



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

18 October 2022

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Tourism Stimulus Projects

Item	Project	Status	Comments
1	Joint Marketing Initiative - Murrumbidgee Trails	<p>Collaboration of Narrandera, Leeton, Lockhart and Murrumbidgee Councils. Graphic Designer/ Copy writer engaged.</p> <p>Development of Booking form and advertising prospectus -Advertisers currently being sort.</p> <p>Developing information for guide.</p>	<p>Draft content now being reviewed and graphic designer laying out pages for adverts and content.</p> <p>Joint initiative underway with 21 local Narrandera businesses taking up advertising, local council owned operated places ads for as well</p> <p>(including Parkside, Lake Talbot, etc) Murrumbidgee Trails posters to be placed in high traffic areas in Narrandera.</p> <p>Social Media Campaign on-going.</p>
2	Social Media	<p>Facebook and Instagram Creation of posts using new imagery #visitnarrandera #lovenarrandera</p>	<p>Video being edited to be displayed in Visitor Centre and via social media channels</p> <p>Riverina Outdoor Art trail Instagram /Facebook posts being created regularly.</p> <p>Visitor Centre staff creating Narrandera Tourism posts with new photo catalogue. Summer Campaign Complete Visit Wagga Social Media Campaign Launched. Narrungdera Earth Fest Campaigns Finalised Creating Spring Campaign Content Summer Campaign Commencing – Nov 1 imagery focused on Lake Talbot Water Park</p>

Item	Project	Status	Comments
3	Tourism Website	Developing and posting blog posts to interact with travelers Auditing website pages. Developing information and product for pages	Blog posts have begun. Web page information is being audited and updated as needed.
4	Tourism Newsletter	Currently monthly, communicate information and resources. Business NSW, Tourism Australia, Destination Networks (DRM, DNSW)	Successfully getting information out to tourism operators and business Goal to gain more subscribers Tourism newsletter growth and information sharing.
5	Australian Regional Tourism	Current member of ART Valuable resource for information	Current Financial Member of Australian Regional Tourism. Networking and information on Visitor Centre's, Marketing Opportunities and events.
6	Visit Riverina	Current board member Involvement in campaigns - Social Media, Newsletters, website Using #DreamNowVisitLater Riverina Outdoor Art Trail - social media platforms	Partnership program with member councils for a big promotional campaign – draft of destination audits was completed by participating Councils and a campaign is being developed for review. Visit Riverina Facebook/ Instagram posts – series of posts organized over the coming months. Thrive updating website with Narrandera information. Regional Maps produced by participating LGAs – Copy at End of Report

Item	Project	Status	Comments
			Visit Riverina to attend Canberra Caravanning and Camping Expo – October 2022 Narrandera to take King Bee Honey and Big River Herbs product
7	Destination Riverina Murray	Supporting the campaigns developed by DRM #LoveNSW	Scheduled a series of posts that DRM and DNSW, thrive via visit Riverina Social Page Facebook page analytics below table Love NSW Campaign is underway. Influencers – The Blonde Nomads visited Narrandera and posted frequently. Posts and stories included content on Narrandera Koalas, Murrumbidgee River & The Water Tower Art Work Campaign Completed Destination Riverina Murray Conducting a Review of Visit Riverina in order to establish a better working relationship/increase engagement. Destination Management Plan Review to be completed. Destination Management Plan Feedback Provided to DRM
8	Narrandera – Leeton Airport	Tourism initiatives – branding entry point Airport signage	The application of tourism and marketing collateral within the airport can have the potential to help generate a positive mood and attitude of passengers enhancing their experience from the start. Quote is being developed for design concepts with a graphic designer, Narrandera Signs have measured and are quoting on installation costs. Signage complete
9	Narrandera – Welcome Banners	Tourism initiatives – branding entry point	Replacement of existing banners at Gillenbah island and entry from Newell Highway as previous banners are faded and damaged. Newly designed image banners & replacement banners at printers. Updated Banner images below with Narrandera Signs for Printing

Item	Project	Status	Comments
		Narrandera Welcome Banners	Banners to be placed on new banner poles along Irrigation Way – awaiting banner printing Narrandera Signs. Gillenbah Ooh Media Billboard Refaced Awaiting Reopening of Lake Talbot Water Park for high res imagery of Water slides for Sandigo board.

Item	Project	Status	Comments
			

Item	Project	Status	Comments
10	Narrandera Destination and Discovery Hub	<p>A multi- faceted project that will be the tourism showpiece in the region.</p> <p>Scheduled to commence construction in November 2021 for completion in October 2022.</p> <p>Significant employment during construction and continuing employment in the Visitor Information Centre component and in other active workspaces within the Hub.</p>	<p>Project team has been formed</p> <p>Generation of ideas for planning spaces Out for public viewing and feedback on concept plans.</p> <p>Review of needs of new Centre including staffing, deliver of services, stock, activities and experiences.</p> <p>S2 Architects have been engaged, updated plans to be delivered in May.</p> <p>Meeting to discuss internal fit out of NDDH with S2 Architects to occur in July. Fit out for Visitor Information Centre area determined. Meeting with Narrandera Fisheries to discuss fish tank fit out requirements</p> <p>Exhibition Space Designer selected and engaged. Consultation Arranged Interpretive Design Layout Complete – Awaiting Build Commencement. Interpretive content under review.</p>

Item	Project	Status	Comments
11	Upcoming Advertisements	List of all advertisements Narrandera Tourism Team under work or in publication	<p>Caravan and camping Magazine – Autumn advert & editorial complete</p> <p>Out and About – Autumn advert & editorial complete</p> <p>Central West Lifestyle Magazine segment & advertisement complete</p> <p>Caravanning Australia Spring Edition Complete</p> <p>Out & About Spring Edition – Complete</p> <p>Out & About Summer Edition –Editorial & Advert</p> <p>HerCanberra – December Digital Marketing Campaign Complete – Preview Below</p> <p>Visit Wagga Digital Marketing Campaign – Launched 29 March</p> <p>Caravanning Australia Editorial & Advert Spring Edition- Content Submitted Awaiting Publication</p> <p>HerCanberra Spring Editorial, Social Media & Digital Advertising Package – Launch Aug 8th</p> <p>Murrumbidgee Trails Feature in Daily Advertiser – content submitted - awaiting publication date</p> <p>Visit Wagga Wagga – What’s On Guide – Spring Events Listed – Barellan Clydesdales & Narrandera Koala Festival.</p> <p>Out & About Summer Edition Booked</p>
12	REA Wagga Wagga Horse Trials Report	Councils Tourism & Economic Development Coordinator assisted Wagga REA Horse Trials in submitting a report to council	<p>Council resolved to support the ambulance fees for the event. Wagga REA Horse Trials were provided a feedback form by council to distribute to event participants.</p> <p>Assisting REA Horse Trials with grant funding opportunity to host Horse Trials at Narrandera in 2022.</p>

Item	Project	Status	Comments
		for support.	<p>Wagga Horse Trials Successful in obtaining Community Events Program Funding Attendee Survey Feedback Attached Below</p>
13	Upcoming Events	Upcoming Events in Narrandera Shire supported or ran by Narrandera Shire Council	<p>April 10&11 - Free Family Fun Nights Narrandera Sportsground April 17 – Narrandera Rod Run Show N Shine Easter Event May 20 -22 Narrungdera EarthFest Awaiting Outcome of Reconnecting Regional NSW – Community Events Program Community Events Program Engaged Lee Longmire & Co to assist event organisers in managing and promoting events Lee will run free social media and design workshops for applicants on Aug 2nd & 4th 2022. Awaiting outcome from Reconnecting Regional NSW Community Events Program to determine successful applicants.</p> <p>Upcoming Events</p> <p>August</p> <p>Narrandera Races Wagga REA Narrandera Horse Trials</p> <p>September</p> <p>Narrandera Koala Festival (Awaiting Funding Outcome)</p> <p>Narrandera Koala Fest event will be on Saturday September 17th and will run from 10am to 9pm. The day sessions will include Food Vendors (some local, some visiting), market stalls,</p>

Item	Project	Status	Comments
			amusement rides including climbing wall, giant slide & mechanical rides. Attractions for the day sessions would include Koala Tours, Petting Zoo, performance group (Boomstars), Roving Characters, Magician, Circus Acts with interactive workshops in circus, art, and nature.

The evening session would include the rides and food vendors, Magician floor show, Boomstar Show and family bush dance with Tin Shed Rattlers.

October

Barellan Clydesdales

Rockin On East

November

A Little Bit Country & BBQ
A Little Bit of Country & BBQ is a free to attend family friendly event highlighting local country rock talent supported by a headliner act Southbound XO. Local talent will include two country bands plus an open microphone session mid-afternoon in Maree Bashir Park from 11am to 8pm on Saturday 19th November. The day will consist of various BBQ themed cooking demonstrations including a BBQ Competition Butcher and Michael Lyons with an indigenous BBQ style. BBQ theme will not only include cooking demonstrations but a selection of food vendors ie local community BBQs and American Style BBQ plus other international flavours

December 17

Narrandera Race Club Community Race Day

January

Australia Day

February

Narrandera Rodeo

Malibu Ski Tournament

March

Narrandera Business Group Event

Lions Community Fun Day

Murrumbidgee Trails Social Media Report

Q2 2022: April to June



Glossary

Here's a few terms you'll find throughout the report, and what they mean.

Followers

The number of users (also known as people or accounts) who are following (or have 'liked') your social accounts.

Follower growth

The growth in the number of users who are following (or have 'liked') your account as a percentage (month on month).

Reach

The number of users who have seen your content.

Impressions

The number of times users have seen your content. This differs from reach as people can see a piece of content multiple times so they'll count as 1 towards your reach and could be 2 or more impressions.

Engagements

An interaction with your content by a user. This could be a like on a post, a comment, share, save or even a click on your post to see more if part of the caption is hidden initially.

Engagement rate (per impression)

The number of engagements as a percentage of your impressions. That is, how many users who saw your content interacted with it in some way.



Quick glance: The numbers



Platform	Measure	Q1 2022	Q2 2022	Growth	Shift %
Facebook	Followers	2,225	2,438	213	9.6%
	Engagements	12,795	9,494	-3,301	-25.8%
	Total impressions	271,928	185,024	-86,904	-32.0%
Instagram	Followers	1,334	1,430	96	7.2%
	Engagements	3,363	2,581	-782	-23.3%
	Total impressions	53,761	43,034	-10,727	-20.0%

Quick glance: Past 12 months



Platform	Measure	Jul '21	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	Jun '22
Facebook	Followers	1,525	1,544	1,609	1,648	1,800	1,893	1,986	2,114	2,225	2,311	2,369	2,438
	Follower growth	4.5%	1.2%	4.2%	2.4%	9.2%	5.2%	4.9%	6.4%	5.3%	3.9%	2.5%	2.9%
	Engagements	5,338	1,559	3,385	2,006	7,082	3,279	2,822	5,032	4,941	3,247	3,708	2,539
	Impressions	46,020	29,676	55,156	37,480	118,016	63,686	74,970	108,202	88,756	52,105	63,296	69,623
Instagram	Followers	1,051	1,088	1,131	1,187	1,233	1,253	1,284	1,310	1,334	1,390	1,419	1,430
	Follower growth	2.5%	3.5%	4.0%	5.0%	3.9%	1.6%	2.5%	2.0%	1.8%	4.2%	2.1%	0.8%
	Engagements	1,156	1,164	1,136	1,379	1,049	1,048	1,200	987	1,176	878	917	786
	Impressions	13,715	13,478	12,989	19,483	15,049	14,544	14,600	15,920	23,241	19,132	11,899	12,003

Facebook: Key statistics



Measure	Last quarter			This quarter				
	Jan 2022	Feb 2022	Mar 2022	Total*	Apr 2022	May 2022	Jun 2022	Total*
Followers	1,986	2,114	2,225	2,225	2,311	2,369	2,438	2,438
Posts	18	17	21	56	21	19	17	57
Engagements	2,822	5,032	4,941	12,795	3,247	3,708	2,539	9,494
Engagement rate (per Impression)	4.6%	5.7%	5.9%	5.4%	7.3%	6.3%	5.1%	6.2%
Organic impressions	74,630	107,751	88,446	270,827	51,780	63,044	69,343	184,167
Total impressions	74,970	108,202	88,756	271,928	52,105	63,296	69,623	185,024

*An average is used for engagement rate in the 'Total' column.

