$ 736,365	\$ 736,365	\$ -	\$ -	\$ -				
WM							Rural Local Roads																		
92	RLR	WM	GF	Renewal	0911-4200-0000	Rural Sealed Roads Construction -	\$ 712,885	\$ 231,786	\$ 231,786				\$ 237,580	\$ 237,580			\$ 243,520	\$ 243,520							
93	RLR	WM	GF	Renewal	0911-4200-0000	Roads Resheeting (Unsealed rural roads res	\$ 998,970	\$ 324,802	\$ 324,802				\$ 332,922	\$ 332,922			\$ 341,245	\$ 341,245							
94	RLR	WM	GF	Renewal	0911-4200-0000	Rural Roads Reseals	\$ 485,472	\$ 157,845	\$ 157,845				\$ 161,791	\$ 161,791			\$ 165,836	\$ 165,836							
95	RLR	WM	GF	Renewal	0911-4200-0000	Roads to Recovery Grant (75% R2R proposed to expend on Rural Area)	\$ 2,242,086	\$ 747,362	\$ 747,362				\$ 747,362	\$ 747,362			\$ 747,362	\$ 747,362							
		WM				Total - Rural Local Roads	\$ 4,439,413	\$ 1,461,795	\$ 1,461,795	\$ -	\$ -	\$ -	\$ 1,479,655	\$ 1,479,655	\$ -	\$ -	\$ 1,497,963	\$ 1,497,963	\$ -	\$ -	\$ -				
WM							Regional Roads																		
96	RR	WM	GF	Renewal	0915-4200-0000	Regional Roads Capital Works (Capital Com	\$ 804,600	\$ 268,200	\$ 268,200				\$ 268,200	\$ 268,200			\$ 268,200	\$ 268,200							
97	RR	WM	GF	Renewal	0915-4200-0000	Repair Grant (with 50 % contribution from	\$ 519,600	\$ 173,200	\$ 88,200	\$ 85,000			\$ 173,200	\$ 88,200	\$ 85,000		\$ 173,200	\$ 88,200	\$ 85,000						
		WM				Total - Regional Roads	\$ 1,324,200	\$ 441,400	\$ 356,400	\$ -	\$ 85,000	\$ -	\$ 441,400	\$ 356,400	\$ -	\$ 85,000	\$ 441,400	\$ 356,400	\$ -	\$ 85,000	\$ -				
WM							Bridges																		
98	BR	WM	GF				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
		WM				Total - Bridges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
MPA							Ancillary Roadworks																		
99	ARW	MPA	GF	New	0920-4100-0000	Active Transport - Cycling	\$ 150,000	\$ 50,000	\$ 25,000	\$ 25,000			\$ 50,000		\$ 25,000		\$ 50,000	\$ 25,000	\$ 25,000						
100	ARW	MPA	GF	New	0920-4100-0000	Active Transport - Walking	\$ 150,000	\$ 50,000	\$ 25,000	\$ 25,000			\$ 50,000		\$ 25,000		\$ 50,000	\$ 25,000	\$ 25,000						
		MPA				Total - Ancillary Roadworks	\$ 300,000	\$ 100,000	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 100,000	\$ -	\$ 50,000	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ -	\$ -				
						Total - Transport	\$ 8,237,409	\$ 2,716,124	\$ 2,581,124	\$ -	\$ 135,000	\$ -	\$ 2,745,558	\$ 2,560,558	\$ -	\$ 135,000	\$ 2,775,727	\$ 2,640,727	\$ -	\$ 135,000	\$ -				

Draft Capital Works Program 2022 - 2025

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No	Dept	Resp	Fund	New / Renewal	GL No.	Project	Capital Funding FY 22/23					Capital Funding FY 23/24					Capital Funding FY 24/25					
							Project Total	Budget	Revenue	Reserve	Grant/Cont	Loan	Budget	Revenue	Reserve	Grant/Cont	Loan	Budget	Revenue	Reserve	Grant/Cont	Loan
Economic Development																						
<i>Economic Development / Real Estate</i>																						
.01	EC	EDM	GF	New	1010-4100-0000	Economic Development	\$ -															
		EDM				Total - Economic Development / Real Estate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
<i>Industrial Promotion</i>																						
.02	IP	EDM	GF	Renewal	1013-4200-0000	Gateway/Entrance signs	\$ 10,000															
		EDM				Total - Industrial Promotion	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
<i>Visitor Services</i>																						
.03	VS	EDM	GF	New	1016-4100-0000		\$ -															
		EDM				Total - Visitor Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
						Total - Economic Development	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Caravan Parks																						
<i>Lake Talbot Tourist Park</i>																						
.04	LTP	MPA	GF	New	1018-4100-0000		\$ -															
		MPA				Total - Lake Talbot Tourist Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
<i>Plant</i>																						
.05	Plant	PWM	GF	Renewal	1019-4200-0000	Light Vehicles	\$ 991,239	\$ 415,749	\$ -	\$ 415,749		\$ 362,115	\$ -	\$ 362,115		\$ 213,375	\$ -	\$ 213,375				
.06	Plant	PWM	GF	Renewal	1019-4200-0000	Trucks & Trailers	\$ 596,650	\$ 109,500	\$ -	\$ 109,500		\$ 394,150	\$ -	\$ 394,150		\$ 93,000	\$ -	\$ 93,000				
.07	Plant	PWM	GF	Renewal	1019-4200-0000	Heavy Plant Sales	\$ 1,905,020	\$ 783,800	\$ -	\$ 783,800		\$ 354,750	\$ -	\$ 354,750		\$ 766,470	\$ -	\$ 766,470				
.08	Plant	PWM	GF	Renewal	1019-4200-0000	Other Plant Capital	\$ 60,000	\$ 20,000	\$ -	\$ 20,000		\$ 20,000	\$ -	\$ 20,000		\$ 20,000	\$ -	\$ 20,000				
		PWM				Total - Plant	\$ 3,552,909	\$ 1,329,049	\$ -	\$ 1,329,049	\$ -	\$ 1,131,015	\$ -	\$ 1,131,015	\$ -	\$ 1,092,845	\$ -	\$ 1,092,845	\$ -	\$ -		
Buildings																						
<i>Other Council buildings</i>																						
.09	OCB	MPA	GF	Renewal	1023-4200-0000	Building renewal and upgrades in portfolio	\$ 448,079	\$ 146,412	\$ 100,000	\$ 46,412		\$ 149,340	\$ 149,340			\$ 152,327	\$ 152,327					
.10	OCB	MPA	GF	Renewal	1023-4200-0000	Design of additions for the Administration	\$ 50,000	\$ 50,000	\$ -	\$ 50,000												
.11	OCB	MPA	GF	New	1023-4100-0000	Works - New vehicle storage shed	\$ 125,000	\$ 125,000	\$ -	\$ 125,000												
.12	CCB	MPA	GF	New	0827-4100-0000	Parkside Museum - Outdoor Space Upgrade	\$ 50,000									\$ 50,000		\$ 50,000				
		MPA				Total - Other Council buildings	\$ 673,079	\$ 321,412	\$ 100,000	\$ 221,412	\$ -	\$ 149,340	\$ 149,340	\$ -	\$ -	\$ 202,327	\$ 152,327	\$ -	\$ 50,000	\$ -		
<i>Emergency Operations Centre</i>																						
.13	EOC	MPA	GF	New	1023-4101-0000	Irrigation System Rear of Building	\$ 5,000									\$ 5,000	\$ 5,000					
		MPA				Total - Emergency Operations Centre	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -		
<i>Quarry Communications Tower</i>																						
.14	QCT	MPA	GF	Renewal	1023-4202-0000	Static Line Replacement & Structural Inspe	\$ 20,000	\$ 20,000	\$ 20,000													
		MPA				Total - Quarry Communications Tower	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
						Total - Buildings	\$ 698,079	\$ 341,412	\$ 120,000	\$ 221,412	\$ -	\$ 149,340	\$ 149,340	\$ -	\$ -	\$ 207,327	\$ 157,327	\$ -	\$ 50,000	\$ -		
Aerodrome																						
.15	AERO	TAO	GF	Renewal	1025-4200-0000	Terminal Painting, blinds and improvement	\$ 15,000	\$ 15,000	\$ 7,500		\$ 7,500											
.16	AERO	TAO	GF	Renewal	1025-4200-0000	Runway, taxi, apron remarking	\$ 50,000					\$ 50,000	\$ 25,000		\$ 25,000							
.17	AERO	TAO	GF	Renewal	1025-4200-0000	Development of additional carpark spaces	\$ 30,000									\$ 30,000	\$ 15,000		\$ 15,000			
		TAO				Total - Aerodrome	\$ 95,000	\$ 15,000	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 25,000	\$ -	\$ 30,000	\$ 15,000	\$ -	\$ 15,000	\$ -			
Water																						
.18	WAT	WSE	WF	Renewal	2000-4200-0000	Water Main Replacements	\$ 900,000	\$ 300,000	\$ -	\$ 300,000		\$ 300,000	\$ -	\$ 300,000		\$ 300,000	\$ -	\$ 300,000				
.19	WAT	WSE	WF	Renewal	2000-4200-0000	Hydrant and Valve replacements	\$ 195,000	\$ 65,000	\$ -	\$ 65,000		\$ 65,000	\$ -	\$ 65,000		\$ 65,000	\$ -	\$ 65,000				
.20	WAT	WSE	WF	Renewal	2000-4200-0000	Services Replacements	\$ 60,000	\$ 20,000	\$ -	\$ 20,000		\$ 20,000	\$ -	\$ 20,000		\$ 20,000	\$ -	\$ 20,000				
.21	WAT	WSE	WF	Renewal	2000-4200-0000	Bore 3 replacement	\$ 350,000									\$ 350,000	\$ -	\$ 350,000				
		WSE				Total - Water	\$ 1,505,000	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 735,000	\$ -	\$ 735,000	\$ -	\$ -		
Sewer																						
.22	SEW	WSE	SF	Renewal	3000-4200-0000	Sewer Main Relines	\$ 1,050,000	\$ 350,000	\$ -	\$ 350,000		\$ 350,000	\$ -	\$ 350,000		\$ 350,000	\$ -	\$ 350,000				
.23	SEW	WSE	SF	Renewal	3000-4200-0000	Manhole Replacements	\$ 150,000									\$ 150,000	\$ -	\$ 150,000				
.24	SEW	WSE	SF	New	3000-4100-0000	Barellan Sewer	\$ 3,050,000	\$ 3,050,000	\$ -		\$ 3,050,000											
.25	SEW	WSE	SF	New	3000-4100-0000	Narrandera West	\$ 500,000									\$ 500,000	\$ -	\$ 125,000	\$ 375,000			
		WSE				Total - Sewer	\$ 4,750,000	\$ 3,400,000	\$ -	\$ 350,000	\$ 3,050,000	\$ -	\$ 350,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 625,000	\$ 375,000	\$ -		
GRAND TOTAL							\$ 26,639,468	\$ 13,913,225	\$ 3,077,638	\$ 3,449,587	\$ 5,386,000	\$ 2,000,000	\$ 6,275,057	\$ 3,199,042	\$ 2,591,015	\$ 435,000	\$ -	\$ 6,451,186	\$ 3,208,341	\$ 2,522,845	\$ 720,000	\$ -
		GF				General Fund	\$ 20,384,468	\$ 10,128,225	\$ 3,077,638	\$ 2,714,587	\$ 2,336,000	\$ 2,000,000	\$ 5,540,057	\$ 3,199,042	\$ 1,856,015	\$ 435,000	\$ -	\$ 4,716,186	\$ 3,208,341	\$ 1,162,845	\$ 345,000	\$ -
		WF				Water	\$ 1,505,000	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ -	\$ 735,000	\$ -	\$ 735,000	\$ -	\$ -
		SF				Sewer	\$ 4,750,000	\$ 3,400,000	\$ -	\$ 350,000	\$ 3,050,000	\$ -	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 625,000	\$ 375,000	\$ -
						Total	\$ 26,639,468	\$ 13,913,225	\$ 3,077,638	\$ 3,449,587	\$ 5,386,000	\$ 2,000,000	\$ 6,275,057	\$ 3,199,042	\$ 2,591,015	\$ 435,000	\$ -	\$ 6,451,186	\$ 3,208,341	\$ 2,522,845	\$ 720,000	\$ -

Roads Budget 2022-2032

Detail	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Maintenance										
Urban roads	\$ 761,128	\$ 777,327	\$ 793,874	\$ 810,777	\$ 828,044	\$ 845,682	\$ 863,700	\$ 882,106	\$ 900,909	\$ 920,117
Rural Sealed	\$ 299,366	\$ 305,841	\$ 312,458	\$ 319,219	\$ 326,128	\$ 333,189	\$ 340,404	\$ 347,777	\$ 355,311	\$ 363,011
Rural Unsealed	\$ 694,431	\$ 709,797	\$ 725,508	\$ 741,570	\$ 757,993	\$ 774,785	\$ 791,952	\$ 809,505	\$ 827,452	\$ 845,801
Bridges	\$ 5,369	\$ 5,488	\$ 5,610	\$ 5,734	\$ 5,861	\$ 5,992	\$ 6,125	\$ 6,261	\$ 6,401	\$ 6,543
Regional Roads	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600	\$ 207,600
State Road Contract	\$ 179,132	\$ 184,082	\$ 189,163	\$ 194,379	\$ 199,733	\$ 205,227	\$ 210,866	\$ 216,654	\$ 222,594	\$ 228,690
Capital										
Urban Roads	\$ 420,984	\$ 431,509	\$ 442,297	\$ 453,354	\$ 464,688	\$ 476,305	\$ 488,211	\$ 500,418	\$ 512,928	\$ 525,751
Rural local roads	\$ 714,433	\$ 732,293	\$ 750,601	\$ 769,366	\$ 788,600	\$ 808,315	\$ 828,523	\$ 844,660	\$ 865,776	\$ 887,421
Regional Roads	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400	\$ 441,400
Roads to Recovery	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362
Total	\$ 4,721,205	\$ 4,792,699	\$ 4,865,873	\$ 4,940,761	\$ 5,017,409	\$ 5,095,857	\$ 5,176,143	\$ 5,253,743	\$ 5,337,733	\$ 5,423,696
Source of Funds										
Roads to Recovery	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362	\$ 997,362
RMS State Roads	\$ 179,132	\$ 184,082	\$ 189,163	\$ 194,379	\$ 199,733	\$ 205,227	\$ 210,866	\$ 216,654	\$ 222,594	\$ 228,690
Regional Road Block	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000	\$ 649,000
Other Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	\$ 2,895,711	\$ 2,962,255	\$ 3,030,348	\$ 3,100,020	\$ 3,171,314	\$ 3,244,268	\$ 3,318,915	\$ 3,390,727	\$ 3,468,777	\$ 3,548,644
Total	\$ 4,721,205	\$ 4,792,699	\$ 4,865,873	\$ 4,940,761	\$ 5,017,409	\$ 5,095,857	\$ 5,176,143	\$ 5,253,743	\$ 5,337,733	\$ 5,423,696