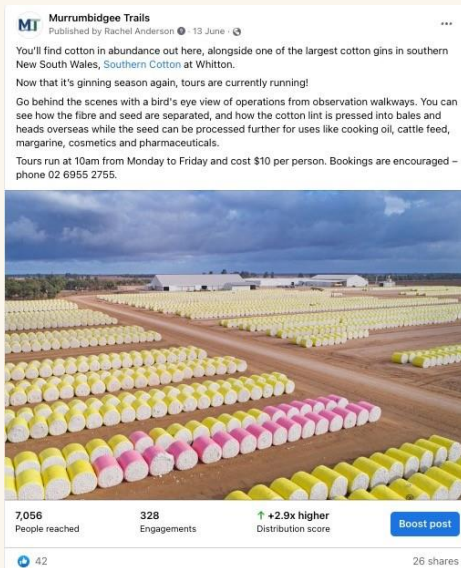
Facebook: Best performing posts

Reach

Post #1

7,056 people

<https://www.facebook.com/107029294115045/posts/556978242453479/>



Post #2

6,944 people

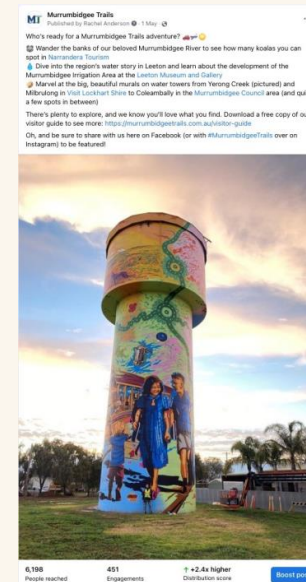
<https://www.facebook.com/107029294115045/posts/525972888887348/>



Post #3

6,018 people

<https://www.facebook.com/107029294115045/posts/525968378887799/>



DRAFT

Facebook: Best performing posts

Engagements

Post #1

684 (inc. 119 reactions, 9 comments + 8 shares)

<https://www.facebook.com/107029294115045/posts/543543597130277/>



Post #2

441 (inc. 180 reactions, 15 comments + 11 shares)

<https://www.facebook.com/107029294115045/posts/525968378887799/>



Post #3

384 (inc. 69 reactions, 12 comments + 17 shares)

<https://www.facebook.com/107029294115045/posts/512476430236994/>



DFK2000

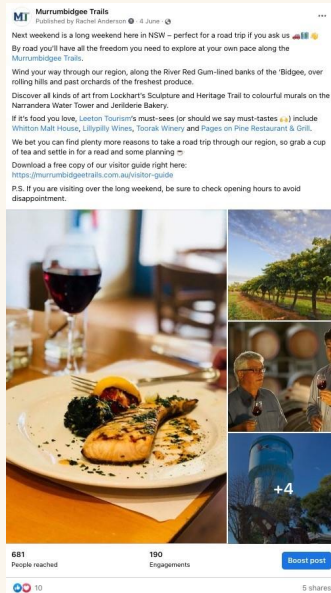
Facebook: Best performing posts

Engagement rate

Post #1

26.5%

<https://www.facebook.com/107029294115045/posts/551276813023622/>



Post #2

14%

<https://www.facebook.com/watch/?v=1327260347772459>



Post #3

13.2%

<https://www.facebook.com/107029294115045/posts/512476430236994/>



DPR2022

- While at first glance, our engagements and impressions are

Key takeaways: disappointing compared to last quarter, we did have a really good Q1, particularly as there were a

number of semi-viral posts which shared **Facebook** Creek's water tower. Compared to Q2 in 2021, our impressions are the new Narrandera mural section and our first post on Yerong actually up (185k vs 121k) and our engagement are only slightly down.

- Our engagement rate was a little higher than last quarter, likely as a result of the lower impressions. As we reach more and more people, particularly with the semi-viral posts, we're reaching people who are likely less interested in our content as it's unlikely they follow us or live in the region to have a connection.
- As we get further away from restrictions seen in 2020 and 2021, it's likely there'll be a drop in results as people potentially spend less time on social media and consume less content.
- As we've seen previously, posts which had imagery with more detail continue to see higher engagement rates. The intriguing nature of the unexpected content can certainly help this as they're not typical tourism body sunset shots.
- Posts shared in the evening between 6pm-8pm continue to consistently be among our top performers, particularly 6pm. A couple shared at 4pm also did well. Sundays through Tuesdays are great days for us to post.
- We are seeing a drop off in councils sharing posts this quarter. If you can spend some time engaging and either share posts or create content on your own pages that mentions MT, that would be helpful for our account.

Instagram: Key statistics



Measure	Last quarter				This quarter			
	Jan 2022	Feb 2022	Mar 2022	Total*	Apr 2022	May 2022	Jun 2022	Total*
Followers	1,284	1,310	1,334	1,334	1,390	1,419	1,430	1,430
Posts	18	16	17	51	16	16	16	48
Total engagements	1,200	987	1,176	3,363	878	917	786	2,581
Engagements per media	67	62	69	65.8	55	57	49	53.8
Engagement rate (per Impression)	8.7%	8.2%	7.9%	8.3%	8.0%	10.1%	7.9%	8.7%
Total impressions	14,600	15,920	23,241	53,761	19,132	11,899	12,003	43,034

*An average is used for engagement rate and engagements per media in the 'Total' column.

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Instagram: Best performing posts

Reach

Post #1

1,507 people

<https://www.instagram.com/p/CfNCmljv-U7/>



Post #2

1,467 people

<https://www.instagram.com/p/CcU4YiLPQdA/>



Post #3

1,047 people

<https://www.instagram.com/p/CedVbt3PesN/>



Instagram: Best performing posts

Engagements

Post #1

108 (inc. 102 reactions, 5 comments + 1 save)

<https://www.instagram.com/p/CdkWmqfvQ2u/>



Post #2

103 (inc. 96 reactions + 7 comments)

<https://www.instagram.com/p/CfNCmljv-U7/>



Post #3

91 (inc. 80 reactions, 9 comments + 2 saves)

<https://www.instagram.com/p/Cch1As5vKa7/>



D F W 1 2 3 4 5 6 7 8 9 10 11 12

Instagram: Best performing posts

Engagement rate

Post #1

14.6%

<https://www.instagram.com/p/CdkWmqfvQ2U/>



Post #2

12.6%

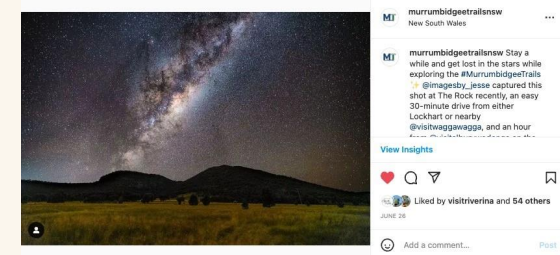
<https://www.instagram.com/p/Cd9DI8cPYU/>







Post #3

12%

<https://www.instagram.com/p/CfQotRtPIA/>



Instagram: Reels snapshot

Post #1	Post #2	Post #3	Post #4
<p>10 April // The Rock Nature Reserve—Kengal Aboriginal Place</p> <p>Accounts reached: 7,090</p> <p>Plays: 7,113 Likes: 137 Comments: 5 Shares: 9 Saves: 2</p> <p>https://www.instagram.com/reel/CckgikfgCcv/</p>	<p>27 April // Leeton Sunrice Festival</p> <p>Accounts reached: 1,993</p> <p>Plays: 2,035 Likes: 56 Comments: 0 Shares: 0 Saves: 1</p> <p>https://www.instagram.com/reel/Cc2B12OA4D-/</p>	<p>17 May // Whitton Malt House</p> <p>Accounts reached: 746</p> <p>Plays: 810 Likes: 39 Comments: 2 Shares: 2 Saves: 1</p> <p>https://www.instagram.com/reel/CdouqTcgD4V/</p>	<p>8 June // Yerong Creek Water Tower</p> <p>Accounts reached: 1,048</p> <p>Plays: 1,119 Likes: 35 Comments: 0 Shares: 8 Saves: 1</p> <p>https://www.instagram.com/reel/CeiNhsCAZxP/</p>
			

DPR2022

Key takeaways:

- On the 20th April, we saw the announcement around ranking of original content from Instagram’s head, Adam Mosseri. What this means is that Instagram is looking to prioritise accounts that create original content and give less **Instagram** us as our Instagram content is primarily UGC. Our reach for May and June prominence to those resharing content from others. This looks to have impacted appears to be down compared to the past 6 months. We did see a similar level of reach in March through September 2021 so we’ll continue to monitor moving forward. If you’re interested, you can [read more in this article](#).

- UGC is an important content pillar for us and, without budget for our own content or influencer marketing, we can’t realistically reduce our reliance on it for now. If councils do have any content they haven’t yet shared, please consider going back through your past photoshoots and sharing those files.

Some notes on reels

Reels aren’t yet included in the reporting metrics we measure.

This quarter, we continued sharing reels, reposting from our audience. As seen last quarter, all are achieving better reach than our usual video posts in the feed.

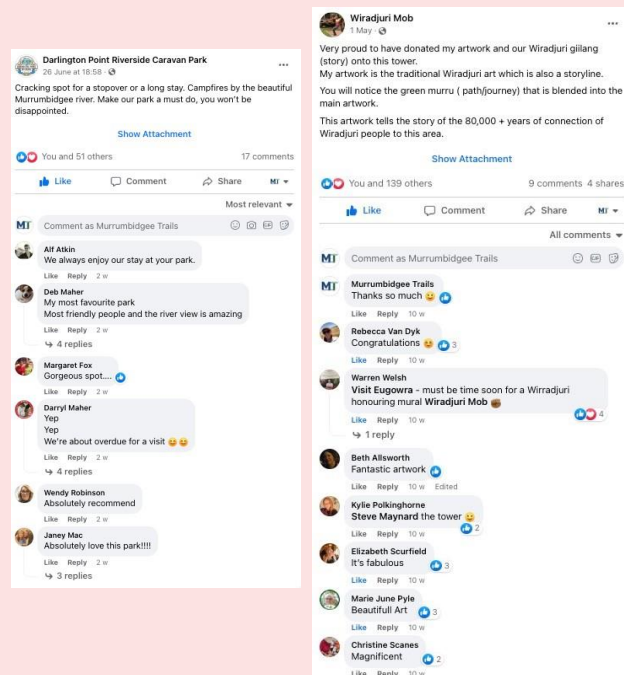
Reels could be a real opportunity for the page to reach a larger audience without the financial or time commitment of paid ads.

Those which are filmed “rough and ready” on a phone are more than adequate and help our audience picture themselves in the moment. If you’re out and about in your shires, consider taking a moment to grab some footage like this on your phone we can use.

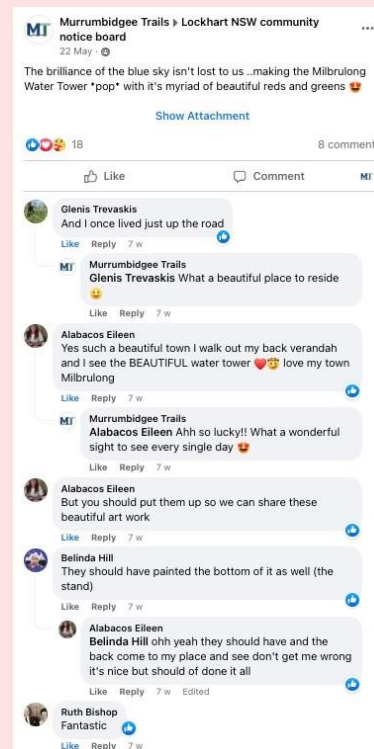
- While our engagement rate remains quite good, our overall engagements are down, at least some of which can be attributed to the drop in reach. Another thing to note about engagement is that the metrics on our reels aren’t counted in this so the real numbers are a little higher.
- As suggested last quarter, paid ads could be a great way to re-engage followers who haven’t seen our content in a while and bring them back into the fold.
- Sunsets, water views and water towers continue to be top-performing posts.
- We’re continuing to see a lot more variety in UGC across the region which is fantastic.

Highlights

It's great to see local operators sharing our posts and encouraging conversation.



Sharing posts into Facebook groups is a great strategy to share the region's incredible art.



We're continuing to see people making plans adding locations to their must-see list after prompted by our posts!



Website snapshot

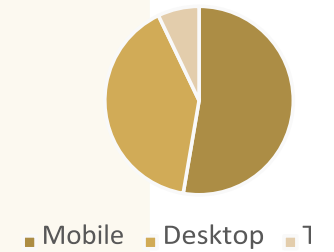
Overview

Metric	Last quarter	Current quarter
Users	737	504
Sessions	902	758
Page views	1,358	1,182

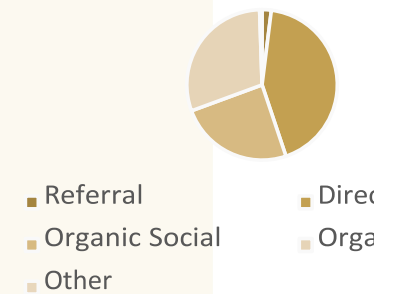
Most visited pages

Page	Views	Users
Visitor Guide	302	102
Maps and trails	272	188
Home	226	161
Blackhart, The Rock, Yerong Creek and surrounds	74	47
Wilderie, Coleambally, Darlington Point and surrounds	57	47

Users by device



Traffic source



Source	Users	Sessions
Google	164	
Direct	150	
m.facebook.com	91	
lm.facebook.com	32	
l.facebook.com	23	

MagiQ F- 5133 – D-

Summary

- Results this quarter are disappointing after a great Q1, however we're still doing quite well once we put them into context.
- While there are many external challenges like more competition on platforms and the rise of TikTok which impacts on the time people spend on Facebook and Instagram, we continue to focus on delivering valuable, high-quality content for our audience.
- We continued reposting UGC reels this quarter and again saw some good results, particularly with one of sunset from the top of The Rock. As mentioned last quarter, this could be a real opportunity for the page to reach a larger audience without the financial or time commitment of paid ads.
- There is an opportunity for us to create our own content here. Councils might consider if there's any budget to engage Assembl'd for a day or two of basic phone filming and creation of reels. A rough and ready phone filming approach is a really popular style and works well on reels, as you can see in the results from user generated reels.
- We've seen a dip in website traffic this quarter. We also saw a drop in sessions coming from organic social. Last quarter did see us quite heavily push website links which has slightly dropped off this quarter. With out-of-date content on the blog, we're left with the Visitor Guide and Maps and Trails pages as our best calls to action. If any councils can prioritise refreshing old blog posts (or creating new ones), that would give us a welcome boost in this area.

Focus for the quarter ahead

- Continue to share more links on Facebook to help drive website traffic – it's working really well to share a photo with the link as part of the caption rather than using the automatically generated link preview
- Focus on engaging with user-generated content to continue driving greater usage of #MurrumbidgeeTrails
- Look for more opportunities to share original content on Instagram

Client action items

- Continue to share any new imagery, upcoming events and news items from your region
- Continue to share posts from your council or tourism pages
- Don't forget to regularly check Trello
- Consider setting aside time to update old blogs or create new ones for the MT website



MagiQ F- 5133 – D-

THE RIVERINA TOURING MAP

Locations

- 1 Bland Shire
- 2 Carrathool
- 3 Coolamon
- 4 Coolahmundra
- 5 Gundagai
- 6 Hay Shire
- 7 Leeton
- 8 Murrumbidgee Council
- 9 Narrandera Shire
- 10 Snowy Valley Council
- 11 Temora Shire

1 Bland Shire

Discover the hidden treasures of our beautiful town, our magnificent landscape and the well-caring and friendly people who live here.

1. Bland Shire

2. Carrathool

3. Coolamon

4. Coolahmundra

5. Gundagai

6. Hay Shire

7. Leeton

8. Murrumbidgee Council

9. Narrandera Shire

10. Snowy Valley Council

11. Temora Shire

2 Carrathool

Carroll's fine environment, with nature to be enjoyed all year round, is a beautiful area with a rich history and a vibrant community. The magnificent views are made up of rolling hills and valleys, with the rich and fertile soil producing a wide range of crops and livestock. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

CARRATHOOL TOWN COUNCIL

LOCATION: 8-11 LINDSEY STREET, CARRATHOOL

PHONE: 02 5324 2000

WEBSITE: [CARRATHOOL.NSW.GOV.AU](http://carrathool.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

3 Coolamon

Coolamon is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

COOLAMON TOWN COUNCIL

LOCATION: 100 WASHINGTON STREET, COOLAMON NSW 2731

PHONE: 060 451 1000

WEBSITE: [COOLAMON.NSW.GOV.AU](http://coolamon.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

4 Coolahmundra

Coolahmundra is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

COOLAHMUNDRA TOWN COUNCIL

LOCATION: 100 WASHINGTON STREET, COOLAHMUNDRA NSW 2731

PHONE: 060 451 1000

WEBSITE: [COOLAHMUNDRA.NSW.GOV.AU](http://coolahmundra.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

5 Gundagai

Gundagai is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

GUNDAIGAI TOWN COUNCIL

LOCATION: 230 BRIDGE STREET, GUNDAIGAI NSW 2722

PHONE: 060 451 1000

WEBSITE: [GUNDAIGAI.NSW.GOV.AU](http://gundagai.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

6 Hay Shire

Hay Shire is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

HAY SHIRE TOWN COUNCIL

LOCATION: 401 HAY STREET, HAY NSW 2722

PHONE: 060 451 1000

WEBSITE: [HAY.NSW.GOV.AU](http://hay.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

7 Leeton

Leeton is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

LETON TOWN COUNCIL

LOCATION: 117 CHURCH STREET, LEETON NSW 2720

PHONE: 060 451 1000

WEBSITE: [LETON.NSW.GOV.AU](http://leton.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

8 Lockhart Shire

Lockhart Shire is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

LOCKHART SHIRE TOWN COUNCIL

LOCATION: 100 WASHINGTON STREET, LOCKHART NSW 2715

PHONE: 060 451 1000

WEBSITE: [LOCKHART.NSW.GOV.AU](http://lockhart.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

9 Murrumbidgee Council

Murrumbidgee Council is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

MURRUMBIDGEE COUNCIL

LOCATION: 100 WASHINGTON STREET, MURRUMBIDGEE NSW 2717

PHONE: 060 451 1000

WEBSITE: [MURRUMBIDGEE.NSW.GOV.AU](http://murrumbidgee.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

10 Narrandera Shire

Narrandera Shire is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

NARRANDERA SHIRE TOWN COUNCIL

LOCATION: 117 CHURCH STREET, NARRANDERA NSW 2725

PHONE: 060 451 1000

WEBSITE: [NARRANDERA.NSW.GOV.AU](http://narrandera.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

11 Snowy Valley Council

Snowy Valley Council is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

SNOWY VALLEY COUNCIL

LOCATION: 100 WASHINGTON STREET, SNOWY VALLEY NSW 2705

PHONE: 060 451 1000

WEBSITE: [SNOWYVALLEY.NSW.GOV.AU](http://snowyvalley.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

12 Temora Shire

Temora Shire is a beautiful town with a rich history and a vibrant community. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

TEMORA SHIRE TOWN COUNCIL

LOCATION: 100 WASHINGTON STREET, TEMORA NSW 2895

PHONE: 060 451 1000

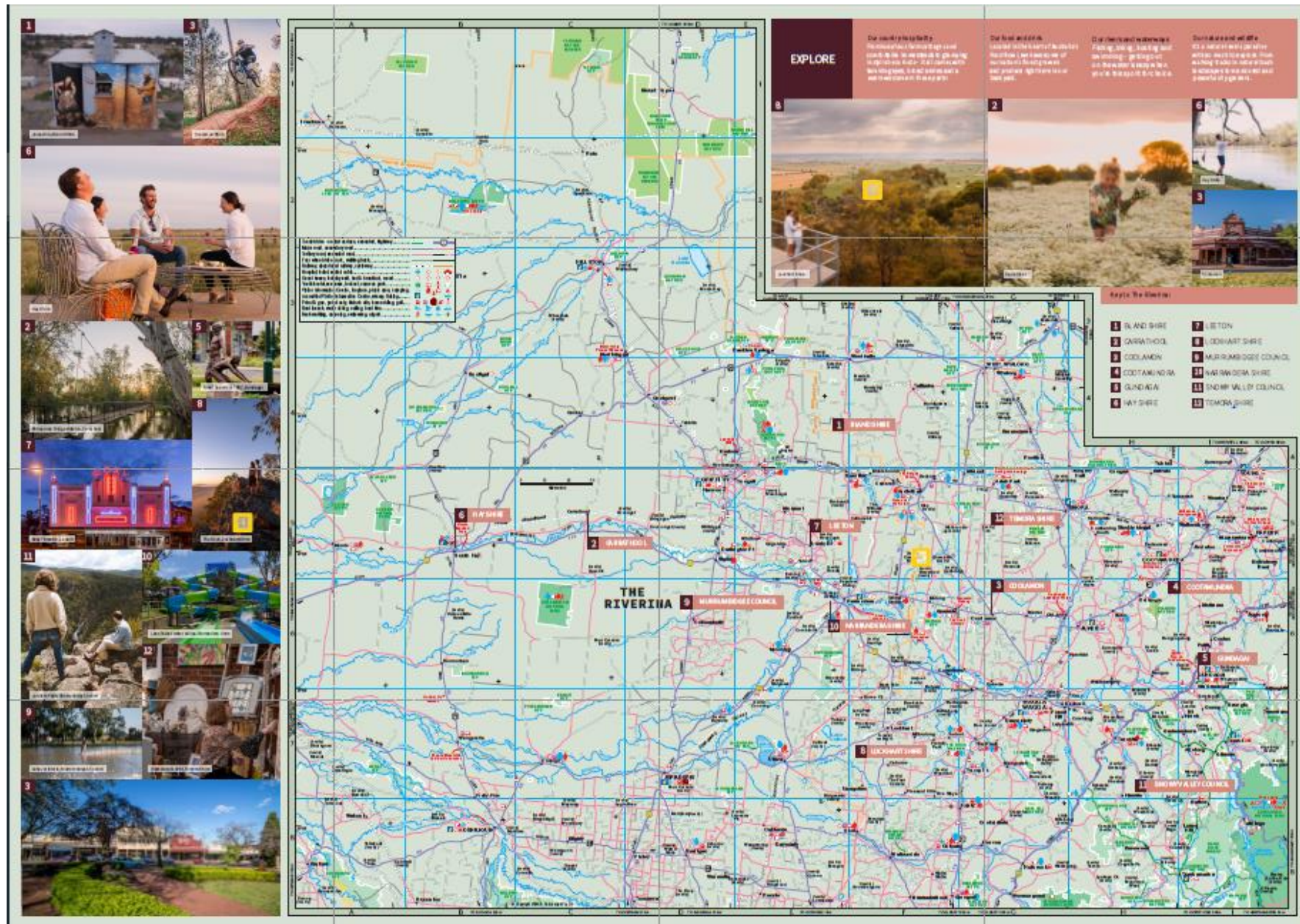
WEBSITE: [TEMORA.NSW.GOV.AU](http://temora.nsw.gov.au)

OPEN HOURS: MON - FRI 9AM - 5PM

The Riverina region is the place to simply go with the flow.

and it is the location of the region's award-winning wine and food industries. The region is a beautiful blend of old and new, with a mix of historic buildings and modern amenities. The area is also home to a wide range of recreational activities, including fishing, hunting, and bushwalking. The town is a beautiful blend of old and new, with a mix of historic buildings and modern amenities.

THE RIVERINA



Economic Stimulus Projects

Item	Project	Status
1	Yarrabee Solar farm	<p>Directors of Yarrabee advise that, as at July 2020, they are still confident of financial closure by the end of 2020 and commencement of construction in the first half of 2021.</p> <p>Directors Tony Concannon and David Webster address Council on 17th November 2020. Yarrabee Solar on track for commencement mid to late 2021.</p> <p>Directors Tony Concannon and David Webster address Council Briefing session on 15 June and advise that revised commencement of construction is expected to occur in 1st half of 2022</p> <p>Directors of Yarrabee advise that as at 28 April 2022 the Yarrabee Park solar farm project has been sold to Origin Energy and representatives of the new owners will be introduced to Council by Reach Solar directors on 1 June 2022 in Narrandera.</p> <p>Representatives of Origin meet with GM and Council reps on 1 June and provide list of key contacts. Construction unlikely for a year or more.</p>
2	Avonlie Solar farm	<p>Executive representative of RES confirms in July that Siemen/Gamesa have withdrawn as preferred EPC as the whole company representation has withdrawn from Australia. RES will appoint a replacement EPC and are hopeful of construction commencement in first half of 2021.</p> <p>As at 28 June 2021 construction commencement is expected to be imminent. Further delays due to Covid restrictions. Possible commencement now likely in September 2021.</p> <p>As at September 29 by Press Release RES advises that it has sold its Avonlie Solar farm development to Iberdrola.</p> <p>Road constructions works associated with construction commencement are imminent as at 25 October.</p> <p>Contact made with Beon (the EPC) the solar farm builder. In Narrandera week of 8 November.</p> <p>Various meetings with Beon project team headed by Justin Coburn. Beon hold information evening at Ex services Club about 40 people attend.</p> <p>As at 15 February Beon has appointed two Indigenous Community Engagement Employees to make recruited workforce job-ready.</p> <p>March 2022-Beon commence work on site.</p> <p>March 10 Small Business Month event-familiarisation tour of Avonlie with approx. 30 people attending. Partnership event with Narrandera Business Group and TAFE CLC.</p> <p>As at 1 June 2022 construction work progressing.</p> <p>Beon have installed the initial panels known as the 'Golden Rows'. Installation delayed because of weather. Completion of construction estimated early 2023.</p>
3	AAPA at Narrandera/Leeton airport	<p>Briefing facility established in Council owned airport residence on \$0 rental arrangement for 12 months lease, Sign established by AAPA describes the facility as 'Briefing Centre Narrandera Campus. Casa approves use of facility, Narrandera airport and airspace around Narrandera for AAPA training requirements.</p> <p>Briefing Facility on Narrandera Campus officially opened by Chris Hine CEO of AAPA and Mayor Kschenka of Narrandera and Mayor Maytom from Leeton.</p> <p>As at 23 April 2021 Chris Hine, CEO of AAPA, advises that AAPA has received preliminary funding approval, subject to submission of more details, from NSW Job Creation Fund for development of a further AAPA Campus.</p> <p># Confidential memo attached.</p> <p>As at June 2021 no further developments.</p>