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - GENERAL FUND												
Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Loan Stormw												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,991,000	6,110,622	6,254,556	6,452,807	6,597,761	6,746,198	6,898,195	7,053,846	7,213,237	7,376,464	7,543,618	7,714,795
User Charges & Fees	1,828,000	1,972,792	1,615,056	1,661,238	1,702,148	1,744,082	1,787,066	1,831,122	1,876,285	1,922,570	1,970,014	2,018,640
Other Revenues	964,000	805,514	741,265	741,496	462,734	462,977	463,226	463,481	463,743	464,012	464,287	464,569
Grants & Contributions provided for Operating Purposes	8,052,000	4,619,952	7,565,541	7,292,811	7,379,927	7,493,123	7,608,580	7,726,345	7,846,463	7,968,984	8,093,951	8,221,733
Grants & Contributions provided for Capital Purposes	7,954,000	12,480,274	2,671,000	520,000	430,000	277,500	226,250	232,500	227,500	245,000	407,500	170,000
Interest & Investment Revenue	175,000	138,950	136,250	196,150	270,350	347,750	359,750	354,750	350,750	346,250	341,750	337,250
Other Income:												
Net Gains from the Disposal of Assets	59,000	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	209,000	230,803	225,004	227,931	230,930	234,003	237,152	240,378	243,684	247,070	250,538	254,092
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,232,000	26,450,407	19,300,172	17,183,933	17,165,350	17,397,133	17,671,719	17,993,922	18,313,162	18,661,850	19,163,158	19,272,579
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,389,000	7,572,219	7,685,435	7,733,047	7,875,767	8,035,474	8,184,233	8,350,112	8,505,169	8,670,473	8,839,076	9,011,052
Borrowing Costs	4,000	8,868	8,439	107,233	105,402	102,628	99,158	95,814	92,942	90,146	87,295	84,993
Materials & Contracts	4,350,000	4,021,521	3,748,601	3,381,929	3,487,845	3,454,388	3,538,784	3,601,561	3,769,731	3,755,680	3,835,439	3,917,063
Depreciation & Amortisation	4,147,000	4,868,650	5,097,242	5,167,669	5,198,342	5,229,568	5,261,358	5,293,721	5,326,670	5,360,213	5,394,361	5,429,126
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	414,000	325,920	325,938	333,707	341,667	349,825	358,184	366,751	375,530	384,527	393,747	403,196
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,310,000	16,803,298	16,871,775	16,729,705	17,015,143	17,178,003	17,447,837	17,714,079	18,076,162	18,267,159	18,556,038	18,851,550
Operating Result from Continuing Operations	8,922,000	9,647,109	2,428,397	454,228	150,207	219,130	223,882	279,843	237,000	394,691	607,120	421,029
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	8,922,000	9,647,109	2,428,397	454,228	150,207	219,130	223,882	279,843	237,000	394,691	607,120	421,029
Net Operating Result before Grants and Contributions provided for Capital Purposes	968,000	(2,833,165)	(242,603)	(65,772)	(279,793)	(58,370)	(2,368)	47,343	9,500	149,691	199,620	251,029

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - GENERAL FUND												
Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Loan Stormv												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,248,000	-	-	213,904	1,067,333	1,891,845	2,864,887	4,631,318	6,148,325	6,582,328	8,417,207	10,795,659
Investments	16,946,000	12,201,965	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553
Receivables	2,121,000	1,797,323	1,395,754	1,294,390	1,259,680	1,243,706	1,263,065	1,289,614	1,314,866	1,368,918	1,372,518	1,392,427
Inventories	476,000	468,763	438,237	397,226	409,072	405,330	414,770	421,791	440,600	439,029	447,950	457,079
Contract assets	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	24,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,026,000	14,679,051	13,647,545	13,719,073	14,549,639	15,354,435	16,356,275	18,156,276	19,717,346	20,203,829	22,051,229	24,458,719
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	25,000	28,367	29,011	29,899	30,548	29,199	29,834	30,485	31,151	34,036	32,532	33,248
Inventories	407,000	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	177,254,000	193,018,711	197,685,694	197,790,782	197,089,578	196,447,172	195,643,908	194,126,734	192,837,293	192,738,479	191,559,625	189,616,367
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	177,686,000	193,449,113	198,116,741	198,222,716	197,522,162	196,878,406	196,075,778	194,559,254	193,270,479	193,174,550	191,994,192	190,051,650
TOTAL ASSETS	198,712,000	208,128,164	211,764,285	211,941,790	212,071,801	212,232,841	212,432,052	212,715,530	212,987,825	213,378,379	214,045,421	214,510,369
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,152,000	1,694,121	1,643,963	1,574,238	1,609,987	1,615,586	1,647,201	1,674,388	1,724,884	1,735,902	1,767,713	1,800,250
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,597,000	1,837,970	1,128,401	976,296	978,629	976,979	986,905	1,003,549	1,019,276	1,037,844	1,072,879	1,063,835
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	91,000	88,547	119,394	122,777	126,539	130,711	104,696	95,428	98,223	71,424	44,075	46,320
Provisions	2,612,000	2,681,465	2,736,229	2,799,305	2,862,381	2,925,457	2,988,533	3,051,609	3,114,685	3,177,761	3,240,837	3,303,913
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,452,000	6,302,104	5,627,987	5,472,616	5,577,536	5,648,733	5,727,335	5,824,974	5,957,068	6,022,931	6,125,504	6,214,319
Non-Current Liabilities												
Payables	3,000	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	671,000	585,413	2,466,019	2,343,242	2,216,703	2,085,992	1,981,296	1,885,868	1,787,645	1,716,221	1,672,146	1,625,826
Provisions	57,000	60,535	61,771	63,195	64,619	66,043	67,467	68,891	70,315	71,739	73,163	74,587
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	731,000	649,951	2,531,793	2,410,440	2,285,325	2,156,038	2,052,766	1,958,762	1,861,963	1,791,963	1,749,312	1,704,416
TOTAL LIABILITIES	7,183,000	6,952,055	8,159,780	7,883,057	7,862,861	7,804,772	7,780,101	7,783,736	7,819,031	7,814,894	7,874,816	7,918,735
Net Assets	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605	206,591,634
EQUITY												
Retained Earnings	125,976,000	135,623,109	138,051,505	138,505,733	138,655,940	138,875,070	139,098,951	139,378,794	139,615,794	140,010,485	140,617,605	141,038,634
Revaluation Reserves	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605	206,591,634
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605	206,591,634

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Loan Storm												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,179,260	6,248,729	6,444,782	6,591,893	6,771,818	6,892,755	7,048,275	7,207,532	7,336,038	7,572,219	7,708,668
User Charges & Fees	-	2,317,557	1,612,197	1,661,607	1,702,475	1,744,417	1,787,409	1,831,474	1,876,646	1,922,940	1,970,393	2,019,029
Investment & Interest Revenue Received	-	125,381	138,163	191,530	264,253	342,010	353,128	344,274	341,525	342,239	331,123	323,497
Grants & Contributions	-	16,848,240	9,824,720	7,754,661	7,809,722	7,767,826	7,839,400	7,967,671	8,082,156	8,223,949	8,521,910	8,383,924
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,416,005	1,074,392	988,023	740,106	693,546	695,876	698,698	702,249	705,568	707,820	715,282
Payments:												
Employee Benefits & On-Costs	-	(7,439,505)	(7,624,308)	(7,666,068)	(7,804,948)	(7,964,529)	(8,113,159)	(8,278,906)	(8,433,829)	(8,598,996)	(8,767,460)	(8,939,293)
Materials & Contracts	-	(4,461,169)	(3,777,657)	(3,419,275)	(3,474,830)	(3,456,169)	(3,527,973)	(3,593,006)	(3,749,908)	(3,755,212)	(3,824,934)	(3,906,309)
Borrowing Costs	-	(8,868)	(8,439)	(107,233)	(105,402)	(102,628)	(99,158)	(95,814)	(92,942)	(90,146)	(87,295)	(84,993)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(339,034)	(325,937)	(333,471)	(341,426)	(349,578)	(357,930)	(366,491)	(375,264)	(384,254)	(393,467)	(402,909)
Net Cash provided (or used in) Operating Activities	-	14,637,866	7,161,860	5,514,555	5,381,844	5,446,713	5,470,347	5,556,173	5,558,165	5,702,125	6,030,310	5,816,894
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,744,035	599,412	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	248,136	455,500	358,800	310,550	364,900	513,300	280,650	271,900	490,950	363,250	190,650
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(20,789,997)	(10,128,225)	(5,540,057)	(4,716,188)	(4,860,562)	(4,879,894)	(3,965,697)	(4,217,629)	(5,660,849)	(4,487,257)	(3,585,018)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(15,797,826)	(9,073,313)	(5,181,257)	(4,405,638)	(4,495,662)	(4,366,594)	(3,685,047)	(3,945,729)	(5,169,899)	(4,124,007)	(3,394,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	2,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,040)	(88,547)	(119,394)	(122,777)	(126,539)	(130,711)	(104,696)	(95,428)	(98,223)	(71,424)	(44,075)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(88,040)	1,911,453	(119,394)	(122,777)	(126,539)	(130,711)	(104,696)	(95,428)	(98,223)	(71,424)	(44,075)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,248,000)	(0)	213,904	853,429	824,512	973,042	1,766,430	1,517,008	434,003	1,834,879	2,378,451
plus: Cash & Cash Equivalents - beginning of year	-	1,248,000	0	0	213,904	1,067,333	1,891,845	2,864,887	4,631,318	6,148,325	6,582,328	8,417,207
Cash & Cash Equivalents - end of the year	1,248,000	0	0	213,904	1,067,333	1,891,845	2,864,887	4,631,318	6,148,325	6,582,328	8,417,207	10,795,659
Cash & Cash Equivalents - end of the year	1,248,000	0	0	213,904	1,067,333	1,891,845	2,864,887	4,631,318	6,148,325	6,582,328	8,417,207	10,795,659
Investments - end of the year	16,946,000	12,201,965	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553	11,602,553
Cash, Cash Equivalents & Investments - end of the year	18,194,000	12,201,965	11,602,553	11,816,458	12,669,886	13,494,399	14,467,441	16,233,871	17,750,879	18,184,882	20,019,761	22,398,212
Representing:												
- External Restrictions	4,946,163	3,152,454	3,340,471	3,311,184	3,686,615	4,109,670	4,530,151	4,941,748	5,345,144	5,739,512	6,124,520	6,499,815
- Internal Restrictions	12,994,166	8,542,369	8,028,592	8,195,336	8,422,035	8,450,902	8,472,921	9,140,999	9,703,370	9,042,272	9,787,241	10,853,085
- Unrestricted	253,671	507,142	233,490	309,938	561,236	933,827	1,464,369	2,151,124	2,702,365	3,403,098	4,108,000	5,045,312
	18,194,000	12,201,965	11,602,553	11,816,458	12,669,886	13,494,399	14,467,441	16,233,871	17,750,879	18,184,882	20,019,761	22,398,212

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - GENERAL FUND												
Scenario: 2022-2032 2.0% rates, no increase FAG \$2m Loan Stormw												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605
Net Operating Result for the Year	8,922,000	9,647,109	2,428,397	454,228	150,207	219,130	223,882	279,843	237,000	394,691	607,120	421,029
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	8,922,000	9,647,109	2,428,397	454,228	150,207	219,130	223,882	279,843	237,000	394,691	607,120	421,029
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(655,000)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other than available for sale investments)	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(655,000)	-										
Total Comprehensive Income	8,267,000	9,647,109	2,428,397	454,228	150,207	219,130	223,882	279,843	237,000	394,691	607,120	421,029
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	191,529,000	201,176,109	203,604,505	204,058,733	204,208,940	204,428,070	204,651,951	204,931,794	205,168,794	205,563,485	206,170,605	206,591,634

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - GENERAL FUND												
Scenario: 2022-2032 Opt. 2.0% rate & FAG. Inc - Grant Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,991,000	6,110,622	6,254,556	6,396,114	6,541,068	6,689,505	6,841,502	6,997,153	7,156,544	7,319,771	7,486,925	7,658,102
User Charges & Fees	1,828,000	1,972,792	1,615,056	1,661,238	1,702,148	1,744,082	1,787,066	1,831,122	1,876,285	1,922,570	1,970,014	2,018,640
Other Revenues	964,000	805,514	741,265	741,496	462,734	462,977	463,226	463,481	463,743	464,012	464,287	464,569
Grants & Contributions provided for Operating Purposes	8,052,000	4,619,952	7,671,772	7,401,167	7,490,450	7,605,856	7,723,568	7,843,633	7,966,097	8,091,010	8,218,418	8,348,689
Grants & Contributions provided for Capital Purposes	7,954,000	12,480,274	4,671,000	520,000	430,000	277,500	226,250	232,500	227,500	245,000	407,500	170,000
Interest & Investment Revenue	175,000	138,950	136,250	196,150	270,350	347,750	359,750	354,750	350,750	346,250	341,750	337,250
Other Income:												
Net Gains from the Disposal of Assets	59,000	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	209,000	230,803	225,004	227,931	230,930	234,003	237,152	240,378	243,684	247,070	250,538	254,092
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,232,000	26,450,407	21,406,403	17,235,596	17,219,180	17,453,173	17,730,014	18,054,517	18,376,103	18,727,183	19,230,932	19,342,842
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,389,000	7,572,219	7,685,435	7,733,047	7,875,767	8,035,474	8,184,233	8,350,112	8,505,169	8,670,473	8,839,076	9,011,052
Borrowing Costs	4,000	8,868	8,439	7,783	7,461	6,273	4,469	2,877	1,844	983	165	-
Materials & Contracts	4,350,000	4,021,521	3,748,601	3,381,929	3,487,845	3,454,388	3,538,784	3,601,561	3,769,731	3,755,680	3,835,439	3,917,063
Depreciation & Amortisation	4,147,000	4,868,650	5,097,242	5,167,669	5,198,342	5,229,568	5,261,358	5,293,721	5,326,670	5,360,213	5,394,361	5,429,126
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	414,000	325,920	325,938	333,707	341,667	349,825	358,184	366,751	375,530	384,527	393,747	403,196
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,310,000	16,803,298	16,871,775	16,630,255	16,917,202	17,081,648	17,353,148	17,621,142	17,985,064	18,177,996	18,468,908	18,766,557
Operating Result from Continuing Operations	8,922,000	9,647,109	4,534,628	605,341	301,978	371,525	376,866	433,375	391,039	549,187	762,024	576,285
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,922,000	9,647,109	4,534,628	605,341	301,978	371,525	376,866	433,375	391,039	549,187	762,024	576,285
Net Operating Result before Grants and Contributions provided for Capital Purposes	968,000	(2,833,165)	(136,372)	85,341	(128,022)	94,025	150,616	200,875	163,539	304,187	354,524	406,285