Item	Project	Status
		<p>As at September 2021 no further developments As at October 25th 2021 no further developments Zoom meeting held late December 2021 with Chris Hine CEO of AAPA who advises that as a result of successful intake of overseas students AAPA will be increasing flying training activities at Narrandera airport and airspace February 2022 increased flying training activities in airspace at Narrandera and at the airport and briefing Centre.</p> <p>Dale Hall, Engineering Adviser to Chairman REX and AAPA, visited Narrandera on Friday 23 September to inspect potential short term accommodation needs (up to 12 months) for AAPA for current cohort of around 20 flying training students from S/E Asia. Inspected Newell caravan park and Yanco Agricultural Institute motel and bunkhouse accommodation. Dale Hall likely to negotiate a proposal with Yanco Ag Institute. Dale also inspected briefing Centre at airport and potential site at airport for new campus facility. Dale is in charge of all major projects for REX and AAPA.</p>
4	Parallel taxiway at the airport	<p>Preferred quotation received for taxiway design and technical services team negotiating variations to the taxiway proposal. Funding application submitted as at December 2020 to Regional Airports program for funds to build the parallel taxiway. As at June 2021 no word on the funding submission. Council successful with funding application and planning underway for parallel taxiway. AAPA advised. Finalising detailed design work-Commencement of work to construct the taxiway is imminent.</p>
5	Energy Connect-High voltage interconnect between S.A and NSW	<p>This project is progressing although it will not pass through Narrandera Shire although it will pass approximately 50kms from the Shire. Significant advertising of this project has offered opportunity for locals in Narrandera Shire to obtain employment. Early works commenced.</p>
6	Development at Red Hill Industrial Estate-	<p>Significant sales activity on Red Hill Industrial Estate. Lot 71 Driscoll sold to a purchaser who plans to develop modular factory units for lease, , lot 72 has been sold to a trucking company, lot 73 has been sold to a purchaser who proposes to develop a recreational vehicle storage facility; lot 75 has been sold to a modular home building group, lot 76 has been sold to the same modular home group for major factory development; 2 adjoining sites of 3.5ha each have been sold and contracts progressing for a major engineering group. The latter two developments are relocations from Metro Sydney and are potential big employers. Offer to purchase 28ha for a leading- edge technology development being submitted to April Council meeting. Final 2ha on the Red Hill Industrial Estate under offer. All land on the industrial estate is sold with all contracts exchanged. Draft plans received from Bhullar for extensive factory development. Roadworks for access well advanced.</p>
7	Independent Living Village Concept. Cnr Elwin and Crescent Streets Narrandera	<p>Noel Thomson Architect prepares concept report from brief provided and presents options for consideration by ELT. Proposal referred back to Noel for expansion of concept proposal and resubmission to Council in due course. Council approves marketing strategy for this land with preference for an Independent Living Village with community facility.</p>

Item	Project	Status
		<p>Expressions of Interest to be invited from various providers through direct letters and advertisements in metro, regional and local media as well as online. Commencing Jan 19 2021 and submissions close on 26 Feb 2021.</p> <p>No Expressions of Interest received. Discussions continuing with several potential developers.</p> <p>As at June 2021 discussions are being held with the CEO of Argyle Housing and a private builder to examine the feasibility of a mixed housing development on the subject site.</p> <p>As at 1 September 2021 Further discussions being held with Anglicare as to their possible interest in a mixed housing development on the site.</p> <p>As at October 25th discussions have occurred with QPL Real Estate on possible interest by a potential developer which is considering a mixed housing development on the site incorporating Independent Living components.</p> <p>As at February 2022 continuing discussions are being held with Argyle Housing which group is interested in possible mixed development on the site including Independent Living and affordable housing.</p> <p>As at May 2022 management is assessing options for the type of development that could be undertaken on the subject lot.</p> <p>EDM meeting with Argyle Housing CEO and Board members in Griffith on 27 September.</p>
8	Affordable Housing	<p>Several meetings have been held with Argyle Housing a major developer of affordable housing in NSW. Argyle considering the feasibility of developing a mixed housing estate on Cnr Elwin and Crescent Streets. and is discussing the prospects for this with a known builder/developer.</p> <p>No further contact as at 25 October 2021.</p> <p>See comment in 7 above.</p> <p>Refer point 7 above</p>
9	Playground on the Murrumbidgee	<p>Project management team established under Emily Currie as Project Manager. Initial meeting held and timelines and activities matrix accepted. Various additional meetings held to consider operational and space usage issues.</p> <p>Review of Pre-design report by project team for Destination and Discovery Hub-report provided by Studio S2 architects of Melbourne.</p> <p>Review of Pre-design report by project team for Destination and Discovery Hub-report provided by Studio S2 architects of Melbourne. Further visit by architects planned for July.</p> <p>Meeting held on 2 September with Martin Asmus, Narrandera Fisheries, to discuss specifications for the proposed aquarium and arrangements for subsequent population of the aquarium by rare native freshwater fish species.</p> <p>As at 25 October Draft MOU prepared for consideration by the parties MOU signed by Council and Narrandera Fisheries for the provision of endemic fish varieties for the proposed aquarium planned for installation in the Destination and Discovery Hub.</p> <p>As at 1 June 2022 the foundations have been laid for the Destination & Discovery Hub.</p> <p>Construction progressing</p> <p>The skywalk project has been adopted by Council at its 17 May meeting.</p> <p>Tender for construction awarded at Council's July 19 meeting.</p>
10	Grant funded projects and projects in budget	<p>Over \$30 million in projects will provide much need work for many locals. Emerging opportunities with road work projects associated with improvements to the Newell Highway.</p> <p>Overview of Council projects presented in a power-point presentation to a Regional Outreach meeting of RDA Riverina held in Narrandera on 3 June.</p>

1. Planning for the economy of the future

Initiative 1: Our Shire is ‘Open for Business’

A ‘can do’ attitude is fundamental to stimulating economic growth. To attract new business and investment and to ensure that our existing businesses continue to grow and prosper, Council will provide a positive, supportive and responsive investment environment.

Strategies		Key Actions		Progress
1.1	Be a proactive, supportive and coordinated Council	1.1.1	Continue to employ an Economic Development Manager and provide funds and resources for economic development.	Achieved
		1.1.2	Establish an Economic Development Taskforce to drive economic development and implement this Strategy with Council, key industry and key community membership	Achieved Note: No industry or community members Committee to consider frequency of ED taskforce meetings on a monthly or bi-monthly basis. Ed Taskforce meetings to be held bi-monthly with next meeting scheduled for 22 Feb 2022. Discuss scheduling for new Council in 2022 Meetings to be held bi monthly
		1.1.3	Review Council’s policies, plans and regulations to ensure that they facilitate and support development.	Ongoing EDM has drafted a Business Recovery Plan as a short/medium term measure to indicate how Council can support local businesses during the Covid 19 emergency. This plan is designed to dovetail with the current Economic Development Strategy 2017-2020 which will be fully reviewed and updated when the health emergency is considered to be over. Narrandera Energised-Business Recovery Strategy 2020 will be presented to Council’s briefing session and then to regular meeting on July 21 meeting for adoption. Narrandera Energised-Business Recovery Strategy 2020 adopted by Council at its meeting on 21 July. Separate report tables recording Economic Development Stimulus projects and Tourism Stimulus projects reported under separate cover. Pol ES 270 reviewed and now new Pol 048 Red Hill Industrial Estate has been adopted by Council and is active in the register. Small Business Incentive Strategy Pol 010 adopted by Council and submitted for public exhibition. Policy placed on register and unchanged following exhibition.

Strategies		Key Actions		Progress
				Review terms of reference for various committees Terms of reference for Koala Advisory Committee and Australia Day Advisory Committee adopted by Council at its May 17 Meeting.
		1.1.4	Ensure that Council's systems and procedures for handling and processing development and investment enquiries are welcoming, stream-lined and customer service focussed.	Ongoing
		1.1.5	Purchase access to online, interactive statistical data and modelling tools (eg id profile, REMPLAN) to provide comprehensive demographic, social and economic data for the Shire.	REMPPLAN subscription renewed to 2022 REMPPLAN Training session for staff on 9 July (subject to Covid restrictions) Training session conducted by zoom connection. REMPPLAN subscription renewed to June 2023
		1.1.6	Produce information and data that will assist businesses, investors and potential residents in their decision-making, and enable Council to monitor performance.	Effective use of REMPLAN into the future for development applications, grant applications etc. January 2019: REMPLAN introduces Business Analysis Model (BAM) Current data transferred from ABR and now available in Economy/Business tab in Remplan. Businesses within selected local geography reported to committee Survey of attendees at 39 th National Cavy Show to inform future event arrangements. ED team through Marketing Tourism and ED Coordinator have produced a Facebook initiative called Narrandera Takeaway and Delivery Service and Business as usual in conjunction with Narrandera Business Group as well as creating a business online directory which is under development. The Facebook initiative is to assist business to keep operating and it has been very well received with 500 followers. As at June 2020 there are 640 followers As at July there are 700+ followers. Updated quarterly Small Area labour market data for Narrandera. December qtr. 2019 reveals unemployment rate of 5.9% and 180 unemployed out of total workforce of 3075. March qtr. 2020 reveals unemployment rate of 6.3% and 194 unemployed out of a total workforce of 3093. This is consistent with trend across the Riverina and is considered not yet reflecting impact of Covid 19 pandemic.

Strategies		Key Actions		Progress
				<p>June qtr. 2020 SALM data reveals unemployment rate of 6.7% and 202 unemployed out of labour force of 3003.</p> <p>Sept.2020 SALM data reveals unemployment rate of 7.4% 218 unemployed out of labour force of 2937.</p> <p>Dec. 2020 SALM data reveals unemployment rate of 6.6% 193 unemployed out of labour force of 2930.</p> <p>March 2021 QTR SALM data reveals unemployment rate of 5.5% with 158 unemployed out of labour force 2898.</p> <p>June 2021 QTR SALM reveals unemployment rate of 4.1% with 120 unemployed out of labour force of 2905.</p> <p>Sept 2021 reveals unemployment rate of 3.3% with 96 unemployed out of a labour force of 2878</p> <p>December 2021 reveals unemployment rate of 3% with 86 unemployed out of a labour force of 2875.</p> <p>March quarter 2022 reveals unemployment rate of 3.7% with 107 unemployed out of a labour force of 2900</p>
		1.1.7	Include comprehensive information on economic development and business assistance on Council's website.	<p>Economic Development Department has contributed to planning of Council's Website upgrade.</p> <ul style="list-style-type: none"> • Economic Development Strategy on Website. • REX Community fare on website • Information on BEC workshops for business on website/Facebook
1.2	Continue to build partnerships and strategic alliances	1.2.1	<p>Strengthen relationships with Government Agencies, regional organisations and service providers though:</p> <ul style="list-style-type: none"> • Active participation in regional programs, forums and workshops. • Briefing and updating these organisations on the Shire's needs and priorities. • Advocating strongly for improved facilities, infrastructure and services. • Ensuring that the Shire's priorities and projects are recognised in regional plans and strategies. 	<ul style="list-style-type: none"> • ED participates in RDA Riverina forums, RAMROC, Destination Riverina Murray and Thrive meetings. • EDM attended Economic Development Officers Forum in Temora-27/9. Various speakers and networking. • Shire's priorities contained in Western Riverina Regional Economic Development Strategy (REDS) officially completed as at February 2019. • Council facilitated Bee Forum to address issues arising from any accidents and emergencies on our region's roads involving the transportation of live bees with the aim of identifying gaps, finding solutions and increasing preparedness. • Forum formulates and endorses a 3 point action plan for positive outcome.

Strategies		Key Actions		Progress
				<ul style="list-style-type: none"> • DPI representative Daryl Cooper working with Apiarists to develop an Action List Protocol that can be used by all emergency services responding to a vehicle accident involving the transportation of live bees in hives. • Wed 22 April EDM participated in regional zoom forum of Economic Development officers from Western Riverina Councils organised by Nicola James-AusIndustry. • EDM to participate in Skills Forum as a component o the Riverina Skills Audit conducted by CSU research team (9 October zoom meeting) • EDM participated in RDA Skills Forum with report due from CSU in due course. • EDM to participate in Regional Australia Institute presentation of Deputy PM pre budget speech on 30 September • RDA Riverina committee holds Regional Outreach meeting in Narrandera on 3 June 2021 at Arts and Community Centre. Mayor gives welcome and EDM makes power-point presentation on economic development, business activity and capital works. • Meeting with NBN new development team by zoom 23 March 2022 to discuss emerging connectivity needs for Narrandera, Grong Grong Etc • NBN to convene a public forum in 2nd half 2022 to update business/community on NBN services in Narrandera Shire. • NBN confirm that they will hold a public information day on Wednesday 17 August at the Exies Club. An open public session will be available from 2pm to 5pm and people can make one on one appointments if required. A session for business proprietors will be held from 6pm to 8pm with refreshments supplied. • Information day and evening presented by NBN representatives but poorly attended. • GM and EDM attended a planning meeting in Griffith for the update of the Regional Economic Development Strategy (REDS) update for Council's Functional Economic Region (FER). On- line workshops/information sessions have been conducted also. Council has provided input and the Draft REDS will be available in the near future for review. • AS a result of a project with RAMJO Field Solutions Group (FSG) have advised that they have secured a site East of Grong Grong for a Telecommunications tower and that they are investigating two further sites