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - GENERAL FUND												
Scenario: 2022-2032 Opt. 2.0% rate & FAG. Inc - Grant Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,248,000	-	-	298,256	1,333,281	2,341,853	3,501,465	5,456,756	7,164,962	7,792,812	9,823,436	12,400,381
Investments	16,946,000	12,201,965	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780
Receivables	2,121,000	1,797,323	1,501,382	1,296,382	1,263,215	1,248,518	1,268,919	1,296,527	1,322,851	1,377,740	1,382,691	1,403,714
Inventories	476,000	468,763	438,237	397,226	409,072	405,330	414,770	421,791	440,600	439,029	447,950	457,079
Contract assets	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	24,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,026,000	14,679,051	13,964,399	14,016,643	15,030,348	16,020,480	17,209,934	19,199,854	20,953,193	21,634,360	23,678,856	26,285,954
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	25,000	28,367	29,011	29,645	30,295	28,962	29,597	30,248	30,914	33,782	32,295	33,011
Inventories	407,000	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	177,254,000	193,018,711	197,685,694	197,790,782	197,089,578	196,447,172	195,643,908	194,126,734	192,837,293	192,738,479	191,559,625	189,616,367
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	177,686,000	193,449,113	198,116,741	198,222,463	197,521,908	196,878,169	196,075,541	194,559,017	193,270,242	193,174,296	191,993,955	190,051,413
TOTAL ASSETS	198,712,000	208,128,164	212,081,139	212,239,106	212,552,255	212,898,650	213,285,474	213,758,871	214,223,436	214,808,656	215,672,812	216,337,367
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,152,000	1,694,121	1,643,963	1,572,546	1,608,295	1,613,894	1,645,509	1,672,696	1,723,192	1,734,210	1,766,021	1,798,558
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,597,000	1,837,970	1,339,024	988,342	990,916	989,512	999,688	1,016,588	1,032,576	1,051,410	1,086,716	1,077,949
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	91,000	88,547	89,776	91,651	93,827	96,332	68,566	57,457	58,318	29,486	-	-
Provisions	2,612,000	2,681,465	2,736,229	2,799,305	2,862,381	2,925,457	2,988,533	3,051,609	3,114,685	3,177,761	3,240,837	3,303,913
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,452,000	6,302,104	5,808,992	5,451,844	5,555,418	5,625,195	5,702,296	5,798,350	5,928,770	5,992,866	6,093,574	6,180,420
Non-Current Liabilities												
Payables	3,000	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	671,000	585,413	495,636	403,986	310,159	213,827	145,261	87,804	29,486	-	-	-
Provisions	57,000	60,535	61,771	63,195	64,619	66,043	67,467	68,891	70,315	71,739	73,163	74,587
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	731,000	649,951	561,410	471,184	378,781	283,873	216,731	160,698	103,804	75,742	77,166	78,590
TOTAL LIABILITIES	7,183,000	6,952,055	6,370,403	5,923,028	5,934,200	5,909,069	5,919,027	5,959,049	6,032,575	6,068,608	6,170,740	6,259,010
Net Assets	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072	210,078,357
EQUITY												
Retained Earnings	125,976,000	135,623,109	140,157,736	140,763,078	141,065,056	141,436,581	141,813,447	142,246,823	142,637,861	143,187,048	143,949,072	144,525,357
Revaluation Reserves	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072	210,078,357
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072	210,078,357

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - GENERAL FUND Scenario: 2022-2032 Opt. 2.0% rate & FAG. Inc - Grant Stormwater												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,179,260	6,248,729	6,390,384	6,535,200	6,714,859	6,836,062	6,991,582	7,150,839	7,279,611	7,515,260	7,651,975
User Charges & Fees	-	2,317,557	1,612,197	1,661,607	1,702,475	1,744,417	1,787,409	1,831,474	1,876,646	1,922,940	1,970,393	2,019,029
Investment & Interest Revenue Received	-	125,381	136,579	192,742	262,818	341,091	352,196	343,329	340,569	341,271	330,141	322,505
Grants & Contributions	-	16,848,240	12,057,325	7,744,355	7,920,399	7,880,716	7,954,548	8,085,123	8,201,957	8,346,146	8,646,551	8,511,057
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,416,005	1,054,598	1,006,799	740,086	693,525	695,855	698,676	702,227	705,545	707,797	715,258
Payments:												
Employee Benefits & On-Costs	-	(7,439,505)	(7,624,308)	(7,666,068)	(7,804,948)	(7,964,529)	(8,113,159)	(8,278,906)	(8,433,829)	(8,598,996)	(8,767,460)	(8,939,293)
Materials & Contracts	-	(4,461,169)	(3,777,657)	(3,419,275)	(3,474,830)	(3,456,169)	(3,527,973)	(3,593,006)	(3,749,908)	(3,755,212)	(3,824,934)	(3,906,309)
Borrowing Costs	-	(8,868)	(8,439)	(7,783)	(7,461)	(6,273)	(4,469)	(2,877)	(1,844)	(983)	(165)	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(339,034)	(325,937)	(333,471)	(341,426)	(349,578)	(357,930)	(366,491)	(375,264)	(384,254)	(393,467)	(402,909)
Net Cash provided (or used in) Operating Activities	-	14,637,866	9,373,087	5,569,289	5,532,314	5,598,061	5,622,539	5,708,904	5,711,392	5,856,067	6,184,117	5,971,313
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,744,035	388,185	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	248,136	455,500	358,800	310,550	364,900	513,300	280,650	271,900	490,950	363,250	190,650
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(20,789,997)	(10,128,225)	(5,540,057)	(4,716,188)	(4,860,562)	(4,879,894)	(3,965,697)	(4,217,629)	(5,660,849)	(4,487,257)	(3,585,018)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(15,797,826)	(9,284,540)	(5,181,257)	(4,405,638)	(4,495,662)	(4,366,594)	(3,685,047)	(3,945,729)	(5,169,899)	(4,124,007)	(3,394,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,040)	(88,547)	(89,776)	(91,651)	(93,827)	(96,332)	(68,566)	(57,457)	(58,318)	(29,486)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(88,040)	(88,547)	(89,776)	(91,651)	(93,827)	(96,332)	(68,566)	(57,457)	(58,318)	(29,486)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,248,000)	(0)	298,256	1,035,025	1,008,572	1,159,613	1,955,291	1,708,206	627,850	2,030,624	2,576,945
plus: Cash & Cash Equivalents - beginning of year	-	1,248,000	0	0	298,256	1,333,281	2,341,853	3,501,465	5,456,756	7,164,962	7,792,812	9,823,436
Cash & Cash Equivalents - end of the year	1,248,000	0	0	298,256	1,333,281	2,341,853	3,501,465	5,456,756	7,164,962	7,792,812	9,823,436	12,400,381
Cash & Cash Equivalents - end of the year	1,248,000	0	0	298,256	1,333,281	2,341,853	3,501,465	5,456,756	7,164,962	7,792,812	9,823,436	12,400,381
Investments - end of the year	16,946,000	12,201,965	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780	11,813,780
Cash, Cash Equivalents & Investments - end of the year	18,194,000	12,201,965	11,813,780	12,112,035	13,147,061	14,155,633	15,315,245	17,270,536	18,978,742	19,606,591	21,637,216	24,214,161
Representing:												
- External Restrictions	4,946,163	3,152,454	3,340,471	3,383,559	3,831,365	4,326,795	4,819,651	5,303,623	5,779,394	6,246,137	6,703,520	7,151,190
- Internal Restrictions	12,994,166	8,542,369	8,028,592	8,195,336	8,422,035	8,450,902	8,472,921	9,140,999	9,703,370	9,042,272	9,787,241	10,853,085
- Unrestricted	253,671	507,142	444,717	533,140	893,661	1,377,936	2,022,673	2,825,914	3,495,978	4,318,182	5,146,455	6,209,886
	18,194,000	12,201,965	11,813,780	12,112,035	13,147,061	14,155,633	15,315,245	17,270,536	18,978,742	19,606,591	21,637,216	24,214,161

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - GENERAL FUND												
Scenario: 2022-2032 Opt. 2.0% rate & FAG. Inc - Grant Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072
Net Operating Result for the Year	8,922,000	9,647,109	4,534,628	605,341	301,978	371,525	376,866	433,375	391,039	549,187	762,024	576,285
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	8,922,000	9,647,109	4,534,628	605,341	301,978	371,525	376,866	433,375	391,039	549,187	762,024	576,285
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(655,000)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(655,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	8,267,000	9,647,109	4,534,628	605,341	301,978	371,525	376,866	433,375	391,039	549,187	762,024	576,285
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	191,529,000	201,176,109	205,710,736	206,316,078	206,618,056	206,989,581	207,366,447	207,799,823	208,190,861	208,740,048	209,502,072	210,078,357

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - GENERAL FUND												
Scenario: 2022-2032 0.7% rates, 0.0% FAG, 100% loan Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,991,000	6,110,622	6,186,958	6,584,961	6,728,183	6,874,844	7,025,022	7,178,807	7,336,287	7,497,554	7,662,699	7,831,817
User Charges & Fees	1,828,000	1,972,792	1,615,056	1,661,238	1,702,148	1,744,082	1,787,066	1,831,122	1,876,285	1,922,570	1,970,014	2,018,640
Other Revenues	964,000	805,514	741,265	741,496	462,734	462,977	463,226	463,481	463,743	464,012	464,287	464,569
Grants & Contributions provided for Operating Purposes	8,052,000	4,619,952	7,565,541	7,292,811	7,379,927	7,493,123	7,608,580	7,726,345	7,846,463	7,968,984	8,093,951	8,221,733
Grants & Contributions provided for Capital Purposes	7,954,000	12,480,274	671,000	520,000	430,000	277,500	226,250	232,500	227,500	245,000	407,500	170,000
Interest & Investment Revenue	175,000	138,950	136,250	196,150	270,350	347,750	359,750	354,750	350,750	346,250	341,750	337,250
Other Income:												
Net Gains from the Disposal of Assets	59,000	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	209,000	230,803	225,004	227,931	230,930	234,003	237,152	240,378	243,684	247,070	250,538	254,092
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,232,000	26,450,407	17,232,574	17,316,087	17,295,772	17,525,779	17,798,546	18,118,883	18,436,212	18,782,940	19,282,239	19,389,601
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,389,000	7,572,219	7,685,435	7,733,047	7,875,767	8,035,474	8,184,233	8,350,112	8,505,169	8,670,473	8,839,076	9,011,052
Borrowing Costs	4,000	8,868	8,439	206,684	203,344	198,984	193,848	188,752	184,039	179,309	174,424	169,986
Materials & Contracts	4,350,000	4,021,521	3,748,601	3,381,929	3,487,845	3,454,388	3,538,784	3,601,561	3,769,731	3,755,680	3,835,439	3,917,063
Depreciation & Amortisation	4,147,000	4,868,650	5,097,242	5,167,669	5,198,342	5,229,568	5,261,358	5,293,721	5,326,670	5,360,213	5,394,361	5,429,126
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	414,000	325,920	325,938	333,707	341,667	349,825	358,184	366,751	375,530	384,527	393,747	403,196
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,310,000	16,803,298	16,871,775	16,829,156	17,113,085	17,274,359	17,542,527	17,807,017	18,167,259	18,356,322	18,643,167	18,936,543
Operating Result from Continuing Operations	8,922,000	9,647,109	360,799	486,931	182,687	251,420	256,019	311,866	268,953	426,618	639,072	453,058
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,922,000	9,647,109	360,799	486,931	182,687	251,420	256,019	311,866	268,953	426,618	639,072	453,058
Net Operating Result before Grants and Contributions provided for Capital Purposes	968,000	(2,833,165)	(310,201)	(33,069)	(247,313)	(26,080)	29,769	79,366	41,453	181,618	231,572	283,058

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - GENERAL FUND												
Scenario: 2022-2032 0.7% rates, 0.0% FAG, 100% loan Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,248,000	-	-	306,472	1,161,918	1,986,701	2,957,593	4,720,023	6,231,130	6,656,717	8,482,322	10,848,879
Investments	16,946,000	12,201,965	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534
Receivables	2,121,000	1,797,323	1,290,461	1,304,682	1,269,265	1,252,592	1,271,812	1,298,208	1,323,293	1,377,696	1,380,568	1,400,273
Inventories	476,000	468,763	438,237	397,226	409,072	405,330	414,770	421,791	440,600	439,029	447,950	457,079
Contract assets	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	24,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,026,000	14,679,051	13,378,232	13,657,914	14,489,790	15,294,157	16,293,709	18,089,555	19,644,558	20,122,977	21,960,374	24,355,766
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	25,000	28,367	28,709	30,491	31,133	29,737	30,364	31,007	31,666	34,578	33,030	33,737
Inventories	407,000	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	177,254,000	193,018,711	197,685,694	197,790,782	197,089,578	196,447,172	195,643,908	194,126,734	192,837,293	192,738,479	191,559,625	189,616,367
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	177,686,000	193,449,113	198,116,438	198,223,308	197,522,746	196,878,944	196,076,308	194,559,776	193,270,994	193,175,092	191,994,690	190,052,139
TOTAL ASSETS	198,712,000	208,128,164	211,494,670	211,881,222	212,012,535	212,173,101	212,370,017	212,649,332	212,915,552	213,298,069	213,955,064	214,407,905
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,152,000	1,694,121	1,641,946	1,578,182	1,613,879	1,619,426	1,650,986	1,678,118	1,728,556	1,739,516	1,771,267	1,803,743
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,597,000	1,837,970	928,401	976,296	978,629	976,979	986,905	1,003,549	1,019,276	1,037,844	1,072,879	1,063,835
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	91,000	88,547	149,012	153,904	159,251	165,090	140,826	133,399	138,128	113,362	88,150	92,640
Provisions	2,612,000	2,681,465	2,736,229	2,799,305	2,862,381	2,925,457	2,988,533	3,051,609	3,114,685	3,177,761	3,240,837	3,303,913
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,452,000	6,302,104	5,455,587	5,507,687	5,614,140	5,686,952	5,767,250	5,866,675	6,000,646	6,068,483	6,173,132	6,264,131
Non-Current Liabilities												
Payables	3,000	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	671,000	585,413	4,436,401	4,282,498	4,123,247	3,958,157	3,817,331	3,683,932	3,545,804	3,432,442	3,344,292	3,251,652
Provisions	57,000	60,535	61,771	63,195	64,619	66,043	67,467	68,891	70,315	71,739	73,163	74,587
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	731,000	649,951	4,502,175	4,349,696	4,191,869	4,028,203	3,888,801	3,756,826	3,620,122	3,508,184	3,421,458	3,330,242
TOTAL LIABILITIES	7,183,000	6,952,055	9,957,762	9,857,383	9,806,010	9,715,155	9,656,052	9,623,501	9,620,768	9,576,667	9,594,590	9,594,374
Net Assets	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474	204,813,531
EQUITY												
Retained Earnings	125,976,000	135,623,109	135,983,907	136,470,839	136,653,526	136,904,946	137,160,965	137,472,831	137,741,784	138,168,402	138,807,474	139,260,531
Revaluation Reserves	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000	65,553,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474	204,813,531
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474	204,813,531