Strategies		Key Actions		Progress
				at Square Nob and another near Grong Grong. The first tower is expected to be completed and commissioned for service before 30 June 2023.
		1.2.2	Build and strengthen strategic alliances with Councils within the Riverina Region and along strategic road and rail corridors.	<ul style="list-style-type: none"> Narrandera and Leeton representatives noted above agree to the strategic alliance between Narrandera and Leeton being called 'The Narrandera/Tocumwal Rail Line & Intermodal Support Alliance.' Council provided letter of support for Wagga Wagga City Council's bid for the Qantas Cadet Training facility. Working relationships with Western Riverina Councils known as Functional Economic Regions Council working on Tourism joint initiative for digital visitors guide with Murrumbidgee Leeton and Lockhart Shires. Presentation to Councillors at briefing session 19 Nov 19. Development of marketing prospectus and strong support from advertisers. Murrumbidgee Trails name and logo adopted. Strong response across the targeted region for advertising in the new guide which is scheduled for launch in November 2020. Official launch of guide on 18 November. The Murrumbidgee Trails Council Group has made a submission to the NSW Local Government Excellence Awards for the Murrumbidgee Trails Visitor Guide initiative in the 'Special Projects' category. Submission identified as a Finalist in the Excellence Awards. The above submission was unsuccessful The Murrumbidgee Trails Council Group has made a joint bid for the March 2022 Destination NSW Tourism Conference to be held at Whitton Malthouse with accommodation and tours shared between Narrandera ,Leeton, Lockhart and Murrumbidgee. The above submission was unsuccessful
1.3	Engage pro-actively with local businesses and business / industry organisations	1.3.1	Build knowledge and understanding of local economic sectors and businesses, including organising a program of industry briefings and tours for Councillors and Council staff.	<p>Ongoing</p> <p>17/9 Visit to Glendale completed ED team working closely with Narrandera Business Group to provide assistance to business during Covid 19 business closures and limitations.</p> <p>As at June 2020 proposed new Narrandera Business Chamber not yet functional.</p>

Strategies		Key Actions		Progress
				<p>Narrandera Business Group meetings suspended during Covid 19 health crisis. Narrandera Business Group to reconvene at meeting on 10 August . Narrandera Business Group meets on 10 August. Christmas Fun fair and Markets to be discussed at September meeting.</p> <p>Industry tours to recommence when Covid 19 emergency has passed. Council members and staff toured the Agri Australia facility on 14 April. Manager Claudio Cavallini briefed the tour on the operations at the farm which grows and propagates hazelnuts.</p> <p>Tour on 7 July of Australian Mohair Marketing Organisation (Deferred until July 2022) Further deferred until November 2022.</p>
		1.3.2	Encourage and facilitate opportunities for professional development, networking and innovation.	<p>EDM attends Narrandera Business Group.</p> <p>Attended Narrandera Business Group meeting 14 October</p> <p>Planning progressed for Small Business Month October with arrangements in place and invitations issued for Narrandera Connected (2) on 23 October at TAFE CLC.</p> <p>Sponsorships received from Service NSW, Business Group, TAFE and Articulate Pear.</p> <p>Workshop planned for 28 October at TAFE CLC to be delivered by BEC. NSC and Narrandera Business Group jointly sponsor Social Media Connectivity.</p> <p>Successful Small Business October events with 30 people in attendance at each event in 2019.</p> <p>Tiffany attends Regional Economic Development Officers Forum at Whitton Malthouse on 19 November.</p> <p>EDM and Toneale attend RDA Regional Forum for EDOs at Temora.</p> <p>Networking Event held on 9 Dec 2021 in conjunction with Narrandera Business Group and BEC</p> <p>Networking event is planned for 10 March 2022 in conjunction with Narrandera Business Group and TAFE CLC Narrandera-as part of Small Business Month March.</p> <p>Successful Small Business Month Events on March 10 including coach familiarisation tour to Avonlie Solar farm 33 people attending. Surprise visit by</p>

Strategies		Key Actions		Progress
				<p>NSW Govt Minister The Hon Alister Henskens, Minister for Science Technology and Innovation and Minister for Skills and Training. Welcome to Country and Smoking ceremony and presentations to Iberdrola officials by Aboriginal Elder Uncle Michael Lyons. Evening networking function at TAFE CLC with address by Geoff Reardon Regional manager for ICN. Council is collaborating with Narrandera Business Group to promote an event for Small Business Month November. 2 workshops will be presented at TAFE CLC on 14 and 15 November in the evenings. Presenter will be Jenn Donovan of Social Media and Marketing Australia on topics of <i>2023 Marketing Goal Planning and Instagram and Facebook Bootcamp</i>. Grant funding is being sought from the Small Business Month NSW Government fund. Council and Narrandera Business Group were successful in obtaining funding via the Small Business Commissioner's Grant program to conduct the above 2 workshops in November.</p>
		1.3.3	Establish effective networks and communication channels.	<p>Bi-monthly newsletter for business prepared and circulated by EDM since start of 2019. Most recent circulation in March 2021. Newsletter published in June 2021. Business Newsletter circulated October 2021 Business articles published in Council newsletter from time to time.</p>
		1.3.4	Support business groups and networks.	<p>Ongoing. Arrange business breakfast with CEO of Tomra James Dorney 6 Sept in conjunction with Narrandera Business Group. 34 people attend successful breakfast. Involve Business Group in Small Business Month October event planned for 23 October at TAFE CLC-Narrandera Connected (2) Acting Secretary for Narrandera Business Group upon resignation of Secretary until new Secretary appointed-..Josie Marks appointed Secretary on 14 October 2019. Formation meeting for Narrandera Business Chamber held on 3 Feb 2020 and interim committee established. Questionnaire in circulation early July Regular distribution of information and advice on business recovery to business database. Information received from State and Federal Government, EDA, Regional Australia Institute, Business NSW, AusIndustry, BEC, etc on recovery and support initiatives during covid 19 pandemic.</p>

Strategies		Key Actions		Progress
				<p>Ongoing interaction with Narrandera Business Group (NBG). Tiffany Thornton communicates training needs strategy information to NBG.</p> <p>Attend special NBG meeting 26 October to arrange Christmas brochure insert to Argus with support and cooperation from the Editor and Krystal Maytom from Leeton BEC.</p> <p>Support publication of Christmas brochure insert to promote “Shop Locally” initiative. Attend Business Group AGM.</p> <p>Assist in Christmas Stocking prize draw.</p> <p>Present Vibe survey results to April meeting on Narrandera Business Group</p> <p>Continuing attendance at Narrandera Business Group meetings.</p> <p>September meeting cancelled-Covid impact</p> <p>Partnered with Riverina Murray Business (BEC) and Narrandera Business Group to hold a networking gathering on 9 December at TAFE CLC Narrandera.</p> <p>Planning well underway for Small Business Month March 2022 events including bus familiarisation tour of Avonlie Solar farm on 10 March for potential employees and trades plus networking function at TAFE CLC in the evening. Partners for the day’s events are NSC, NBG and TAFE CLC.</p> <p>Continuing attendance at Narrandera Business Group meetings. Acting Secretary for 14 March meeting.</p> <p>EDM acts as Returning Officer for Narrandera Business Group AGM. John Foster re-elected unopposed as Chairman and Josie Marks as Secretary.</p>
		1.3.5	Harness skills and experience available in the Shire and surrounding region (eg through forming task forces and working groups) to address specific challenges and realise opportunities.	<p>To be addressed as opportunities and shared purposes arise.</p> <p>Negotiate with Klaus Baumgartel of ICN for audit of services in Narrandera Shire to support the imminent development requirements for the 3 new solar farms.</p> <p>Organise small taskforce from the community to address the goods and services audit for solar farm development.</p> <p>Klaus Baumgartel contacts all people on EOI list to ensure they have direct registration particulars for Avonlie Solar.</p> <p>Organised Steering Committee for Central West Lifestyle Magazine project.</p> <p>Mr Rick Shaw of Finley is working with regional EPCs to mobilise service providers to take advantage of work at the various solar farms, including those proposed for Narrandera.</p>

Strategies		Key Actions		Progress
				<p>Survey of motels in Dec 2019 indicates approx. 60 solar farm workers from Darlington Point project staying in Narrandera facilities.</p> <p>February survey reveals 30+ Darlington Point Solar farm workers accommodated in Narrandera.</p> <p>Solar Farm Reference Group considers final draft of Accommodation and Employment Strategy for Avonlie Solar farm.</p> <p>Strategy adopted and endorsed by Dept of Planning</p>
1.4	Build a strong, positive profile for Narrandera Shire	1.4.1	Implement the branding strategy and signage strategy.	<p>Council agrees on style, wording and location of 6 new town entry sign at its 18 June 2019 meeting.</p> <p>Designs of signs agreed and signs ordered. Installation around end of August/early September.</p> <p>All 6 signs installed as at 16 September.</p> <p>3 signs installed at prominent locations promoting the Easter Rod Run Show and Shine</p> <p>Planning underway for new banners and window decals at the airport promoting Narrandera. Window decals installed.</p> <p>Draft design for Wiradjuri welcome message prepared and approved by elders group.</p> <p>New pole banners designed and ready to go into production. Installation due in March 2022. New signage under development by Tourism and ED Coordinator.</p>
		1.4.2	Develop and implement a communications strategy, including articulating key messages.	<p>Reinforce process with ED staff for communicating event arrangements to ensure no breakdown in arrangements.</p> <p>EDM prepares media releases as appropriate as well as items for Council communique and newsletter.</p> <p>Items prepared from time to time for Council's community newsletter and media releases as appropriate.</p>
		1.4.3	Build the Shire's digital presence, including launching a new Council website, embracing social media and capitalising on opportunities provided by third party data bases, websites and apps.	<p>Development of Council website underway. EDO is on development team.</p> <p>New website launched</p> <p>Partnership with BEC for a digital and online marketing workshop on 6 December 2018.</p> <p>Review Federal Government's National Digital Economy Strategy released Dec 2018 titled "Australia's Tech Future". Review Federal Government Small Business Digital taskforce Report March 2018.</p> <p>Review Business Listings category for new website. Prepare new list and content.</p>

Strategies		Key Actions		Progress
				FSG researching potential sites in Grong Grong for installation of a communications tower. No progress in this matter as at 31 July
		1.4.4	Effectively market and promote the Shire, to raise its profile and increase awareness of its strengths, assets and opportunities.	<p>Ongoing. Progressive and targeted distribution of Winter Edition 2019 of Central West Lifestyle Magazine featuring Narrandera o people of influence in various organisations.</p> <p>Provide comment for NRMA Annual Report 2019 on invitation from NRMA regarding installation of EV fast Charger at Narrandera.</p> <p>Australia post announces that it has developed a postage stamp featuring the image of the lizard on the National Award -winning Narrandera Water Tower. Supporting postcard also produced depicting the Koala fascia of the water tower.</p> <p>Enter the Reverse Vending Machine-Return and Earn project in the relevant section of the Keep Australia Beautiful Awards.</p> <p>CEO of Keep Australia Beautiful Council visits Narrandera in September and inspects town and the RVM</p> <p>Judging of applications in KAB awards deferred until March 2021.</p> <p>Council advised that it is a finalist in the Return and Earn prize category and will either be the overall winner or highly commended.</p> <p>Council receives award in Local Government category Return and Earn litter prevention award and is commended for social, economic and environmental outcomes. EDM accepts award on behalf of Council at KAB Awards function in Murrurundi on Saturday 13 March.</p> <p>Tiffany organises several key publication advertisements.</p> <p>Advertisement prepared for Regional Lifestyle Magazine Collectors Edition 2 due for publication in October 2021 featuring Lake Talbot Award Winning Water Park and Water Tower art.</p> <p>Regional Lifestyle Magazine published October 21 including Narrandera feature.</p> <p>Continuing marketing and promotions actioned by Tourism and Economic Development Coordinator</p> <p>Narrandera feature in Autumn 2022 Country Change Magazine</p>

Strategies		Key Actions		Progress
		1.4.5	Encourage the community to be advocates for the Shire, including speaking about the positives.	Ongoing
		1.4.6	Re-develop the Narrandera Visitor Information Centre as focal point for both tourism and economic development.	<p>Awaiting response from 'Playground on the Murrumbidgee' NSW State Funding application. Considering application for current round of funding with BBRF. Funding confirmed from NSW Government of \$8 Million for Playground on Murrumbidgee project including the replacement of the VIC with the Narrandera Destination and Discovery Hub. VIC closed during Corona Virus Pandemic and staff either working from home or redeployed. Possible reopening 1 June 2020 VIC reopens on 1 June with strict social distancing requirements in place. Perspex barriers installed to protect staff and customers. Enquiry levels reduced compared to normal times but public is travelling again in reduced numbers. 23/7 First meeting of project team to progress the construction of the Destination and Discovery Hub-Emily Curry as Project Manager. Project plan and timelines established. April/May meetings with Amy Smedley from Studio S2 Architects to review pre-design report for Narrandera Destination and Discovery Hub. Further meeting with architects in July. Preparations underway for vacating the VIC on 10/11 September and moving into the Arts and Community centre. Transition from old VIC to Arts and Community Building completed as planned and excellent temporary facility established. Architects engaged, Interpretive design and fitout consultants engaged and builder selected ready to commence construction as at March 2022.</p> <p>March 10 sod turning ceremony to mark commencement of the D&DH As at 1 June 2022 foundations laid. AS at 31 July construction progressing As at 30 September steel framework in place-work progressing.</p>

✓ Additional resources required in Year 1 to build the framework to support implementation in Years 2 and 3.

Initiative 2: Enhancing our Liveability

Lifestyle and work-life balances play a major role in relocation and investment decisions. Working with our community, Narrandera Shire Council will continue to develop, position and promote Narrandera Shire as:

- A welcoming, caring and safe community.
- Having quality, comprehensive facilities and services.
- Offering a contemporary, vibrant, affordable lifestyle in a physically attractive setting.
- Providing a positive business environment with strong locational advantages and diverse investment opportunities.