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: 2022-2032 0.7% rates, 0.0% FAG, 100% loan Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,179,260	6,183,868	6,568,850	6,722,385	6,901,139	7,019,647	7,173,303	7,330,650	7,456,630	7,691,940	7,825,764
User Charges & Fees	-	2,317,557	1,612,197	1,661,607	1,702,475	1,744,417	1,787,409	1,831,474	1,876,646	1,922,940	1,970,393	2,019,029
Investment & Interest Revenue Received	-	125,381	140,210	187,893	264,847	342,027	353,154	344,313	341,574	342,298	331,196	323,575
Grants & Contributions	-	16,848,240	7,704,720	7,874,661	7,809,722	7,767,826	7,839,400	7,967,671	8,082,156	8,223,949	8,521,910	8,383,924
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,416,005	1,093,188	969,227	740,106	693,546	695,876	698,698	702,249	705,568	707,820	715,282
Payments:												
Employee Benefits & On-Costs	-	(7,439,505)	(7,624,308)	(7,666,068)	(7,804,948)	(7,964,529)	(8,113,159)	(8,278,906)	(8,433,829)	(8,598,996)	(8,767,460)	(8,939,293)
Materials & Contracts	-	(4,461,169)	(3,777,657)	(3,419,275)	(3,474,830)	(3,456,169)	(3,527,973)	(3,593,006)	(3,749,908)	(3,755,212)	(3,824,934)	(3,906,309)
Borrowing Costs	-	(8,868)	(8,439)	(206,684)	(203,344)	(198,984)	(193,848)	(188,752)	(184,039)	(179,309)	(174,424)	(169,986)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(339,034)	(325,937)	(333,471)	(341,426)	(349,578)	(357,930)	(366,491)	(375,264)	(384,254)	(393,467)	(402,909)
Net Cash provided (or used in) Operating Activities	-	14,637,866	4,997,841	5,636,740	5,414,988	5,479,695	5,502,576	5,588,303	5,590,235	5,733,614	6,062,974	5,849,075
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,744,035	763,431	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	248,136	455,500	358,800	310,550	364,900	513,300	280,650	271,900	490,950	363,250	190,650
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(20,789,997)	(10,128,225)	(5,540,057)	(4,716,188)	(4,860,562)	(4,879,894)	(3,965,697)	(4,217,629)	(5,660,849)	(4,487,257)	(3,585,018)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(15,797,826)	(8,909,294)	(5,181,257)	(4,405,638)	(4,495,662)	(4,366,594)	(3,685,047)	(3,945,729)	(5,169,899)	(4,124,007)	(3,394,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,040)	(88,547)	(149,012)	(153,904)	(159,251)	(165,090)	(140,826)	(133,399)	(138,128)	(113,362)	(88,150)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(88,040)	3,911,453	(149,012)	(153,904)	(159,251)	(165,090)	(140,826)	(133,399)	(138,128)	(113,362)	(88,150)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,248,000)	-	306,472	855,447	824,782	970,893	1,762,430	1,511,108	425,587	1,825,605	2,366,557
plus: Cash & Cash Equivalents - beginning of year	-	1,248,000	0	0	306,472	1,161,918	1,986,701	2,957,593	4,720,023	6,231,130	6,656,717	8,482,322
Cash & Cash Equivalents - end of the year	1,248,000	0	0	306,472	1,161,918	1,986,701	2,957,593	4,720,023	6,231,130	6,656,717	8,482,322	10,848,879
Cash & Cash Equivalents - end of the year	1,248,000	0	0	306,472	1,161,918	1,986,701	2,957,593	4,720,023	6,231,130	6,656,717	8,482,322	10,848,879
Investments - end of the year	16,946,000	12,201,965	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534	11,438,534
Cash, Cash Equivalents & Investments - end of the year	18,194,000	12,201,965	11,438,534	11,745,006	12,600,452	13,425,235	14,396,127	16,158,557	17,669,664	18,095,251	19,920,856	22,287,413
Representing:												
- External Restrictions	4,946,163	3,152,454	3,340,471	3,383,559	3,831,365	4,326,795	4,819,651	5,303,623	5,779,394	6,246,137	6,703,520	7,151,190
- Internal Restrictions	12,994,166	8,542,369	8,028,592	8,195,336	8,422,035	8,450,902	8,472,921	9,140,999	9,703,370	9,042,272	9,787,241	10,853,085
- Unrestricted	253,671	507,142	69,471	166,111	347,052	647,538	1,103,555	1,713,935	2,186,900	2,806,842	3,430,095	4,283,138
	18,194,000	12,201,965	11,438,534	11,745,006	12,600,452	13,425,235	14,396,127	16,158,557	17,669,664	18,095,251	19,920,856	22,287,413

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - GENERAL FUND												
Scenario: 2022-2032 0.7% rates, 0.0% FAG, 100% loan Stormwater												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	183,262,000	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474
Net Operating Result for the Year	8,922,000	9,647,109	360,799	486,931	182,687	251,420	256,019	311,866	268,953	426,618	639,072	453,058
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	8,922,000	9,647,109	360,799	486,931	182,687	251,420	256,019	311,866	268,953	426,618	639,072	453,058
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(655,000)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(655,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	8,267,000	9,647,109	360,799	486,931	182,687	251,420	256,019	311,866	268,953	426,618	639,072	453,058
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	191,529,000	201,176,109	201,536,907	202,023,839	202,206,526	202,457,946	202,713,965	203,025,831	203,294,784	203,721,402	204,360,474	204,813,531

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - WATER FUND												
Scenario: 2022-2032 Yr 1 6% User, 2 2.5%, 3-5 7.5%, 6-10 2.5%												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	774,000	795,806	846,005	867,599	934,002	774,881	834,330	855,632	877,468	899,849	922,789	946,303
User Charges & Fees	1,257,000	1,464,500	1,421,400	1,456,934	1,493,358	2,308,274	2,445,981	2,507,130	2,569,808	2,634,054	2,699,905	2,767,403
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,000	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	87,000	61,343	76,190	111,906	147,018	113,621	47,641	51,885	51,700	56,700	56,700	61,700
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,122,000	2,792,229	2,353,594	2,446,440	2,584,378	8,831,775	8,962,951	3,424,648	3,508,976	3,600,602	3,689,394	3,785,406
Expenses from Continuing Operations												
Employee Benefits & On-Costs	379,000	353,670	343,280	350,046	356,947	363,985	371,165	378,488	385,958	393,577	401,349	409,276
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,142,000	1,336,616	1,263,767	1,294,311	1,325,608	1,357,677	1,390,538	1,972,758	2,020,974	2,070,384	2,121,017	2,172,906
Depreciation & Amortisation	503,000	520,919	667,369	680,338	693,566	707,059	720,822	947,360	965,929	984,869	1,004,188	1,023,894
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,070,000	2,211,205	2,274,416	2,324,695	2,376,121	2,428,722	2,482,525	3,298,607	3,372,861	3,448,830	3,526,555	3,606,075
Operating Result from Continuing Operations	52,000	581,024	79,178	121,745	208,257	6,403,053	6,480,427	126,041	136,115	151,772	162,840	179,331
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	52,000	581,024	79,178	121,745	208,257	6,403,053	6,480,427	126,041	136,115	151,772	162,840	179,331
Net Operating Result before Grants and Contributions provided for Capital Purposes	48,000	110,444	69,178	111,745	198,257	768,053	845,427	116,041	126,115	141,772	152,840	169,331

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - WATER FUND												
Scenario: 2022-2032 Yr 1 6% User, 2 2.5%, 3-5 7.5%, 6-10 2.5%												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	567,000	-	400,848	848,327	1,048,716	-	-	690,113	1,396,676	-	770,792	1,577,489
Investments	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	4,726,717	2,679,903	2,679,903	2,679,903	2,131,528	2,131,528	2,131,528
Receivables	394,000	289,832	291,466	300,518	311,779	385,381	365,728	365,925	378,363	377,061	390,352	403,987
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,061,000	6,065,022	6,467,505	6,924,035	7,135,686	5,112,098	3,045,631	3,735,941	4,454,942	2,508,589	3,292,673	4,113,004
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	165,342	128,905	91,393	52,516	11,957	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,623,000	22,221,975	21,939,606	21,644,268	21,685,702	30,138,642	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,821,000	22,387,317	22,068,511	21,735,661	21,738,218	30,150,599	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
TOTAL ASSETS	27,882,000	28,452,339	28,536,016	28,659,696	28,873,904	35,262,697	41,748,451	41,876,401	42,014,473	42,168,251	42,333,146	42,514,584
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-											
TOTAL LIABILITIES	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Net Assets	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452	42,429,782
EQUITY												
Retained Earnings	18,607,000	19,188,024	19,267,202	19,388,947	19,597,204	26,000,258	32,480,684	32,606,725	32,742,840	32,894,612	33,057,452	33,236,782
Revaluation Reserves	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452	42,429,782
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452	42,429,782

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - WATER FUND												
Scenario: 2022-2032 Yr 1 6% User, 2 2.5%, 3-5 7.5%, 6-10 2.5%												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	810,415	846,989	868,023	935,305	771,760	835,496	856,050	877,896	900,288	923,239	946,765
User Charges & Fees	-	1,549,083	1,426,356	1,452,848	1,489,169	2,214,558	2,430,144	2,500,098	2,562,600	2,626,665	2,692,332	2,759,640
Investment & Interest Revenue Received	-	52,630	73,555	109,527	145,959	124,278	58,689	48,254	47,999	66,957	52,587	57,474
Grants & Contributions	-	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(353,670)	(343,280)	(350,046)	(356,947)	(363,985)	(371,165)	(378,488)	(385,958)	(393,577)	(401,349)	(409,276)
Materials & Contracts	-	(1,336,616)	(1,263,767)	(1,294,311)	(1,325,608)	(1,357,677)	(1,390,538)	(1,972,758)	(2,020,974)	(2,070,384)	(2,121,017)	(2,172,906)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,192,421	749,853	796,041	897,878	7,023,934	7,197,627	1,063,156	1,091,563	1,139,950	1,155,792	1,191,697
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,324,810	-	-	-	1,048,473	2,046,814	-	-	548,375	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	35,775	35,995	36,437	37,512	38,877	40,559	11,957	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,119,894)	(385,000)	(385,000)	(735,000)	(9,160,000)	(9,285,000)	(385,000)	(385,000)	(3,085,000)	(385,000)	(385,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(112)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,759,421)	(349,005)	(348,563)	(697,488)	(8,072,650)	(7,197,627)	(373,043)	(385,000)	(2,536,625)	(385,000)	(385,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(567,000)	400,848	447,478	200,390	(1,048,716)	-	690,113	706,563	(1,396,676)	770,792	806,697
plus: Cash & Cash Equivalents - beginning of year	-	567,000	-	400,848	848,327	1,048,716	-	-	690,113	1,396,676	-	770,792
Cash & Cash Equivalents - end of the year	567,000	-	400,848	848,327	1,048,716	-	-	690,113	1,396,676	-	770,792	1,577,489
Cash & Cash Equivalents - end of the year	567,000	-	400,848	848,327	1,048,716	-	-	690,113	1,396,676	-	770,792	1,577,489
Investments - end of the year	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	4,726,717	2,679,903	2,679,903	2,679,903	2,131,528	2,131,528	2,131,528
Cash, Cash Equivalents & Investments - end of the year	7,667,000	5,775,190	6,176,039	6,623,517	6,823,907	4,726,717	2,679,903	3,370,016	4,076,579	2,131,528	2,902,320	3,709,017
Representing:												
- External Restrictions	7,667,339	5,685,163	6,082,695	6,536,215	6,740,550	4,729,539	2,686,346	3,386,704	4,103,748	2,155,389	2,937,417	3,755,641
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(339)	90,027	93,344	87,302	83,357	(2,822)	(6,443)	(16,688)	(27,169)	(23,861)	(35,097)	(46,624)
	7,667,000	5,775,190	6,176,039	6,623,517	6,823,907	4,726,717	2,679,903	3,370,016	4,076,579	2,131,528	2,902,320	3,709,017

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - WATER FUND												
Scenario: 2022-2032 Yr 1 6% User, 2-2.5%, 3-5 7.5%, 6-10 2.5%												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452
Net Operating Result for the Year	52,000	581,024	79,178	121,745	208,257	6,403,053	6,480,427	126,041	136,115	151,772	162,840	179,331
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	52,000	581,024	79,178	121,745	208,257	6,403,053	6,480,427	126,041	136,115	151,772	162,840	179,331
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	175,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	175,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	227,000	581,024	79,178	121,745	208,257	6,403,053	6,480,427	126,041	136,115	151,772	162,840	179,331
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	27,800,000	28,381,024	28,460,202	28,581,947	28,790,204	35,193,258	41,673,684	41,799,725	41,935,840	42,087,612	42,250,452	42,429,782

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - WATER FUND												
Scenario: 2022-2032 Optimistic Increased User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	774,000	795,806	846,005	867,599	934,002	774,881	834,330	855,632	877,468	899,849	922,789	946,303
User Charges & Fees	1,257,000	1,464,500	1,525,525	1,563,663	1,602,754	2,420,405	2,560,915	2,624,938	2,690,562	2,757,826	2,826,771	2,897,440
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,000	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	87,000	61,343	76,190	111,906	147,018	113,621	47,641	51,885	51,700	56,700	56,700	61,700
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,122,000	2,792,229	2,457,719	2,553,168	2,693,775	8,943,907	9,077,886	3,542,455	3,629,729	3,724,374	3,816,260	3,915,444
Expenses from Continuing Operations												
Employee Benefits & On-Costs	379,000	353,670	343,280	350,046	356,947	363,985	371,165	378,488	385,958	393,577	401,349	409,276
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,142,000	1,336,616	1,263,767	1,294,311	1,325,608	1,357,677	1,390,538	1,972,758	2,020,974	2,070,384	2,121,017	2,172,906
Depreciation & Amortisation	503,000	520,919	667,369	680,338	693,566	707,059	720,822	947,360	965,929	984,869	1,004,188	1,023,894
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,070,000	2,211,205	2,274,416	2,324,695	2,376,121	2,428,722	2,482,525	3,298,607	3,372,861	3,448,830	3,526,555	3,606,075
Operating Result from Continuing Operations	52,000	581,024	183,303	228,473	317,653	6,515,184	6,595,361	243,848	256,868	275,544	289,706	309,369
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	52,000	581,024	183,303	228,473	317,653	6,515,184	6,595,361	243,848	256,868	275,544	289,706	309,369
Net Operating Result before Grants and Contributions provided for Capital Purposes	48,000	110,444	173,303	218,473	307,653	880,184	960,361	233,848	246,868	265,544	279,706	299,369