Strategies		Key Actions		Progress
2.1	Continue to improve presentation – creating positive first impressions	2.1.1	Implement the Narrandera CBD Masterplan – subject to funding and staging –further developing the town centre as an attractive place to shop and socialise, including provision of free public WIFI in main street.	Ongoing
		2.1.2	Develop attractive gateway arrival points and entry corridor to the Shire, Narrandera and villages.	Refer 1.4.1 for Town entry signage Pole banners installed at Grong Grong highway entry point. Window decals promoting Narrandera are now in place at the airport and new Community Fare Banner on display.
		2.1.3	Improve the presentation of the Shire’s industrial areas.	Ongoing. 4 new poles and banners erected at entry to Red Hill Industrial Estate at Cnr Driscoll Rd and Barellan Rd. Impending development will greatly improve appearance of the RH Industrial Estate in due course. Progress report on sales of industrial land on Red Hill Industrial Estate: Lot 71 sold to Di Donato and settled. For industrial units for lease. Lot 72 sold to Serendipity and settled. For truck depot Lot 73 sold to Dawson and settled. For large recreational vehicle storage. Lot 66 sold to Dharmasena subject to contract. For 2ha solar farm Lot 67 sold to Solar Switch Energy for 28ha green solar digital asset management facility. Subject to contract Lots 75 & 76 Sold to Mod Pod Homes for modular home building enterprise. Contracts exchanged.

Strategies		Key Actions		Progress
				<p>Lots 43 and 44. 7 hectares in total sold to Bhullar Group for steel fabrication factory and industry training facility. Contract exchange is imminent. Deposit paid, contracts signed. Bhullar contracts exchanged. Council sale to Dharmasena for lot 66 (2ha)-solar farm-contracts exchanged Council sale to Solar Switch Renewables lot 67 (28ha)-contracts exchanged. New road construction approximately 500m well advanced on Red Hill industrial estate..</p> <p>'Land Sale' pole mounted banners at entrance to Driscoll Road to be replaced with suitable message now all Council land is sold.</p>
2.2	Enhance lifestyle	2.2.1	Continue to improve and expand recreation, sporting and leisure facilities within the Shire.	Ongoing
		2.2.2	Develop and diversify arts and cultural activities.	<p>Ongoing Festival application included in the Community Events Program allocation- awaiting funding advice. Funding approved for all ten Community Events program 80% funding received in accordance with funding deed. Balance on completion of events. 2 events successfully completed. Wagga REA Horse Trials and Koala Fest. Separate reports to be provided on these events. Living Well Narrandera Event on program to be presented by Narrandera Arts and Cultural Committee early 2023.</p>
		2.2.3	Continue to develop and promote a dynamic and vibrant program of events and activities.	<p>Express support for possible future Annual General Meeting of NSW National Party in Narrandera in 2020. Arrange 2 events for Small Business Month October in conjunction with Narrandera Business Group. Marketing Tourism and Economic Development Coordinator making contact with National Party Conference Organiser to offer support. National Party Conference deferred till health emergency passes Cavy Show cancelled Good old Days cancelled Rockin' on East cancelled Fully booked pop - up drive in theatre event for 3 October with 120 vehicles booked to attend.</p>

Strategies		Key Actions		Progress
				<p>Highly successful event with 135 in attendance and positive feedback from patrons.</p> <p>Successful Show 'n Shine event in conjunction with Easter Rod Run 2021. 5,000 tickets issued for Shown N Shine on Easter Sunday. 350 vehicles on display at Narrandera Sportsground. Positive feedback on the event from organisers Steve and Ray Aldric.</p> <p>Discussions with Rockin on East committee around possible festival on October long weekend 2021.</p> <p>Rockin on east planning progressing. Events and Visitor Services Team leader Brenda Hartmire assisting Rockin on East committee.</p> <p>Rockin on East Event cancelled-Covid impacts</p> <p>Good ol' Days Barellan Cancelled-Covid impacts</p> <p>Preparations in hand for Rod Run easter 2022. Planning meeting held on 4 Feb 2022 with Rod Run Organisers/promoters.</p> <p>Discussions with Narrandera Business Group on support activities for Rockin on East October Long Weekend</p> <p>10 Events identified from various community groups and Council for consideration by Council to participate in the NSW Govt Reconnecting Regional NSW-Community Events program.</p> <p>Council endorses 10 events and submission made to funding body for 10 events-awaiting advice on approval. To be conducted between now and 31 March 2023.</p> <p>Funding approved for all 10 events as submitted. Events program commenced.</p>
2.3	Advocate for the retention and expansion of facilities and services	2.3.1	Advocate for improved childcare, health care, aged care and social assistance facilities and services within the Shire.	<p>Preparing for Health Alliance meeting to bring together primary health and aged care and associated agencies in Narrandera Shire.</p> <p>EDM to meet with Dr Romeo who is unavailable until end of July 2019.</p> <p>Requested meeting with Dr and Mrs Romeo</p> <p>Meeting with Dr and Mrs Romeo held, and support expressed for Alliance meeting.</p> <p>Alliance meeting arranged for 29 November in Narrandera with representatives of agencies will discuss proposal for a Narrandera Health Alliance.</p> <p>Meeting arranged with Federal MP Sussan Ley and State MP Stephanie Cooke to discuss Health issues 29 November at 2pm</p>

Strategies		Key Actions		Progress
				<p>Narrandera Health Advisory Group formed at meeting held on 29 November in Narrandera.</p> <p>Meeting with Minister Mark Coulton Thurs 13th Feb at which he advises that the MLHD has had its "Pathway" GP trainee program approved.</p> <p>Meeting of Narrandera Health Advisory Group convened for 5 March to consider pilot Pathway program developed by MLHD.</p> <p>CEO of MLHD outlines Rural Generalist GP Training pilot that will provide doctors in GP practice and at hospitals in rural area of the MLHD.</p> <p>New Doctor commences at Dr Romeo's practice in May 2020 for 12 months.</p> <p>2 new Doctors to commence at Dr Romeo's Practice early in new financial year 2020 on long term contract.</p> <p>Dr Sonia Volante has finished as at 26 October 20 with Dr Romeo Practice and she has left Narrandera and is practising in Canberra. She has vacated 19 Argyle st and a new Doctor at the Romeo practice, Dr Abdallah, is renting the house for \$150 per week for 6 months initially from commencement on 22 Dec 2020.</p> <p>Jill Ludford advises that a new VMO is commencing in Narrandera in 2021</p> <p>Narrandera Health Advisory Group in recess during Covid pandemic recognising the significant workload on all those in the health sector.</p> <p>NHAG holds first meeting on 2 Dec 2021 by zoom . Meetings in recess since start of Covid Pandemic in recognition of workload stress on health sector participants in NHAG. Next meeting scheduled for 4 March 2022</p> <p>NHAG met on 4 March by Zoom. Noting Mayor and GM have requested through Steph Cooke office a meeting with NSW Minister for Health to discuss local needs for a dialysis service.</p> <p>NHAG meeting scheduled for Friday 3 June by zoom</p> <p>Next NHAG meeting scheduled for 2 September subject to date confirmation</p> <p>NHAG meeting held on 2 September.</p>
		2.3.2	Ensure that facilities and services have the capacity to support 'aging in place'.	<p>Strategy included in Western Riverina REDS.</p> <p>Council considering at its March meeting the preferred quote to develop a concept plan for an Independent Living Village at 1.4 ha site at Cnr Crescent and Elwin Streets.</p> <p>Council accepts quote from Noel Thomson Architecture of Wagga Wagga.</p>

Strategies		Key Actions		Progress
				<p>Prerequisite reports required by Noel Thomson include land survey, environmental report and geotechnical report. Qualified providers engaged and work in progress.</p> <p>All reports completed and provided to Noel Thomson. Concept plans (Draft) expected to be presented to seniors' group in July.</p> <p>3 Options of concept plan prepared by Noel Thomson are to be refined and together with a report presented to ELT on 11 August then to the seniors' group on 17 August prior to Council briefing and Council meeting on 18 August.</p> <p>Noel Thomson concept plans presented to ELT and referred back to architect to further develop alternative concepts for development of the subject land. It is expected that amended submission will be available for Council in October. Final drafts expected to be presented to ELT on 13 October and then to Council.</p> <p>Final drafts presented to Council briefing session by EDM and Noel Thomson architect. Proposals to be presented to seniors' group and to November Council with emphasis on marketing plan for Independent Living complex.</p> <p>Marketing Plan adopted by Council and invitations to provider organisations to provide Expressions of Interest in negotiating the purchase of land at Cnr Elwin and Crescent to develop an Independent Living Village were circulated on 18 January 2021 supported by metro, regional and local media with closing date for submissions being 26 February 2021.</p> <p>No Expressions of interest received but discussions continuing with possible interested parties. Meeting with seniors' group and surveys issued to members to determine preferred model.</p> <p>Meetings held with Argyle Housing CEO Wendy Middleton to discuss possible mixed housing model with independent living and affordable housing. Discussions commenced with recognised builder to work in conjunction with Argyle. Ongoing discussions.</p> <p>Further discussions with Anglicare as a possible interested developer of a mixed housing complex on Elwin/Crescent Streets site.</p> <p>Discussions with QPL real estate about making an approach to a developer to determine if they might be interested in a proposal to develop land at Cnr and Elwin to meet Independent Living Village requirements with a possible mixed development approach.</p>

Strategies		Key Actions		Progress
				<p>Ongoing discussions with Argyle Housing through their chief Properties Officer Justin Nyholm. Provision of current residential leasing figures and home sales figures to Justin</p> <p>EDM met with Argyle Housing CEO and Board in Griffith 27 September at AGM function for stakeholders and clients.</p> <p>Argyle Housing CEO still interested in assessing Elwin/Crescent Street site for suitable development although there have been significant personnel changes at Argyle which may slow any progress for this.</p>
		2.3.3	Explore options / advocate for improved education outcomes within the Shire, including the re-opening of the Grong Grong Public School (if warranted), and the redevelopment of the TAFE campus as a ONE TAFE Flexible Learning Centre.	The Grong Grong School Building was sold in 2017.
2.4	Encourage and support opportunities for community development	2.4.1	Explore opportunities for providing information, activities and programs that will help new residents and people on temporary work visas assimilate into the community.	<p>Liaise with RDA skilled migration unit.</p> <p>EDM attended multicultural meeting in Leeton with all relevant agencies present to evaluate what services might be available to Narrandera residents as an outreach service. Focus on migrants and refugees.</p> <p>PIC piggeries apply for Labour agreement for skilled piggery workers that could see as many as 40 workers over the 5year period of the agreement with 19 potential permanent residents in years 4 and 5 of the agreement.</p>
		2.4.2	Continue to support activities (eg events, sport, creative arts etc) that encourage engagement and social inclusion and build pride in, and commitment to, the local community.	<p>Easter Rod Run and Shown N Shine a huge success. Council de-brief held with external group debrief to follow.</p> <p>Corona Virus response advocated by Federal Government and Senior Health Officials includes avoiding gatherings in excess of 500 people. This will impact proposed events such as Folk Festival on 20-22 March and Rod Run Events on 11 -12 April. These events have been cancelled.</p> <p>Meeting held with Ray and Steve Aldrick late 2020 and confirmed that the Rod Run will be held at Easter 2021 under closely managed arrangements to satisfy any Covid restrictions in place at the time. Show and Shine to be conducted at the Sports Ground on Easter Sunday.</p> <p>Successful Show and Shine event.</p> <p>New Events and Visitor Services Team Leader Brenda Hartmire commences at VIC in June.</p>

Strategies		Key Actions		Progress
				EOIs invited from community to participate in the NSW Governments Community Events program see item 2.2.3 Submission made to Community Events Program for 10 events. Awaiting approval as at 31 July Funding approved for all 10 CEP events
		2.4.3	Support community initiatives to develop, grow and enhance the liveability of the Shire.	ED Dept. continues to contribute to preparation of funding applications such as Stronger Country Communities, Fixing Country Roads Regional Growth Fund etc. Narrandera Imperials Football Netball Club has been invited to apply for funds to build a new Club House through the NSW Government's Regional Sports Infrastructure Fund. ED staff have assisted with preparation of the Business Case and other requirements where needed.
2.5	Attract new residents	2.5.1	Develop and implement a Resident Attraction and Retention Strategy.	Winter Edition 2019 of Central West Lifestyle Magazine highlights opportunities in Narrandera for new residents. New promotional videos produced Narrandera is feature month in January 2021 for Country Change program with Facebook banner proclaiming 'Live the Dream in Narrandera'. Narrandera is feature month for Country Change in July 2021.

Initiative 3: Economic Growth and Diversification

Economic growth will come through growing and strengthening existing economic activities and businesses, and attracting new businesses and investment.

Strategies		Key Actions		Progress
3.1	Encourage and nurture business start-ups	3.1.1	Provide access to information and business advisory services.	<ul style="list-style-type: none"> Information received from a variety of agencies eg: RDA, Business Connects, RDA, EDA, Regional Australia Institute and others disseminated to Narrandera Business database from time to time as received.
		3.1.2	Assess feasibility of hosting business start-up events to link people with business ideas to business advisory and support services (eg Many Rivers, BEC etc).	Ongoing Hosting Small Business month October on 14 October 2021 at TAFE CLC in conjunction with Narrandera Business Group and TAFE-speakers and networking-eats/drinks.