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - WATER FUND Scenario: 2022-2032 Optimistic Increased User Fees												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	567,000	-	492,454	1,045,868	1,354,778	-	-	806,978	1,633,328	-	896,643	1,832,338
Investments	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	5,144,013	3,211,214	3,211,214	3,211,214	3,022,273	3,022,273	3,022,273
Receivables	394,000	289,832	303,986	313,830	325,967	400,466	381,733	382,872	396,276	395,964	410,271	424,945
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,061,000	6,065,022	6,571,630	7,134,888	7,455,935	5,544,479	3,592,947	4,401,064	5,240,818	3,418,237	4,329,187	5,279,556
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	165,342	128,905	91,393	52,516	11,957	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,623,000	22,221,975	21,939,606	21,644,268	21,685,702	30,138,642	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,821,000	22,387,317	22,068,511	21,735,661	21,738,218	30,150,599	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
TOTAL ASSETS	27,882,000	28,452,339	28,640,141	28,870,549	29,194,153	35,695,078	42,295,767	42,541,524	42,800,349	43,077,899	43,369,660	43,681,136
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Net Assets	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966	43,596,335
EQUITY												
Retained Earnings	18,607,000	19,188,024	19,371,327	19,599,801	19,917,454	26,432,638	33,028,000	33,271,848	33,528,716	33,804,260	34,093,966	34,403,335
Revaluation Reserves	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966	43,596,335
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966	43,596,335

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - WATER FUND												
Scenario: 2022-2032 Optimistic Increased User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	810,415	846,989	868,023	935,305	771,760	835,496	856,050	877,896	900,288	923,239	946,765
User Charges & Fees	-	1,549,083	1,518,507	1,559,277	1,598,259	2,326,375	2,544,757	2,617,575	2,683,015	2,750,090	2,818,842	2,889,314
Investment & Interest Revenue Received	-	52,630	73,010	109,034	145,390	123,696	58,092	47,642	47,371	66,314	51,928	56,798
Grants & Contributions	-	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(353,670)	(343,280)	(350,046)	(356,947)	(363,985)	(371,165)	(378,488)	(385,958)	(393,577)	(401,349)	(409,276)
Materials & Contracts	-	(1,336,616)	(1,263,767)	(1,294,311)	(1,325,608)	(1,357,677)	(1,390,538)	(1,972,758)	(2,020,974)	(2,070,384)	(2,121,017)	(2,172,906)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,192,421	841,459	901,977	1,006,398	7,135,168	7,311,642	1,180,021	1,211,350	1,262,731	1,281,643	1,320,695
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,324,810	-	-	-	631,177	1,932,799	-	-	188,941	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	35,775	35,995	36,437	37,512	38,877	40,559	11,957	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,119,894)	(385,000)	(385,000)	(735,000)	(9,160,000)	(9,285,000)	(385,000)	(385,000)	(3,085,000)	(385,000)	(385,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(112)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,759,421)	(349,005)	(348,563)	(697,488)	(8,489,946)	(7,311,642)	(373,043)	(385,000)	(2,896,059)	(385,000)	(385,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(567,000)	492,454	553,414	308,910	(1,354,778)	(0)	806,978	826,350	(1,633,328)	896,643	935,695
plus: Cash & Cash Equivalents - beginning of year	-	567,000	-	492,454	1,045,868	1,354,778	-	(0)	806,978	1,633,328	(0)	896,643
Cash & Cash Equivalents - end of the year	567,000	-	492,454	1,045,868	1,354,778	-	(0)	806,978	1,633,328	(0)	896,643	1,832,338
Cash & Cash Equivalents - end of the year	567,000	-	492,454	1,045,868	1,354,778	-	(0)	806,978	1,633,328	(0)	896,643	1,832,338
Investments - end of the year	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	5,144,013	3,211,214	3,211,214	3,211,214	3,022,273	3,022,273	3,022,273
Cash, Cash Equivalents & Investments - end of the year	7,667,000	5,775,190	6,267,644	6,821,058	7,129,968	5,144,013	3,211,214	4,018,192	4,844,542	3,022,273	3,918,916	4,854,611
Representing:												
- External Restrictions	7,667,339	5,685,163	6,186,820	6,747,068	7,060,799	5,161,919	3,233,661	4,051,827	4,889,624	3,065,037	3,973,931	4,922,193
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(339)	90,027	80,824	73,990	69,169	(17,906)	(22,447)	(33,635)	(45,082)	(42,764)	(55,015)	(67,582)
	7,667,000	5,775,190	6,267,644	6,821,058	7,129,968	5,144,013	3,211,214	4,018,192	4,844,542	3,022,273	3,918,916	4,854,611

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - WATER FUND												
Scenario: 2022-2032 Optimistic Increased User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966
Net Operating Result for the Year	52,000	581,024	183,303	228,473	317,653	6,515,184	6,595,361	243,848	256,868	275,544	289,706	309,369
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	52,000	581,024	183,303	228,473	317,653	6,515,184	6,595,361	243,848	256,868	275,544	289,706	309,369
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	175,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	175,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	227,000	581,024	183,303	228,473	317,653	6,515,184	6,595,361	243,848	256,868	275,544	289,706	309,369
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	27,800,000	28,381,024	28,564,327	28,792,801	29,110,454	35,625,638	42,221,000	42,464,848	42,721,716	42,997,260	43,286,966	43,596,335

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - WATER FUND												
Scenario: 2022-2032 Pessimistic Reduced User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	774,000	795,806	846,005	867,599	934,002	774,881	834,330	855,632	877,468	899,849	922,789	946,303
User Charges & Fees	1,257,000	1,464,500	1,321,400	1,354,434	1,388,295	2,200,585	2,335,599	2,393,989	2,453,839	2,515,185	2,578,065	2,642,516
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,000	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	87,000	61,343	76,190	111,906	147,018	113,621	47,641	51,885	51,700	56,700	56,700	61,700
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,122,000	2,792,229	2,253,594	2,343,940	2,479,316	8,724,086	8,852,570	3,311,507	3,393,007	3,481,734	3,567,554	3,660,520
Expenses from Continuing Operations												
Employee Benefits & On-Costs	379,000	353,670	343,280	350,046	356,947	363,985	371,165	378,488	385,958	393,577	401,349	409,276
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,142,000	1,336,616	1,263,767	1,294,311	1,325,608	1,357,677	1,390,538	1,972,758	2,020,974	2,070,384	2,121,017	2,172,906
Depreciation & Amortisation	503,000	520,919	667,369	680,338	693,566	707,059	720,822	947,360	965,929	984,869	1,004,188	1,023,894
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,070,000	2,211,205	2,274,416	2,324,695	2,376,121	2,428,722	2,482,525	3,298,607	3,372,861	3,448,830	3,526,555	3,606,075
Operating Result from Continuing Operations	52,000	581,024	(20,822)	19,245	103,194	6,295,364	6,370,045	12,900	20,146	32,904	40,999	54,444
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	52,000	581,024	(20,822)	19,245	103,194	6,295,364	6,370,045	12,900	20,146	32,904	40,999	54,444
Net Operating Result before Grants and Contributions provided for Capital Purposes	48,000	110,444	(30,822)	9,245	93,194	660,364	735,045	2,900	10,146	22,904	30,999	44,444

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - WATER FUND												
Scenario: 2022-2032 Pessimistic Reduced User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	567,000	-	312,872	658,612	754,780	-	-	577,877	1,169,398	-	649,927	1,332,737
Investments	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	4,325,953	2,169,641	2,169,641	2,169,641	1,276,071	1,276,071	1,276,071
Receivables	394,000	289,832	279,442	287,733	298,153	370,893	350,358	349,650	361,160	358,906	371,223	383,858
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,061,000	6,065,022	6,367,505	6,721,535	6,828,124	4,696,847	2,519,998	3,097,167	3,700,199	1,634,977	2,297,221	2,992,666
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	165,342	128,905	91,393	52,516	11,957	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,623,000	22,221,975	21,939,606	21,644,268	21,685,702	30,138,642	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,821,000	22,387,317	22,068,511	21,735,661	21,738,218	30,150,599	38,702,820	38,140,460	37,559,531	39,659,662	39,040,473	38,401,580
TOTAL ASSETS	27,882,000	28,452,339	28,436,016	28,457,196	28,566,341	34,847,446	41,222,819	41,237,627	41,259,730	41,294,639	41,337,694	41,394,246
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-											
TOTAL LIABILITIES	82,000	71,315	75,813	77,749	83,699	69,440	74,767	76,676	78,633	80,639	82,694	84,802
Net Assets	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000	41,309,444
EQUITY												
Retained Earnings	18,607,000	19,188,024	19,167,202	19,186,447	19,289,642	25,585,006	31,955,051	31,967,951	31,988,097	32,021,001	32,062,000	32,116,444
Revaluation Reserves	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000	9,193,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000	41,309,444
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000	41,309,444

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - WATER FUND												
Scenario: 2022-2032 Pessimistic Reduced User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	810,415	846,989	868,023	935,305	771,760	835,496	856,050	877,896	900,288	923,239	946,765
User Charges & Fees	-	1,549,083	1,337,856	1,350,635	1,384,401	2,107,171	2,320,073	2,387,275	2,446,956	2,508,130	2,570,834	2,635,104
Investment & Interest Revenue Received	-	52,630	74,079	110,001	146,505	124,838	59,263	48,842	48,601	67,575	53,220	58,123
Grants & Contributions	-	470,580	10,000	10,000	10,000	5,635,000	5,635,000	10,000	10,000	10,000	10,000	10,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(353,670)	(343,280)	(350,046)	(356,947)	(363,985)	(371,165)	(378,488)	(385,958)	(393,577)	(401,349)	(409,276)
Materials & Contracts	-	(1,336,616)	(1,263,767)	(1,294,311)	(1,325,608)	(1,357,677)	(1,390,538)	(1,972,758)	(2,020,974)	(2,070,384)	(2,121,017)	(2,172,906)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,192,421	661,877	694,303	793,656	6,917,106	7,088,128	950,920	976,521	1,022,032	1,034,927	1,067,810
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,324,810	-	-	-	1,449,237	2,156,313	-	-	893,569	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	35,775	35,995	36,437	37,512	38,877	40,559	11,957	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,119,894)	(385,000)	(385,000)	(735,000)	(9,160,000)	(9,285,000)	(385,000)	(385,000)	(3,085,000)	(385,000)	(385,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(112)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,759,421)	(349,005)	(348,563)	(697,488)	(7,671,886)	(7,088,128)	(373,043)	(385,000)	(2,191,431)	(385,000)	(385,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(567,000)	312,872	345,740	96,168	(754,780)	-	577,877	591,521	(1,169,398)	649,927	682,810
plus: Cash & Cash Equivalents - beginning of year	-	567,000	-	312,872	658,612	754,780	0	0	577,877	1,169,398	-	649,927
Cash & Cash Equivalents - end of the year	567,000	-	312,872	658,612	754,780	0	0	577,877	1,169,398	-	649,927	1,332,737
Cash & Cash Equivalents - end of the year	567,000	-	312,872	658,612	754,780	0	0	577,877	1,169,398	-	649,927	1,332,737
Investments - end of the year	7,100,000	5,775,190	5,775,190	5,775,190	5,775,190	4,325,953	2,169,641	2,169,641	2,169,641	1,276,071	1,276,071	1,276,071
Cash, Cash Equivalents & Investments - end of the year	7,667,000	5,775,190	6,088,062	6,433,802	6,529,970	4,325,953	2,169,641	2,747,518	3,339,039	1,276,071	1,925,998	2,608,808
Representing:												
- External Restrictions	7,667,339	5,685,163	5,982,695	6,333,715	6,432,988	4,314,288	2,160,714	2,747,932	3,349,006	1,281,779	1,941,966	2,635,304
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(339)	90,027	105,367	100,087	96,982	11,665	8,927	(414)	(19,967)	(5,708)	(15,968)	(26,496)
	7,667,000	5,775,190	6,088,062	6,433,802	6,529,970	4,325,953	2,169,641	2,747,518	3,339,039	1,276,071	1,925,998	2,608,808

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - WATER FUND												
Scenario: 2022-2032 Pessimistic Reduced User Fees												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	27,573,000	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000
Net Operating Result for the Year	52,000	581,024	(20,822)	19,245	103,194	6,295,364	6,370,045	12,900	20,146	32,904	40,999	54,444
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	52,000	581,024	(20,822)	19,245	103,194	6,295,364	6,370,045	12,900	20,146	32,904	40,999	54,444
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	175,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	175,000	-										
Total Comprehensive Income	227,000	581,024	(20,822)	19,245	103,194	6,295,364	6,370,045	12,900	20,146	32,904	40,999	54,444
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	27,800,000	28,381,024	28,360,202	28,379,447	28,482,642	34,778,006	41,148,051	41,160,951	41,181,097	41,214,001	41,255,000	41,309,444

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - SEWER FUND												
Scenario: 2021-2031 2.5% yr 1, 2% yrs 3-10												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,389,000	1,460,112	1,497,228	1,535,382	1,687,369	1,730,284	1,774,275	1,924,678	1,973,537	2,023,621	2,074,961	2,127,588
User Charges & Fees	163,000	162,025	176,852	181,223	185,704	190,297	195,004	199,829	204,775	209,845	215,042	220,368
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	49,000	2,005,667	3,058,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Interest & Investment Revenue	16,000	10,200	15,730	22,475	26,220	27,000	32,775	32,775	32,775	35,975	35,975	35,975
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,617,000	3,638,004	4,747,810	1,747,080	2,282,293	2,705,581	2,760,054	2,165,282	2,219,087	2,277,441	2,333,978	2,391,931
Expenses from Continuing Operations												
Employee Benefits & On-Costs	298,000	315,000	338,710	345,484	352,394	359,441	366,629	373,961	381,441	389,070	396,851	404,789
Borrowing Costs	-	20,352	38,995	36,667	34,280	31,832	29,322	26,747	24,107	21,399	18,622	15,775
Materials & Contracts	683,000	702,684	714,732	754,873	796,363	816,275	836,680	891,598	913,888	936,735	960,153	984,159
Depreciation & Amortisation	308,000	315,527	352,800	400,760	448,859	457,740	466,799	509,539	519,634	529,931	540,434	551,147
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,291,000	1,353,563	1,445,237	1,537,784	1,631,896	1,665,288	1,699,430	1,801,845	1,839,070	1,877,135	1,916,060	1,955,870
Operating Result from Continuing Operations	326,000	2,284,441	3,302,573	209,296	650,397	1,040,293	1,060,624	363,437	380,017	400,306	417,918	436,061
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	326,000	2,284,441	3,302,573	209,296	650,397	1,040,293	1,060,624	363,437	380,017	400,306	417,918	436,061
Net Operating Result before Grants and Contributions provided for Capital Purposes	277,000	278,774	244,573	201,296	267,397	282,293	302,624	355,437	372,017	392,306	409,918	428,061

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - SEWER FUND												
Scenario: 2021-2031 2.5% yr 1, 2% yrs 3-10												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	35,000	-	214,343	389,873	388,277	283,899	552,521	1,141,471	1,780,272	2,436,276	2,577,165	3,185,234
Investments	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Receivables	166,000	144,546	134,447	125,518	130,526	134,646	142,646	173,296	178,129	193,638	199,599	214,391
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	40,000	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,041,000	560,017	764,262	930,862	934,275	834,017	1,110,638	1,730,238	2,373,873	3,045,385	3,192,236	3,815,096
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	40,000	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,431,000	23,731,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,431,000	23,771,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
TOTAL ASSETS	20,472,000	24,331,731	27,543,176	27,659,016	28,213,570	29,155,572	30,115,394	30,375,455	30,649,456	30,941,037	31,247,454	31,569,167
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
TOTAL LIABILITIES	-	1,575,290	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,155	551,805
Net Assets	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300	31,017,362
EQUITY												
Retained Earnings	12,091,000	14,375,441	17,678,014	17,887,310	18,537,707	19,577,999	20,638,623	21,002,060	21,382,077	21,782,382	22,200,300	22,636,362
Revaluation Reserves	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300	31,017,362
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300	31,017,362

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: 2021-2031 2.5% yr 1, 2% yrs 3-10												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,479,702	1,508,860	1,547,684	1,685,167	1,727,495	1,771,416	1,905,278	1,979,985	2,020,366	2,071,624	2,124,167
User Charges & Fees	-	163,493	176,773	180,961	185,435	191,924	194,769	199,588	204,528	209,592	214,782	220,102
Investment & Interest Revenue Received	-	10,596	14,276	19,365	23,683	24,042	27,870	21,766	21,741	23,975	33,611	24,871
Grants & Contributions	-	2,005,667	3,098,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(315,000)	(338,710)	(345,484)	(352,394)	(359,441)	(366,629)	(373,961)	(381,441)	(389,070)	(396,851)	(404,789)
Materials & Contracts	-	(702,684)	(714,732)	(754,873)	(796,363)	(816,275)	(836,680)	(891,598)	(913,888)	(936,735)	(960,153)	(984,159)
Borrowing Costs	-	(20,352)	(38,995)	(36,667)	(34,280)	(31,832)	(29,322)	(26,747)	(24,107)	(21,399)	(18,622)	(15,775)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	2,621,422	3,705,472	618,985	1,094,247	1,493,913	1,519,423	842,326	894,817	914,728	952,391	972,417
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	384,528	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,616,241)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,231,713)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,620,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(44,710)	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1,575,290	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(35,000)	214,343	175,529	(1,596)	(104,378)	268,622	588,950	638,801	656,004	140,890	608,069
plus: Cash & Cash Equivalents - beginning of year	-	35,000	(0)	214,343	389,873	388,277	283,899	552,521	1,141,471	1,780,272	2,436,276	2,577,165
Cash & Cash Equivalents - end of the year	35,000	(0)	214,343	389,873	388,277	283,899	552,521	1,141,471	1,780,272	2,436,276	2,577,165	3,185,234
Cash & Cash Equivalents - end of the year	35,000	(0)	214,343	389,873	388,277	283,899	552,521	1,141,471	1,780,272	2,436,276	2,577,165	3,185,234
Investments - end of the year	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Cash, Cash Equivalents & Investments - end of the year	835,000	415,472	629,815	805,344	803,748	699,370	967,992	1,556,943	2,195,744	2,851,747	2,992,637	3,600,706
Representing:												
- External Restrictions	834,913	393,930	558,175	724,775	728,188	627,930	904,552	1,524,152	2,167,787	2,839,300	2,986,151	3,609,010
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	87	21,542	71,640	80,569	75,560	71,440	63,440	32,791	27,957	12,447	6,486	(8,304)
	835,000	415,472	629,815	805,344	803,748	699,370	967,992	1,556,943	2,195,744	2,851,747	2,992,637	3,600,706

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - SEWER FUND												
Scenario: 2021-2031 2.5% yr 1, 2% yrs 3-10												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300
Net Operating Result for the Year	326,000	2,284,441	3,302,573	209,296	650,397	1,040,293	1,060,624	363,437	380,017	400,306	417,918	436,061
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	326,000	2,284,441	3,302,573	209,296	650,397	1,040,293	1,060,624	363,437	380,017	400,306	417,918	436,061
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	163,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	163,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	489,000	2,284,441	3,302,573	209,296	650,397	1,040,293	1,060,624	363,437	380,017	400,306	417,918	436,061
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	20,472,000	22,756,441	26,059,014	26,268,310	26,918,707	27,958,999	29,019,623	29,383,060	29,763,077	30,163,382	30,581,300	31,017,362

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - SEWER FUND												
Scenario: 2021-2031 Optimistic - Decreased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,389,000	1,460,112	1,497,228	1,535,382	1,687,369	1,730,284	1,774,275	1,924,678	1,973,537	2,023,621	2,074,961	2,127,588
User Charges & Fees	163,000	162,025	176,852	181,223	185,704	190,297	195,004	199,829	204,775	209,845	215,042	220,368
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	49,000	2,005,667	3,058,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Interest & Investment Revenue	16,000	10,200	15,730	22,475	26,220	27,000	32,775	32,775	32,775	35,975	35,975	35,975
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,617,000	3,638,004	4,747,810	1,747,080	2,282,293	2,705,581	2,760,054	2,165,282	2,219,087	2,277,441	2,333,978	2,391,931
Expenses from Continuing Operations												
Employee Benefits & On-Costs	298,000	315,000	300,900	306,918	313,057	319,318	325,704	332,218	338,863	345,641	352,554	359,605
Borrowing Costs	-	20,352	38,995	36,667	34,280	31,832	29,322	26,747	24,107	21,399	18,622	15,775
Materials & Contracts	683,000	702,684	709,248	749,252	790,602	810,370	830,628	885,395	907,530	930,218	953,473	977,312
Depreciation & Amortisation	308,000	315,527	352,800	400,760	448,859	457,740	466,799	509,539	519,634	529,931	540,434	551,147
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,291,000	1,353,563	1,401,943	1,493,597	1,586,798	1,619,260	1,652,453	1,753,899	1,790,134	1,827,189	1,865,083	1,903,839
Operating Result from Continuing Operations	326,000	2,284,441	3,345,867	253,483	695,495	1,086,321	1,107,601	411,383	428,953	450,252	468,895	488,092
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	326,000	2,284,441	3,345,867	253,483	695,495	1,086,321	1,107,601	411,383	428,953	450,252	468,895	488,092
Net Operating Result before Grants and Contributions provided for Capital Purposes	277,000	278,774	287,867	245,483	312,495	328,321	349,601	403,383	420,953	442,252	460,895	480,092

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - SEWER FUND												
Scenario: 2021-2031 Optimistic - Decreased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	35,000	-	257,334	476,569	519,274	459,319	774,102	1,410,149	2,097,021	2,802,087	2,993,052	3,652,232
Investments	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Receivables	166,000	144,546	134,750	126,302	132,108	137,833	146,649	178,147	183,846	200,239	207,102	222,813
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	40,000	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,041,000	560,017	807,556	1,018,343	1,066,854	1,012,624	1,336,222	2,003,768	2,696,339	3,417,797	3,615,625	4,290,516
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	40,000	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,431,000	23,731,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,431,000	23,771,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
TOTAL ASSETS	20,472,000	24,331,731	27,586,470	27,746,497	28,346,149	29,334,179	30,340,978	30,648,985	30,971,922	31,313,449	31,670,843	32,044,587
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
TOTAL LIABILITIES	-	1,575,290	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,155	551,805
Net Assets	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689	31,492,782
EQUITY												
Retained Earnings	12,091,000	14,375,441	17,721,308	17,974,791	18,670,286	19,756,606	20,864,207	21,275,590	21,704,543	22,154,794	22,623,689	23,111,782
Revaluation Reserves	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689	31,492,782
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689	31,492,782

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: 2021-2031 Optimistic - Decreased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,479,702	1,508,860	1,547,684	1,685,167	1,727,495	1,771,416	1,905,278	1,979,985	2,020,366	2,071,624	2,124,167
User Charges & Fees	-	163,493	176,773	180,961	185,435	191,924	194,769	199,588	204,528	209,592	214,782	220,102
Investment & Interest Revenue Received	-	10,596	13,973	18,884	22,886	22,437	27,053	20,918	20,876	23,091	32,709	23,950
Grants & Contributions	-	2,005,667	3,098,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(315,000)	(300,900)	(306,918)	(313,057)	(319,318)	(325,704)	(332,218)	(338,863)	(345,641)	(352,554)	(359,605)
Materials & Contracts	-	(702,684)	(709,248)	(749,252)	(790,602)	(810,370)	(830,628)	(885,395)	(907,530)	(930,218)	(953,473)	(977,312)
Borrowing Costs	-	(20,352)	(38,995)	(36,667)	(34,280)	(31,832)	(29,322)	(26,747)	(24,107)	(21,399)	(18,622)	(15,775)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	2,621,422	3,748,463	662,691	1,138,548	1,538,336	1,565,584	889,424	942,888	963,790	1,002,466	1,023,528
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	384,528	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,616,241)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,231,713)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,620,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(44,710)	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1,575,290	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(35,000)	257,334	219,235	42,705	(59,955)	314,782	636,048	686,872	705,066	190,965	659,179
plus: Cash & Cash Equivalents - beginning of year	-	35,000	(0)	257,334	476,569	519,274	459,319	774,102	1,410,149	2,097,021	2,802,087	2,993,052
Cash & Cash Equivalents - end of the year	35,000	(0)	257,334	476,569	519,274	459,319	774,102	1,410,149	2,097,021	2,802,087	2,993,052	3,652,232
Cash & Cash Equivalents - end of the year	35,000	(0)	257,334	476,569	519,274	459,319	774,102	1,410,149	2,097,021	2,802,087	2,993,052	3,652,232
Investments - end of the year	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Cash, Cash Equivalents & Investments - end of the year	835,000	415,472	672,806	892,040	934,746	874,791	1,189,573	1,825,621	2,512,493	3,217,559	3,408,524	4,067,703
Representing:												
- External Restrictions	834,913	393,930	601,469	812,256	860,767	806,537	1,130,136	1,797,682	2,490,253	3,211,712	3,409,540	4,084,430
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	87	21,542	71,337	79,784	73,979	68,254	59,437	27,939	22,240	5,847	(1,016)	(16,727)
	835,000	415,472	672,806	892,040	934,746	874,791	1,189,573	1,825,621	2,512,493	3,217,559	3,408,524	4,067,703

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - SEWER FUND												
Scenario: 2021-2031 Optimistic - Decreased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689
Net Operating Result for the Year	326,000	2,284,441	3,345,867	253,483	695,495	1,086,321	1,107,601	411,383	428,953	450,252	468,895	488,092
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	326,000	2,284,441	3,345,867	253,483	695,495	1,086,321	1,107,601	411,383	428,953	450,252	468,895	488,092
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	163,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	163,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	489,000	2,284,441	3,345,867	253,483	695,495	1,086,321	1,107,601	411,383	428,953	450,252	468,895	488,092
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	20,472,000	22,756,441	26,102,308	26,355,791	27,051,286	28,137,606	29,245,207	29,656,590	30,085,543	30,535,794	31,004,689	31,492,782

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - SEWER FUND												
Scenario: 2021-2031 Pessimistic - Increased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,389,000	1,460,112	1,497,228	1,535,382	1,687,369	1,730,284	1,774,275	1,924,678	1,973,537	2,023,621	2,074,961	2,127,588
User Charges & Fees	163,000	162,025	176,852	181,223	185,704	190,297	195,004	199,829	204,775	209,845	215,042	220,368
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	49,000	2,005,667	3,058,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Interest & Investment Revenue	16,000	10,200	15,730	22,475	26,220	27,000	32,775	32,775	32,775	35,975	35,975	35,975
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,617,000	3,638,004	4,747,810	1,747,080	2,282,293	2,705,581	2,760,054	2,165,282	2,219,087	2,277,441	2,333,978	2,391,931
Expenses from Continuing Operations												
Employee Benefits & On-Costs	298,000	315,000	398,710	406,684	414,818	423,113	431,575	440,206	449,011	457,992	467,151	476,495
Borrowing Costs	-	20,352	38,995	36,667	34,280	31,832	29,322	26,747	24,107	21,399	18,622	15,775
Materials & Contracts	683,000	702,684	714,732	754,873	796,363	816,275	836,680	891,598	913,888	936,735	960,153	984,159
Depreciation & Amortisation	308,000	315,527	352,800	400,760	448,859	457,740	466,799	509,539	519,634	529,931	540,434	551,147
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,291,000	1,353,563	1,505,237	1,598,984	1,694,320	1,728,960	1,764,376	1,868,090	1,906,640	1,946,057	1,986,360	2,027,576
Operating Result from Continuing Operations	326,000	2,284,441	3,242,573	148,096	587,973	976,621	995,678	297,192	312,447	331,384	347,618	364,355
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	326,000	2,284,441	3,242,573	148,096	587,973	976,621	995,678	297,192	312,447	331,384	347,618	364,355
Net Operating Result before Grants and Contributions provided for Capital Purposes												
	277,000	278,774	184,573	140,096	204,973	218,621	237,678	289,192	304,447	323,384	339,618	356,355

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - SEWER FUND												
Scenario: 2021-2031 Pessimistic - Increased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	35,000	-	154,763	269,760	206,843	41,015	245,820	769,697	1,342,123	1,930,424	2,002,257	2,539,888
Investments	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Receivables	166,000	144,546	134,027	124,431	128,336	130,234	137,105	166,583	170,221	184,511	189,229	202,752
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	40,000	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,041,000	560,017	704,262	809,662	750,651	586,721	798,396	1,351,751	1,927,816	2,530,406	2,606,957	3,158,111
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	40,000	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	19,431,000	23,731,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,431,000	23,771,714	26,778,914	26,728,154	27,279,295	28,321,555	29,004,756	28,645,217	28,275,583	27,895,652	28,055,218	27,754,071
TOTAL ASSETS	20,472,000	24,331,731	27,483,176	27,537,816	28,029,946	28,908,276	29,803,152	29,996,968	30,203,399	30,426,058	30,662,175	30,912,182
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	91,128	93,456	95,843	98,291	100,801	103,376	106,016	108,724	111,501	114,349	117,269
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,154	551,806	434,536
TOTAL LIABILITIES	-	1,575,290	1,484,162	1,390,706	1,294,863	1,196,572	1,095,771	992,395	886,379	777,655	666,155	551,805
Net Assets	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021	30,360,377
EQUITY												
Retained Earnings	12,091,000	14,375,441	17,618,014	17,766,110	18,354,083	19,330,703	20,326,381	20,623,573	20,936,020	21,267,403	21,615,021	21,979,377
Revaluation Reserves	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000	8,381,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021	30,360,377
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021	30,360,377