Strategies		Key Actions		Progress
				<p>TAFE will be a financial contributor to this event if it can proceed-depends on Covid restrictions.</p> <p>Small Business Month October 2021 postponed by State Government until March 2022 when an event to be developed in conjunction with Narrandera Business Group and Narrandera TAFE CLC</p> <p>Successful conduct of Small Business Month events on March 10</p>
3.2	Support and nurture existing businesses	3.2.1	Provide access to information, advice and leverage opportunities for information sharing.	<p>Distribute information cards for NSW Business Connect eg through Business Group and at NSC front counter</p> <p>Refer public enquiries to Remplan Community and Economic profile</p> <p>Electronically distribute via group emails to local business, advice on Corona Virus support programs from AusIndustry, Business NSW, RDA, EDA and others.</p> <p>Continuing distribution electronically of business advice and programs received from various agencies.</p>
		3.2.2	Encourage and support 'buy local' initiatives.	<p>Installation of new RVM at Narrandera Landfill will provide vouchers redeemable at Coles Narrandera.</p> <p>Last 3 weeks data from RVM as follows: Week ended 5/4 \$1496.90 Week ended 12/4 \$1367.60 Week ended 19/4 \$2649.20#</p> <p>Total voucher redemptions in May as advised by Coles is \$17,500(over 5 weeks)</p> <p>This is increased spending at Coles by locals thereby contributing to local employment and minimising shopper bleed to Leeton etc.</p> <p>Total voucher redemptions in June total \$12,500 (over 4 weeks) Total voucher redemptions in July total \$12,522 (over 4 weeks) Total Voucher redemptions for August total \$15,081(over 5 weeks) CEO of Tomra advises that as at September 2020 over 1,100,000 containers deposited in Narrandera RVM (approx. 35,000 per week) Total voucher redemptions for September \$13,178.80 (4 weeks) Total Voucher redemptions for October, November and December 2020 are \$13,983, \$19,439, and \$16,804 respectively. RVM total voucher redemptions for January 2021 are \$23,480 (5 weeks) RVM total voucher redemptions for February 2021 are \$18,593 (4 weeks)</p>

Strategies		Key Actions		Progress
				<p>RVM voucher redemptions for March 2021 are \$14,799 (4 weeks) RVM voucher redemptions for April 2021 are \$16,255 over 4 weeks RVM voucher redemptions for May 2021 are \$15,294 over 4 weeks RVM voucher redemptions for June 2021 are \$15,983 over 5 weeks RVM voucher redemptions for July 2021 are \$13,025 over 4 weeks RVM Voucher redemptions for August 2021 are \$9,348 over 4 weeks RVM Voucher redemptions for September 2021 are \$20,402 over 5 weeks RVM Voucher redemptions for October 2021 are \$16,499 over 4 weeks RVM voucher redemptions for November 2021 are \$15,126 over 4 weeks RVM Voucher redemptions for December 2021 are \$23,663 over 5 weeks RVM Voucher Redemptions for January 2022 are \$21,594 over 4 weeks RVM Voucher Redemptions February 2022 are \$17,053 over 4 weeks RVM Voucher redemptions for March 2022 are \$18,613 over 4 weeks RVM Voucher redemptions for April 2022 are \$18,394 over 5 weeks RVM Voucher redemptions for May 2022 are \$16,708 over 5 weeks RVM Voucher redemptions for June are \$15,132 over 4 weeks RVM Voucher redemptions for July are \$16,590 over 5 weeks RVM voucher redemptions for August are \$14,426 over 4 weeks</p> <p>Assist with advice to Mayor on controversial issue of Marketplace in Wagga Wagga seeking to provide free bus from Narrandera to their shopping complex and provision of gifts, vouchers etc. to shoppers from Narrandera. Temora, Cootamundra, and Tumut also targeted.</p> <p>Lobbying by the Mayors stops this potentially very negative impact on our retailers in Narrandera and similarly in the other towns.</p> <p>Early 2020 investigate 'Why Leave Town Promotions' Community Gift Card program in conjunction with Narrandera Business Group.</p> <p>Join COSBOA Facebook group to access campaign digital content and supporter material and toolkit for a Government supported "Go Local First" campaign-no cost to Council. This complements the Narrandera 'Buy Local' initiative.</p> <p>Tiffany to attend 9 December Narrandera Business Group meeting to again discuss Why Leave Town Gift Card initiative as a 'buy local' initiative.</p> <p>Official opening by Mayor of new IGA supermarket postponed because of Covid lockdown. Supermarket is open to the public effective 18 August</p>
		3.2.3	Raise awareness of business advisory and support services and encourage	ED maintains a business distribution list and uses it to share information re opportunities for businesses in the Shire.

Strategies		Key Actions		Progress
			businesses to participate in business and skills development programs.	<p>Small Business Month October activities and facilitate BEC Skills for Business Success Workshops.</p> <p>Advise business database of series of short courses available at TAFE at no cost to people who enrol.</p> <p>Circulate business recovery material from various government agencies to local business database as received.</p> <p>Ongoing</p>
		3.2.4	Facilitate opportunities for professional development, networking and innovation.	<ul style="list-style-type: none"> • Site at landfill confirmed as suitable for 4- point RVM kiosk. Site plans prepared and execution of licence agreement with Tomra/Cleanaway completed by Council. Site plans and construction plan and power supply design commenced. • Partnership with Tomra/Cleanaway and Council to mount a display in the Exhibition Hall at Narrandera Show on 7 September. This display will inform the public of the operational and container deposit requirements for the RVM. • CEO of Tomra/Cleanaway to attend and address a business breakfast on 6 September. Joint venture Council and Narrandera Business Group. • CEO of TOMRA/Cleanaway addresses a business breakfast with 34 in attendance on 6 September. • TOMRA/Cleanaway and Council join to manage a stand at Narrandera Show with information on the Return and Earn program and the RVM. • Preparation of site progressing at Narrandera Landfill entrance to accommodate the RVM. • Actively promote Small Business Month October activities for professional development, networking and business tips. • RVM scheduled for installation on 25 Feb 2020. • RVM installed and operational with generator power on 28 Feb 2020 with solid use over first weekend. • EDM and Marketing Tourism and ED Coordinator attend webinars by Economic Development Australia, Treasury on Covid 19 business support and recovery strategies • Partner with Riverina Murray Business (BEC) and NBG for networking event to be held at TAFE CLC on 9 December. • Event successfully held at Gallery room at Arts and Community centre • March 10 SBM events

Strategies		Key Actions		Progress
				<ul style="list-style-type: none"> Council's Economic Development and Tourism Coordinator Toneale O'Connell attends intense one week course with Economic Development Australia 29/8 to 2/9.
		3.2.5	Identify training programs and resources available on-line from Government Agencies and training providers and provide links to these from the Economic Development page of Council's website.	Local Government NSW sponsors Inclusive Tourism: Economic Opportunities. A new online learning course now available to explain how you can better service this market. VIC staff to undertake.
		3.2.6	Raise the profile of local businesses by providing opportunities to showcase, market and promote businesses products and services.	<p>Ongoing</p> <p>Narrandera to feature in November 2019 Country Change program.</p> <p>In response to Covid 19 challenges to all business the Ed team through Tiffany Thornton has developed an online strategy through Facebook that at last report (July) had over 700 followers.</p> <p>Recurring opportunity provided through the Easter Rod Run Events.</p> <p>Circulate information from Geoff Reardon Manger ICN Southern Region on opportunities arising from proposed construction works for Energy Connect project.</p> <p>Narrandera Business Group staging an event early 2023 as part of the CEP program.</p>
		3.2.7	Encourage businesses to list on relevant industry data bases and websites and participate in programs such as trade missions.	As advised to NBG
		3.2.8	Encourage and assist local businesses to register on Federal, State and Council procurement data bases.	<p>Developing relationship with Klaus Baumgartel, Regional Manager for Industry Capability Network to assist local industry connect with procurement data bases. Klaus to make contact with Uarah Fisheries and solar power companies considering locating in Narrandera Shire.</p> <p>Klaus Baumgartel has retired, and his replacement is Geoff Reardon.</p> <p>Circulate advice from Geoff Reardon to local business database about registration of EOIs for provision of goods and services to Energy Connect project.</p>
		3.2.9	Work with major project proponents to identify the goods and services required and provide introductions to local businesses.	Database provided to Siemens/Gamesa the EPC for Avonlie Solar at Sandigo. Siemens Gamesa provide direct email contact address for expressions of interest from businesses wanting to register to provide their services to solar farm construction.

Strategies		Key Actions		Progress
				<p>Beon Energy takeover construction of Avonlie from Siemens Gamesa to be finalised before end of 2019.</p> <p>As at 18 Feb 2020 information received which points to delay in Avonlie project which is unlikely to commence before May/June as a result of grid capacity constraints. Confirmed by Mike Whitbread of RES.</p> <p>As at May 2020 RES advises that Siemens/Gamesa is confirmed as their EPC and Accommodation and Employment Strategy finalised for sign-off by the Department.</p> <p>As at July 2020 Siemens /Gamesa withdraws from Australia and therefore from Avonlie project. RES to appoint new EPC and advise Council in due course.</p> <p>Register via ICN for opportunities associated with the Energy Connect project-new transmission line from South Australia to Wagga Wagga.</p> <p>Ongoing contact with Regional Manager of ICN Mr Geoff Reardon in relation to industry development in Narrandera. Provided Geoff with contact details for Bhullar and Mod Pod Homes.</p> <p>Opportunities at Avonlie solar farm promoted through the NSW Industry Capability Network (ICN)</p>
		3.2.10	Encourage and assist businesses to prepare for the NBN and embrace digital / on-line business and marketing opportunities.	<ul style="list-style-type: none"> Local businesses were offered the opportunity to attend Digital Ready Course and free face to face merchandising consult during 2017. GM provide report on meeting with NBN. Met with Field Solutions personnel together with NSC IT personnel to discuss range of their alternative telecommunications and digital services. Partner with BEC Small Business Advisory Service to present a Digital and Online Marketing workshop on 6 December. NSC and Narrandera Business Group sponsor the BEC Social Media Masterclass on 28 October with approx. 25 attending at TAFE CLC. Meeting with Mark Wilkie to discuss future meeting of Digital Economy Group. Work with RAMJO to participate in Regional Connectivity program to improve online data capabilities. Arrange meeting with NBN new development team to include DGMI and other relevant staff. Preliminary arrangements for a business forum after Easter 2022.

Strategies		Key Actions		Progress
				<ul style="list-style-type: none"> • Date for NBN Business Forum to be advised by Sean O'Reilly of NBN • Business Information session 17 August at Exies 2pm-5pm and 6pm-8pm • Information session presented by NBN representatives with very poor attendance.
		3.2.11	Facilitate access by business and community groups to funding programs.	<p>A data base of funding programs is maintained and provided to community groups. Media releases and funding program announcements emailed to business group database.</p> <p>Ongoing Community Events program publicly advertised.</p>
3.3	Strengthen and grow key sectors	3.3.1	Agriculture and Agri Business <ul style="list-style-type: none"> • Develop a producer data base and establish networks and communication channels. 	<p>Sandigo Solar farm. 2018-01-30 – Developers have met with Council on the proposal. Sandigo or Avonlie Solar project, an initiative of Renewable Energy Systems (RES), was explained during community consultation sessions. RES has proposed a \$250,000 community fund component as one of its initiatives. This proposal is currently being reviewed by staff. Avonlie scheduled to provide notice to proceed in March 2019 with commercial operation May 2020. Avonlie awarded Development Consent on 8 August 2019. Council representatives meet with Jacobs Consulting appointed by Siemens/Gamesa, the EPC for Avonlie Solar, to review the Accommodation and Employment Strategy. Updates strategy presented for review to solar reference group. Accommodation and Employment Strategy reviewed and completed. Avonlie development now not expected to commence until H1 2021 as EPC Siemens Games has withdrawn from Australian projects and therefore RES need to appoint a new EPC (solar farm builder). As at September 2021 commencement of construction of “Avonlie’ Solar farm is believed to be imminent. As at 29 September RES advises that it has sold its interest in the Avonlie Solar farm to Iberdrola which operates one of the largest portfolios of renewable energy assets in Australia. Iberdrola senior management has already made contact with the General Manager. Beon Energy Solutions appointed as EPC to commence construction in March 2022 and recruitment program underway as at February 2022</p>

Strategies		Key Actions		Progress
			<ul style="list-style-type: none"> Continue to advocate for water security. 	Ongoing Lake Coolah placed on agenda for Western Riverina REDS update
			<ul style="list-style-type: none"> Encourage and support adoption of new activities and technologies, sustainable land management practices, and innovative business models. 	EV fast charger installed January 2019 Negotiate sale of Council land on the Red Hill Industrial Estate for a leading-edge digital technology development. Contacts negotiated and exchanged for sale of 28 ha of land on the Northern extremity of the Industrial Estate.
			<ul style="list-style-type: none"> Advocate for and assist producers to develop strategies to address labour and skills shortages and develop the local workforce. 	EDM attended Workforce Futures Forum presented by RDA Riverina in Griffith on 10 May. Piggery Forum held in Narrandera addressed by industry experts on 30 August. 45 people present. Explore possible opportunities for the pig industry resulting from the African Swine Fever sweeping China and other Asian countries. Advice received from DPI International Engagement Division that Australia does not have a pork export arrangement with China. PIC Australia apply for Pork Industry labour Agreement for Grong Grong Piggery. Letter of support provided. EDM to participate in focus group on 9 October for CSU Research project being Riverian Skills Audit.
			<ul style="list-style-type: none"> Explore opportunities for and encourage development of new processing and value-adding opportunities and utilisation of waste products. 	Ongoing. Enquiry from investor about establishing pig abattoir on Red Hill Industrial Estate. Investor provided with development guidelines.
		3.3.2	Aquaculture	
			<ul style="list-style-type: none"> Support the expansion of the aquaculture industry within the Shire. 	Preliminary discussions held with Uarah Fisheries on Old Wagga Rd. Dr John Yu. He is planning expansion at the fishery estimated to cost \$2.5 million. Arranged for Wayne Murphy, Export Adviser to contact John Yu. Also arranged for Klaus Baumgartel of ICN to contact Dr Yu to offer him assistance with his expansion planning. Advised possible sources of funding. Uarah advises late May that DA is imminent. Assist Dr Yu with information on how to source an apprentice in aquaculture. 14 Jan 2021 Dr Yu submits Development Application for large shed at Uarah Fisheries.