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: 2021-2031 Pessimistic - Increased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,479,702	1,508,860	1,547,684	1,685,167	1,727,495	1,771,416	1,905,278	1,979,985	2,020,366	2,071,624	2,124,167
User Charges & Fees	-	163,493	176,773	180,961	185,435	191,924	194,769	199,588	204,528	209,592	214,782	220,102
Investment & Interest Revenue Received	-	10,596	14,696	20,032	24,786	26,264	28,999	22,938	22,936	25,194	34,854	26,139
Grants & Contributions	-	2,005,667	3,098,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000	8,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(315,000)	(398,710)	(406,684)	(414,818)	(423,113)	(431,575)	(440,206)	(449,011)	(457,992)	(467,151)	(476,495)
Materials & Contracts	-	(702,684)	(714,732)	(754,873)	(796,363)	(816,275)	(836,680)	(891,598)	(913,888)	(936,735)	(960,153)	(984,159)
Borrowing Costs	-	(20,352)	(38,995)	(36,667)	(34,280)	(31,832)	(29,322)	(26,747)	(24,107)	(21,399)	(18,622)	(15,775)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	2,621,422	3,645,892	558,452	1,032,927	1,432,462	1,455,606	777,253	828,443	847,025	883,334	901,980
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	384,528	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,616,241)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,231,713)	(3,400,000)	(350,000)	(1,000,000)	(1,500,000)	(1,150,000)	(150,000)	(150,000)	(150,000)	(700,000)	(250,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,620,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(44,710)	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1,575,290	(91,128)	(93,456)	(95,843)	(98,291)	(100,801)	(103,376)	(106,016)	(108,724)	(111,501)	(114,349)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(35,000)	154,763	114,996	(62,916)	(165,829)	204,805	523,877	572,426	588,301	71,833	537,631
plus: Cash & Cash Equivalents - beginning of year	-	35,000	(0)	154,763	269,760	206,843	41,015	245,820	769,697	1,342,123	1,930,424	2,002,257
Cash & Cash Equivalents - end of the year	35,000	(0)	154,763	269,760	206,843	41,015	245,820	769,697	1,342,123	1,930,424	2,002,257	2,539,888
Cash & Cash Equivalents - end of the year	35,000	(0)	154,763	269,760	206,843	41,015	245,820	769,697	1,342,123	1,930,424	2,002,257	2,539,888
Investments - end of the year	800,000	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472	415,472
Cash, Cash Equivalents & Investments - end of the year	835,000	415,472	570,235	685,231	622,315	456,486	661,291	1,185,169	1,757,595	2,345,896	2,417,729	2,955,360
Representing:												
- External Restrictions	834,913	393,930	498,175	603,575	544,564	380,634	592,310	1,145,665	1,721,730	2,324,321	2,400,872	2,952,025
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	87	21,542	72,060	81,656	77,751	75,852	68,981	39,504	35,865	21,575	16,857	3,335
	835,000	415,472	570,235	685,231	622,315	456,486	661,291	1,185,169	1,757,595	2,345,896	2,417,729	2,955,360

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - SEWER FUND												
Scenario: 2021-2031 Pessimistic - Increased Expenses												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	19,983,000	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021
Net Operating Result for the Year	326,000	2,284,441	3,242,573	148,096	587,973	976,621	995,678	297,192	312,447	331,384	347,618	364,355
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	326,000	2,284,441	3,242,573	148,096	587,973	976,621	995,678	297,192	312,447	331,384	347,618	364,355
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	163,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	163,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	489,000	2,284,441	3,242,573	148,096	587,973	976,621	995,678	297,192	312,447	331,384	347,618	364,355
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	20,472,000	22,756,441	25,999,014	26,147,110	26,735,083	27,711,703	28,707,381	29,004,573	29,317,020	29,648,403	29,996,021	30,360,377

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Budget 2021-2031 - Recommended												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,154,000	8,366,540	8,597,789	8,855,788	9,219,132	9,251,363	9,506,800	9,834,156	10,064,242	10,299,934	10,541,368	10,788,686
User Charges & Fees	3,248,000	3,599,317	3,213,308	3,299,395	3,381,210	4,242,653	4,428,051	4,538,081	4,650,868	4,766,469	4,884,961	5,006,411
Other Revenues	964,000	805,514	741,265	741,496	462,734	462,977	463,226	463,481	463,743	464,012	464,287	464,569
Grants & Contributions provided for Operating Purposes	8,052,000	4,619,952	7,565,541	7,292,811	7,379,927	7,493,123	7,608,580	7,726,345	7,846,463	7,968,984	8,093,951	8,221,733
Grants & Contributions provided for Capital Purposes	8,007,000	14,956,521	5,739,000	538,000	823,000	6,670,500	6,619,250	250,500	245,500	263,000	425,500	188,000
Interest & Investment Revenue	278,000	209,150	226,480	328,710	441,290	486,450	439,225	439,226	435,225	438,925	434,425	434,925
Other Income:												
Net Gains from the Disposal of Assets	11,000	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	209,000	230,803	225,004	227,931	230,930	234,003	237,152	240,378	243,684	247,070	250,538	254,092
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	28,923,000	32,879,297	26,399,886	21,375,632	22,029,723	28,932,568	29,393,783	23,583,668	24,041,225	24,539,893	25,186,530	25,449,916
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,066,000	8,240,889	8,367,425	8,428,577	8,585,108	8,758,900	8,922,027	9,102,561	9,272,568	9,453,120	9,637,276	9,825,117
Borrowing Costs	4,000	27,877	45,744	142,080	137,385	132,540	127,539	122,378	117,049	111,545	105,917	100,768
Materials & Contracts	6,175,000	6,060,821	5,727,100	5,431,113	5,609,816	5,628,340	5,766,002	6,465,917	6,704,593	6,762,799	6,916,609	7,074,128
Depreciation & Amortisation	4,958,000	5,705,096	6,117,411	6,248,767	6,340,767	6,394,367	6,448,979	6,750,620	6,812,233	6,875,013	6,938,983	7,004,167
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	414,000	325,920	325,938	333,707	341,667	349,825	358,184	366,751	375,530	384,527	393,747	403,196
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,623,000	20,366,723	20,589,738	20,590,363	21,020,863	21,270,093	21,628,851	22,814,348	23,288,093	23,593,125	23,998,653	24,413,495
Operating Result from Continuing Operations	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,293,000	(2,443,947)	71,148	247,268	185,860	991,975	1,145,682	518,820	507,632	683,769	762,378	848,421

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - CONSOLIDATED Scenario: Budget 2021-2031 - Recommended												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,850,000	-	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Investments	24,846,000	18,392,627	17,793,215	17,793,215	17,793,215	16,744,742	14,697,928	14,697,928	14,697,928	14,149,553	14,149,553	14,149,553
Receivables	2,642,000	2,195,705	1,785,231	1,682,914	1,663,109	1,723,174	1,759,482	1,828,835	1,871,359	1,939,617	1,962,470	2,010,805
Inventories	476,000	468,763	438,237	397,226	409,072	405,330	414,770	421,791	440,600	439,029	447,950	457,079
Contract assets	251,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	24,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,089,000	21,268,095	20,842,875	21,536,458	22,580,723	21,259,991	20,500,587	23,622,455	26,546,160	25,757,803	28,536,138	32,386,819
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	25,000	68,367	29,011	29,899	30,548	29,199	29,834	30,485	31,151	34,036	32,532	33,248
Inventories	407,000	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	216,308,000	238,972,400	246,404,214	246,163,204	246,054,575	254,907,369	263,351,484	260,912,411	258,672,407	260,293,793	258,655,316	255,772,018
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	216,740,000	239,442,802	246,835,261	246,595,138	246,487,158	255,338,603	263,783,354	261,344,931	259,105,593	260,729,864	259,089,884	256,207,301
TOTAL ASSETS	246,829,000	260,710,897	267,678,135	268,131,597	269,067,881	276,598,594	284,283,941	284,967,386	285,651,754	286,487,667	287,626,022	288,594,120
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,234,000	1,765,436	1,719,777	1,651,987	1,693,686	1,685,026	1,721,968	1,751,064	1,803,517	1,816,540	1,850,407	1,885,052
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,597,000	1,837,970	1,128,401	976,296	978,629	976,979	986,905	1,003,549	1,019,276	1,037,844	1,072,879	1,063,835
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	52,000	143,680	176,413	181,108	185,953	190,953	196,115	201,444	206,947	182,925	158,423	163,589
Provisions	2,612,000	2,681,465	2,736,229	2,799,305	2,862,381	2,925,457	2,988,533	3,051,609	3,114,685	3,177,761	3,240,837	3,303,913
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,495,000	6,428,552	5,760,819	5,608,696	5,720,649	5,778,415	5,893,521	6,007,667	6,144,425	6,215,070	6,322,547	6,416,390
Non-Current Liabilities												
Payables	3,000	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	473,000	1,904,233	3,727,820	3,546,712	3,360,759	3,169,806	2,973,691	2,772,247	2,565,300	2,382,375	2,223,952	2,060,362
Provisions	57,000	60,535	61,771	63,195	64,619	66,043	67,467	68,891	70,315	71,739	73,163	74,587
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	533,000	1,968,771	3,793,594	3,613,910	3,429,381	3,239,852	3,045,161	2,845,141	2,639,618	2,458,117	2,301,118	2,138,952
TOTAL LIABILITIES	7,028,000	8,397,323	9,554,413	9,222,606	9,150,030	9,018,268	8,938,682	8,852,808	8,784,043	8,673,187	8,623,665	8,555,342
Net Assets	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778
EQUITY												
Retained Earnings	156,674,000	169,186,574	174,996,722	175,781,990	176,790,851	184,453,326	192,218,258	192,987,578	193,740,711	194,687,479	195,875,357	196,911,778
Revaluation Reserves	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Budget 2021-2031 - Recommended												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years		2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,085,000	8,469,377	8,604,579	8,860,488	9,212,365	9,271,072	9,499,666	9,809,604	10,065,412	10,256,691	10,567,082	10,779,600
User Charges & Fees	3,049,000	4,030,133	3,215,326	3,295,416	3,377,079	4,150,900	4,412,323	4,531,160	4,643,774	4,759,197	4,877,507	4,998,771
Investment & Interest Revenue Received	352,000	187,264	224,304	318,602	431,596	488,410	438,746	414,110	411,264	433,171	417,321	405,841
Grants & Contributions	16,459,000	19,324,487	12,932,720	7,772,661	8,202,722	14,160,826	14,232,400	7,985,671	8,100,156	8,241,949	8,539,910	8,401,924
Bonds & Deposits Received	100,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,578,000	1,416,005	1,074,392	988,023	740,106	693,546	695,876	698,698	702,249	705,568	707,820	715,282
Payments:												
Employee Benefits & On-Costs	(8,042,000)	(8,108,175)	(8,306,298)	(8,361,597)	(8,514,288)	(8,687,955)	(8,850,953)	(9,031,356)	(9,201,228)	(9,381,643)	(9,565,660)	(9,753,358)
Materials & Contracts	(6,225,000)	(6,500,469)	(5,756,155)	(5,468,459)	(5,596,801)	(5,630,122)	(5,755,190)	(6,457,363)	(6,684,770)	(6,762,330)	(6,906,104)	(7,063,374)
Borrowing Costs	(4,000)	(27,877)	(45,744)	(142,080)	(137,385)	(132,540)	(127,539)	(122,378)	(117,049)	(111,545)	(105,917)	(100,768)
Bonds & Deposits Refunded	(85,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,898,000)	(339,034)	(325,937)	(333,471)	(341,426)	(349,578)	(357,930)	(366,491)	(375,264)	(384,254)	(393,467)	(402,909)
Net Cash provided (or used in) Operating Activities	14,369,000	18,451,710	11,617,185	6,929,582	7,373,969	13,964,560	14,187,397	7,461,655	7,544,545	7,756,802	8,138,493	7,981,009
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	27,600,000	6,453,373	599,412	-	-	1,048,473	2,046,814	-	-	548,375	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	303,000	248,136	455,500	358,800	310,550	364,900	513,300	280,650	271,900	490,950	363,250	190,650
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	1,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(25,836,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,666,000)	(28,526,132)	(13,913,225)	(6,275,057)	(6,451,188)	(15,520,562)	(15,314,894)	(4,500,697)	(4,752,629)	(8,895,849)	(5,572,257)	(4,220,018)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(112)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(15,598,000)	(21,824,735)	(12,858,313)	(5,916,257)	(6,140,638)	(14,107,189)	(12,754,780)	(4,220,047)	(4,480,729)	(7,856,524)	(5,209,007)	(4,029,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	550,000	1,620,000	2,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(25,000)	(96,975)	(143,680)	(176,413)	(181,108)	(185,953)	(190,953)	(196,115)	(201,444)	(206,947)	(182,925)	(158,423)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	525,000	1,523,025	1,856,320	(176,413)	(181,108)	(185,953)	(190,953)	(196,115)	(201,444)	(206,947)	(182,925)	(158,423)
Net Increase/(Decrease) in Cash & Cash Equivalents	(704,000)	(1,850,000)	615,192	836,912	1,052,223	(328,582)	1,241,664	3,045,493	2,862,372	(306,669)	2,746,561	3,793,217
plus: Cash & Cash Equivalents - beginning of year	2,554,000	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165
Cash & Cash Equivalents - end of the year	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Cash & Cash Equivalents - end of the year	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Investments - end of the year	24,846,000	18,392,627	17,793,215	17,793,215	17,793,215	16,744,742	14,697,928	14,697,928	14,697,928	14,149,553	14,149,553	14,149,553
Cash, Cash Equivalents & Investments - end of the year	26,696,000	18,392,627	18,408,407	19,245,319	20,297,542	18,920,486	18,115,336	21,160,829	24,023,201	23,168,157	25,914,718	29,707,935
Representing:												
- External Restrictions	13,448,163	9,343,116	10,146,325	10,740,045	11,314,270	9,535,758	8,178,046	9,868,706	11,617,466	10,722,788	12,019,478	13,809,538
- Internal Restrictions	12,994,166	8,542,369	8,028,592	8,195,336	8,422,035	8,450,902	8,472,921	9,140,999	9,703,370	9,042,272	9,787,241	10,853,085
- Unrestricted	253,671	507,142	233,490	309,938	561,236	933,827	1,464,369	2,151,124	2,702,365	3,403,098	4,108,000	5,045,312
	26,696,000	18,392,627	18,408,407	19,245,319	20,297,542	18,920,486	18,115,336	21,160,829	24,023,201	23,168,157	25,914,718	29,707,935

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
EQUITY STATEMENT - CONSOLIDATED												
Scenario: Budget 2021-2031 - Recommended												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	230,818,000	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	230,818,000	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357
Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(317,000)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(317,000)	-										
Total Comprehensive Income	8,983,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778

BUDGETED RESERVE BALANCES

RESERVE DETAILS	Balance 30 Jun 2021	Net Transfer 21/22	Balance 30 Jun 2022	Grant Commitments	22/23 Budget Movement	Balance 30 Jun 2023	23/24 Budget Movement	Balance 30 Jun 2024
GENERAL FUND - DETAILS								
Employee's Leave Entitlement								
Employee's Leave Entitlement	\$ 1,229,888.00	\$ -	\$ 1,229,888.00			\$ 1,229,888.00		\$ 1,229,888.00
Plant & Vehicle Replacement								
Plant & Vehicle Replacement	\$ 1,563,767.68	\$ 353,159.00	\$ 1,916,926.68		-\$ 182,577.00	\$ 1,734,349.68	\$ 63,272.00	\$ 1,797,621.68
Information Technology Replacement								
Office Furniture & Equipment	\$ 56,746.00	-\$ 56,746.00	\$ -			\$ -		\$ -
Street Camera Replacement	\$ 1,000.00	\$ -	\$ 1,000.00		-\$ 1,000.00	\$ -		\$ -
Computer Replacement	\$ 319,103.04	\$ 253,674.36	\$ 572,777.40		-\$ 340,000.00	\$ 232,777.40	-\$ 230,000.00	\$ 2,777.40
Carry Over Works								
Carry Over Operating Program	\$ 50,623.81	-\$ 50,623.81	\$ -			\$ -		\$ -
Carry Over Capital Program	\$ 459,524.43	-\$ 459,524.43	\$ -			\$ -		\$ -
Organisational service assets and projects								
Contribution Narrandera Sportsground clubrooms	\$ 263,000.00	-\$ 263,000.00	\$ -			\$ -		\$ -
Public Art & Festive Tree Maintenance	\$ 20,000.00	\$ -	\$ 20,000.00		\$ 5,800.00	\$ 25,800.00	\$ 20,000.00	\$ 45,800.00
Infrastructure Replacement & Renewal	\$ 1,984,327.22	-\$ 529,694.39	\$ 1,454,632.83	-\$ 650,000.00	\$ 31,940.00	\$ 836,572.83	\$ 255,000.00	\$ 1,091,572.83
Narrandera Business Centre Master Plan	\$ 2,005,287.03	-\$ 100,000.00	\$ 1,905,287.03			\$ 1,905,287.03		\$ 1,905,287.03
Delivery of Aged strategies	\$ 368,896.45	-\$ 188,000.00	\$ 180,896.45			\$ 180,896.45		\$ 180,896.45
Shire Property Renewal & Cyclical Maintenance	\$ 737,710.00	-\$ 134,187.00	\$ 603,523.00		-\$ 96,412.00	\$ 507,111.00	-\$ 30,000.00	\$ 477,111.00
Visitor Centre Building Replacement	\$ 237,379.00	-\$ 237,379.00	\$ -			\$ -		\$ -
Renewable Energy	\$ -	\$ -	\$ -		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00
Narrandera Park Landscape	\$ 21,804.00	-\$ 21,804.00	\$ -			\$ -		\$ -
Other Internal Reserves								
Promotion, Marketing & Events	\$ 49,378.00	-\$ 49,378.00	\$ -			\$ -		\$ -
Election & Integrated Planning Exp	\$ 122,500.00	-\$ 122,500.00	\$ -			\$ -		\$ -
Financial Assistance Grant								
Financial Assistance Grant	\$ 2,629,336.00	-\$ 2,629,336.00	\$ -			\$ -		\$ -
Council Committees								
Committee - Barellan Museum	\$ 3,616.87	\$ -	\$ 3,616.87			\$ 3,616.87		\$ 3,616.87
Committee - Koala Committee	\$ 17,667.21	\$ -	\$ 17,667.21			\$ 17,667.21		\$ 17,667.21
Committee - Railway Station Commitment	\$ 9,074.38	\$ -	\$ 9,074.38			\$ 9,074.38		\$ 9,074.38
355 Committee - Parkside Museum	\$ 3,133.00	\$ -	\$ 3,133.00			\$ 3,133.00		\$ 3,133.00
Committee - Barellan Hall	\$ 21,252.69	\$ -	\$ 21,252.69			\$ 21,252.69		\$ 21,252.69
Committee - Grong Grong Community Hall	\$ 1,023.65	\$ -	\$ 1,023.65			\$ 1,023.65		\$ 1,023.65
Committee - Domestic Violence	\$ 186.90	\$ -	\$ 186.90			\$ 186.90		\$ 186.90
Cemetery Perpetual								
N'dra Cemetery - Perpetual mtnce all	\$ 372,143.28	\$ -	\$ 372,143.28		\$ 3,472.00	\$ 375,615.28	\$ 23,472.00	\$ 399,087.28
Property Development								
Property Development (Red Hill)	\$ 200,169.00	-\$ 113,347.00	\$ 86,822.00			\$ 86,822.00		\$ 86,822.00
Quarry Rehabilitation								
Quarry Rehabilitation	\$ 4,002.45	\$ 15,000.00	\$ 19,002.45		\$ 15,000.00	\$ 34,002.45	\$ 15,000.00	\$ 49,002.45
Domestic Waste Management								
Narrandera Waste Depot	\$ 469,805.82	\$ 786.09	\$ 470,591.91		-\$ 135,875.00	\$ 334,716.91	-\$ 258,126.00	\$ 76,590.91
Narrandera Waste Depot - Excavation	\$ 104,704.00	\$ -	\$ 104,704.00			\$ 104,704.00		\$ 104,704.00
Narrandera Waste Depot - Rehabilitation	\$ 368,644.00	\$ -	\$ 368,644.00			\$ 368,644.00		\$ 368,644.00
Barellan Waste Depot	\$ 120,278.00	-\$ 87,000.00	\$ 33,278.00			\$ 33,278.00		\$ 33,278.00
Barellan Waste Depot - Excavation	\$ 36,592.00	\$ -	\$ 36,592.00			\$ 36,592.00		\$ 36,592.00
Barellan Waste Depot - Rehabilitation	\$ 53,429.00	\$ -	\$ 53,429.00			\$ 53,429.00		\$ 53,429.00
Narrandera Depot Compactor Expenses	\$ 48,379.00	\$ -	\$ 48,379.00			\$ 48,379.00		\$ 48,379.00
Grong Grong Waste Depot Rehabilitation	\$ 73,876.00	\$ -	\$ 73,876.00			\$ 73,876.00		\$ 73,876.00

BUDGETED RESERVE BALANCES

RESERVE DETAILS	Balance 30 Jun 2021	Net Transfer 21/22	Balance 30 Jun 2022	Grant Commitments	22/23 Budget Movement	Balance 30 Jun 2023	23/24 Budget Movement	Balance 30 Jun 2024
Crown Reserves								
Lake Talbot Tourist Park	\$ 263,346.20	-\$ 246,234.00	\$ 17,112.20		\$ 84,027.00	\$ 101,139.20	\$ 83,861.00	\$ 185,000.20
Stormwater								
Narrandera Stormwater Reserve	\$ 558,407.90	-\$ 186,248.99	\$ 372,158.91		-\$ 81,475.00	\$ 290,683.91		\$ 290,683.91
Barellan Stormwater Reserve	\$ 8,071.64	\$ 8,850.00	\$ 16,921.64		-\$ 16,150.00	\$ 771.64		\$ 771.64
Unspent Internal Loans								
Developer Contributions								
Section 7.11	\$ 183,499.30	\$ 444,866.00	\$ 628,365.30		\$ 261,134.00	\$ 889,499.30	\$ 65,000.00	\$ 954,499.30
Bonds, Retentions & Trusts								
Kaniva Quarry	\$ 30,000.00	\$ -	\$ 30,000.00			\$ 30,000.00		\$ 30,000.00
Tourist Trust	\$ 32,402.36	\$ -	\$ 32,402.36			\$ 32,402.36		\$ 32,402.36
Arts Centre Trust	\$ 53,153.58	\$ -	\$ 53,153.58			\$ 53,153.58		\$ 53,153.58
Sale of Land	\$ 4,778.15	\$ -	\$ 4,778.15			\$ 4,778.15		\$ 4,778.15
Slide Replacement Retention	\$ 114,619.41	-\$ 114,619.41	\$ -			\$ -		\$ -
Funds held in Trust	\$ 3,181.06	\$ -	\$ 3,181.06			\$ 3,181.06		\$ 3,181.06
Brln Pool Retention	\$ 3,491.50	-\$ 3,491.50	\$ 0.00			\$ 0.00		\$ 0.00
External Restrictions (Note 6 order)								
Water Fund								
Asset Replacement	\$ 6,751,937.68	-\$ 1,427,317.00	\$ 5,324,620.68		\$ 387,532.00	\$ 5,712,152.68	\$ 443,520.00	\$ 6,155,672.68
Carry Over Works	\$ 589,858.74	-\$ 589,858.74	\$ -			\$ -		\$ -
Retention - Pine Hill Construction	\$ -	\$ 37,639.83	\$ 37,639.83			\$ 37,639.83		\$ 37,639.83
Section 64	\$ 325,542.37	\$ 10,000.00	\$ 335,542.37		\$ 10,000.00	\$ 345,542.37	\$ 10,000.00	\$ 355,542.37
Sewer Fund								
Asset Replacement	\$ 563,567.63	-\$ 255,409.00	\$ 308,158.63		\$ 156,245.00	\$ 464,403.63	\$ 158,600.00	\$ 623,003.63
Carry Over Works	\$ 193,574.29	-\$ 193,574.29	\$ 0.00			-\$ 0.00		-\$ 0.00
Section 64	\$ 77,771.90	\$ 8,000.00	\$ 85,771.90		\$ 8,000.00	\$ 93,771.90	\$ 8,000.00	\$ 101,771.90
General Fund - External Restrictions								
Specific Purpose Unexpended Grants (from separate sheet)	\$ 949,024.31	-\$ 20,622.09	\$ 928,402.22		\$ 76,356.00	\$ 1,004,758.22	\$ 79,978.00	\$ 1,084,736.22
Other Contributions	\$ 111,145.00	-\$ 111,145.00	\$ -			\$ -		\$ -
Unspent grant & contributions Liability	\$ 1,596,961.10	-\$ 1,596,961.10	\$ -			\$ -		\$ -
Developer Contributions	\$ 183,499.30	\$ 444,866.00	\$ 628,365.30		\$ 261,134.00	\$ 889,499.30	\$ 65,000.00	\$ 954,499.30
Domestic Waste Management	\$ 1,275,707.82	-\$ 86,213.91	\$ 1,189,493.91		-\$ 135,875.00	\$ 1,053,618.91	-\$ 258,126.00	\$ 795,492.91
Stormwater	\$ 566,479.54	-\$ 177,398.99	\$ 389,080.55		-\$ 97,625.00	\$ 291,455.55	\$ -	\$ 291,455.55
Crown Reserves	\$ 263,346.20	-\$ 246,234.00	\$ 17,112.20		\$ 84,027.00	\$ 101,139.20	\$ 83,861.00	\$ 185,000.20
Total External Restrictions	\$ 13,448,415.88	-\$ 4,204,228.29	\$ 9,244,187.59	\$ -	\$ 749,794.00	\$ 9,993,981.59	\$ 590,833.00	\$ 10,584,814.59
Internal Restrictions (Note 6 order)								
Plant & vehicle replacement	\$ 1,563,767.68	\$ 353,159.00	\$ 1,916,926.68		-\$ 182,577.00	\$ 1,734,349.68	\$ 63,272.00	\$ 1,797,621.68
Employee Leave Entitlements	\$ 1,229,888.00	\$ -	\$ 1,229,888.00		\$ -	\$ 1,229,888.00	\$ -	\$ 1,229,888.00
Carry over works	\$ 510,148.24	-\$ 510,148.24	\$ -		\$ -	\$ -	\$ -	\$ -
Other Internal	\$ 171,878.00	-\$ 171,878.00	\$ -		\$ -	\$ -	\$ -	\$ -
Cemetery Perpetual	\$ 372,143.28	\$ -	\$ 372,143.28		\$ 3,472.00	\$ 375,615.28	\$ 23,472.00	\$ 399,087.28
Council Committees	\$ 55,954.70	\$ -	\$ 55,954.70		\$ -	\$ 55,954.70	\$ -	\$ 55,954.70
Information Technology Replacement	\$ 376,849.04	\$ 196,928.36	\$ 573,777.40		-\$ 341,000.00	\$ 232,777.40	-\$ 230,000.00	\$ 2,777.40
Property Development	\$ 200,169.00	-\$ 113,347.00	\$ 86,822.00		\$ -	\$ 86,822.00	\$ -	\$ 86,822.00
Organisational service assets and projects	\$ 5,638,403.70	-\$ 1,474,064.39	\$ 4,164,339.31		-\$ 8,672.00	\$ 4,155,667.31	\$ 295,000.00	\$ 4,450,667.31
Quarry Rehabilitation	\$ 4,002.45	\$ 15,000.00	\$ 19,002.45		\$ 15,000.00	\$ 34,002.45	\$ 15,000.00	\$ 49,002.45
Financial Assistance Grant	\$ 2,629,336.00	-\$ 2,629,336.00	\$ -		\$ -	\$ -	\$ -	\$ -
Bonds, Retentions & Trusts	\$ 241,626.06	-\$ 118,110.91	\$ 123,515.15		\$ -	\$ 123,515.15	\$ -	\$ 123,515.15
Total Internal Restrictions	\$ 12,994,166.15	-\$ 4,451,797.18	\$ 8,542,368.97	\$ -	-\$ 513,777.00	\$ 8,028,591.97	\$ 166,744.00	\$ 8,195,335.97
Total Restrictions	\$ 26,442,582.03	-\$ 8,656,025.47	\$ 17,786,556.56	\$ -	\$ 236,017.00	\$ 18,022,573.56	\$ 757,577.00	\$ 18,780,150.56

Fit for the Future Benchmarks – General Fund

Measure/Benchmark	FFTF Submission	Government Expected Performance	Forecast 2022/23
Operating Performance Ratio (Greater than or equal to break- even average over 3 years)	1.39%	>0.0%	0.4%
Own Source Revenue Ratio ** (Greater than 60% average over 3 years)	57.60%	60.00%	72.95%
Building & Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	93.5%	100.0%	165.28%
Infrastructure Backlog Ratio (Less than 2%)	1.72%	<2.0%	2.00%
Asset Maintenance Ratio (Greater than 100% average over 3 years)	100.0%	100.0%	100.0%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	0.16%	<20%	0.97%
Real Operating Expenditure per Capita (A decrease in Real Operating Expenditure per capita over time)	2.18		
** This ratio is severely impacted by additional capital grants provided by the state and federal governments such as Stronger Country Communities, Drought Communities and Roads and Roads to Recovery. Financial Assistance Grant considered own source and therefore included.			