Strategies		Key Actions		Progress
				<p>DA approved and consent issued to applicant. April 26 2021.</p> <p>EDM Assisted Uarah Fisheries to obtain Government Funding support through the Regional Job Creation Fund to the value of \$140,000 to expand activity at the fishery.</p>
			<ul style="list-style-type: none"> • Build skills and knowledge about the industry within Council and the local community. 	Ongoing
			<ul style="list-style-type: none"> • Explore the possibility of positioning the Narrandera Fisheries Research Centre as a Centre of Excellence for the Murray Cod industry. 	<p>Under consideration</p> <p>Meet with Manager Narrandera Fisheries and establish partnership arrangement for development of large inland fish aquarium at proposed Narrandera Destination and Discovery Hub.</p> <p>Murray cod to feature on stage 2 mural for Narrandera water tower. Completion of the mural delayed as a result of Covid restrictions.</p> <p>Narrandera Fisheries selected as safe facility to relocate distressed Murray Cod and other species transferred from other environments under stress as a result of the drought.</p> <p>Centrepiece aquarium planned for new Destination & Discovery Hub to feature endemic varieties from the Murrumbidgee River including cod. This is a promotional feature to draw attention to the Narrandera Fisheries as a Centre of Excellence and tourist attraction.</p>
		3.3.3	Retail & Wholesale	
			<ul style="list-style-type: none"> • Position and promote Narrandera as a lifestyle centre. 	<p>Central West Lifestyle Magazine Winter Edition launched on 24 May 2019 and targeted distribution by Council to strategic individuals and organisations commenced.</p> <p>Reserved 12 pages dedicated to Narrandera in Collector's Edition no. 2 of Regional Lifestyle Magazine. \$4500. Free one page advert and 20 complimentary issues for Council. To be circulated October. 6000 copies to be printed. Estimated readership 25,000 to 30,000.</p> <p>One page advertisement featuring Lake Talbot Water Park and Water Tower Murals prepared and lodged with Regional Lifestyle magazine. Due for publication in October 2021.</p> <p>Special feature on Narrandera appears in Collector's Edition of Regional Lifestyle Magazine October 2021.</p> <p>Narrandera feature in Autumn 2022 Country Change Magazine.</p>

Strategies		Key Actions		Progress
				Ongoing through marketing program across various publications
			<ul style="list-style-type: none"> Encourage and facilitate training (customer service, merchandise display, e.commerce etc) 	Ongoing
			<ul style="list-style-type: none"> Encourage development of and participation in cooperative marketing and promotional campaigns. 	Invited Griffith, Leeton and Lockhart to send brochures with staff to Adelaide for Caravan and Camping Expo. New Country Change promotion by RDA is imminent. Country Change program launched by RDA. Enrolled in Country change for 2020. Country Change magazine launched by Deputy PM in September 2020 Country Change participant for 2021.Narrandera as feature location January 2021. Narrandera Koalas and lifestyle issues to feature in Whatsup Downunder documentary filmed in Narrandera on 22 April.
		3.3.4	Tourism / Visitor Economy	
			<ul style="list-style-type: none"> Continue to develop products, experiences and activities, including events. 	Ongoing Tourism team organising pop-up drive-in cinema experience for 3 October with good early registrations. At Henry Mathieson Oval. 120 vehicles registered to comprise a full house. Successful movie event as reported. REA Wagga Horse Trials conducted in Narrandera weekend 24/25 October with very positive feedback. Possible future development of this event in Narrandera is being researched by events team. Communication from Emily of Wagga Horse Trials 13 Jan 2021 indicated desire to stage next major event in Narrandera in August 2021 and in subsequent years. Events and Tourism team to make contact and facilitate arrangements between Narrandera Pony Club and the Wagga Horse Trials people. Pony Club representative indicates that are happy to host the Wagga Horse Trials event in August 2021. EDM and team finalise artwork with Apparition Media for stage 2 mural on the water tower and schedule the artwork for 23 August following completion of remedial paintwork to the water tower in June. Painting of the mural delayed indefinitely due to Covid restrictions. Painting rescheduled for around end of January 2022

Strategies		Key Actions		Progress
				<p>Apparition media commence the third artwork on 31 Jan 2022 and complete the impressive mural in 4 days.</p> <p>Funding application made to the Regional Tourism Activation Fund to establish formal mountain bike trails on Rocky Waterholes Crown lands precinct. Expecting an announcement in November</p> <p>As at February 2022 it appears that the application has been unsuccessful</p> <p>Discuss Koala Research Centre proposal with Tourism Team and arrange to attend Koala Committee meeting to discuss the proposal on 3 November</p> <p>Attend Koala Committee and update the committee on Council's decision to facilitate the establishment of a Koala Research centre in Narrandera. As at February 2022 negotiations underway and continuing with Charles Sturt University School of vet Science to progress the Research Centre idea.</p> <p>Two DPIE funded film nights on 10 and 11 April at Sports ground free event and free activities.</p> <p>Team from NSW Parks and Wildlife Koala Biodiversity and Ecological Health Branch visit Narrandera in June and over several days to conduct extensive field research and detailed health screening of 18 Koalas. Health indicators and population indicators excellent. Full results available in September.</p> <p>NSW Parks and Wildlife Team booked to present preliminary findings of research to October 18 Council meeting.</p>
			<ul style="list-style-type: none"> Continue to improve infrastructure, facilities and services for visitors 	<p>Awaiting outcome of 'Playground on the Murrumbidgee' funding application under NSW funding program.</p> <p>Funding of \$8 million approved by NSW State Government</p> <p>VIC closed during health emergency</p> <p>VIC reopens to public on 1 June 2020</p> <p>Positive feedback from participants in REA Equestrian competition held in Narrandera on 24/25 October. Future development of this event being explored by events team.</p> <p>Wagga REA Horse Trials stage successful event on as a CEP funded event over 20/21 August.</p>
			<ul style="list-style-type: none"> Update and improve information and promotional collateral. 	<ul style="list-style-type: none"> Ongoing

Strategies		Key Actions		Progress
				<ul style="list-style-type: none"> • Purchased promotional backpacks for insertion of information on Narrandera supported by vouchers redeemable at local businesses. .Backpacks to be distributed F.O.C from time to time by V,I.C. staff to visiting caravanners and campers at Brewery Flats. Survey box to be installed on amenities block at Brewery Flats for survey collection. • Survey Box installed and positive responses being received. Data collected will be advised to the Taskforce in due course • New Riverina Touring Map published featuring 12 LGAs in the greater Riverina
			<ul style="list-style-type: none"> • Effectively market and promote the Shire, including implementing the branding strategy and expanding the Shire’s on-line presence and capitalising on digital and social media opportunities. 	<ul style="list-style-type: none"> • Ongoing • Joint promotion between Narrandera, Murrumbidgee, Lockhart and Leeton to utilise digital capacity to develop a state-of-the-art visitors guide for the sub region • Plan new banners/flags at Airport terminal as a branding exercise • Distinctive painted images promoting Narrandera on side curtains of Hayllars semi-trailer. • Regular Newsletters prepared and distributed throughout the close down of Narrandera Argus prior to it changing hands. Newsletters continuing to be prepared and distributed by Communications Officer
		3.3.5	<p>Transport and Logistics</p> <ul style="list-style-type: none"> • Leverage off Narrandera’s strategic location to position and develop the Shire as a road transport hub. 	<ul style="list-style-type: none"> • Ongoing • Discussions with Janus Electrics GM on the desirability of establishing Narrandera as a changeover hub for batteries for electric trucks. To be addressed in stage 2 or 3 of Janus Electrics strategy. • Accept invitation from Janus to attend a showcase event in Sydney on 5 April. • EDM attended the Janus Showcase and met with Managing Director Lex Forsyth & other executives to promote the case for Narrandera to be an ideal battery changeover location also a location for truck conversions from diesel to battery(electric).
		3.3.6	<p>Health Care & Social Assistance</p> <ul style="list-style-type: none"> • Advocate for continued improvements in health, aged care and social assistance services, programs and facilities. 	<ul style="list-style-type: none"> • Communicate with local health sector agencies to seek support for program initiated by the Gwydir Health Alliance. Proposal is to convene a meeting in Narrandera to form a local health alliance. Little indication of support and limited response to petition aimed at bringing shortages of rural doctors to the attention of Government.

Strategies		Key Actions		Progress
				<ul style="list-style-type: none"> • Plan for Health Alliance meeting after Easter 2019 break. Meet with Dr Romeo, obtain feedback from RAMJO Health Group to prepare for possible meeting in June/July. • Meeting with Dr Romeo and Liz completed. • Health Alliance meeting planned for 29 November in Narrandera • Narrandera Health Advisory Group (NHAG) established on 29 November 2019. • NHAG meeting on 5 March to consider pilot Pathway program developed by MLHD and approved by Government. • CEO of MLHD outlines program that will provide more trainee Generalist Pathway trainee doctors into local health system as GPs and at the hospital • New GP commencing in Narrandera at Dr Romeo's practice on 9 May 2020. Dr Sonia Volante is coming from another NSW rural location and is independent of the MLHD Generalist Pathway program.. • Dr Volante has left Dr Romeo practice as at 26 October 2020. • Dr Abdallah has commenced with Dr Romeo Practice as at 22 December 2020 and is occupying 19 Argyle St as tenant at \$150/week with Council subsidy \$100 per week (market rent \$250 per week) • Mayor lobbying for provision of a dialysis facility in Narrandera • Council supports the Rural Doctors' Network and CWA Program for Bush Bursaries in 2022 by providing \$3,000+GST for two bush bursaries for student medical(nursing) students.
3.4	Target and attract new businesses and activities	3.4.1	Investigate possible investment attraction incentives and formulate an Economic Development Assistance Policy that articulates the support that Council can offer new businesses and investors.	<p>Policy ES 270 under review and going to ELT Jan 2021. Investigating new subdivision potential for Paterson Place in Red Hill Industrial Estate.</p> <p>POL ES 270 to new number POL 048 endorsed by Council for public exhibition. Exhibition period concludes 26 April 2021. Policy now in the policy register.</p> <p>New Small Business Incentive Scheme adopted by Council and operational as Policy POL 010.</p> <p>EDM attends Direct Foreign Investment Training in Sydney presented by Andreas Dressler an international identity, formerly with KPMG for 23 years, who has extensive experience representing countries and large corporations seeking foreign investment opportunities. Arranged by DPC.</p> <p>Council provides response to EOI request from Australian Airline Pilot Academy and Rex Group for extended flying school academy.</p>

Strategies		Key Actions		Progress
				<p>Narrandera/Leeton Airport facility submitted as ideal location in extensive proposal.</p> <p>Council representatives meet with senior Rex and AAPA officials on 27 Feb in Sydney. Strong indication that Narrandera will be selected as a training campus with facility development to occur at the airport.</p> <p>AS at April 16 CEO of AAPA planning visit to Narrandera in near future as a requirement to provide information to CASA authorising AAPA use of facilities at the airport.</p> <p>2 May inspect airport house with AAPA senior representatives Andrew Messer Head of Operations at Ballarat and Geoff Cook head of Operation at Wagga Wagga. Discuss other aspects of airport for AAPA use.</p> <p>15 May arrange zoom meeting with above AAPA representatives with key users Craig day from Aero Club and Steve Burgess of Millbrae Quarries.</p> <p>Craig Day provides AAPA with aerial map of South Western training area at Narrandera.</p> <p>Airport residence lease signed by AAPA and they take possession on 1 June. Awaiting confirmation of media opportunity for announcement of AAPA use of the residence as a briefing facility. AAPA awaiting CASA confirmation of arrangements.</p> <p>July 2020 CASA formally approves use of airport facilities and Narrandera airspace by AAPA. AAPA have commissioned construction and installation of a sign at front of airport residence. This will provide a media opportunity with AAPA involvement.</p> <p>AAPA sign completed and installed in front of airport residence now promoted as "AAPA Briefing centre-Narrandera Campus" Awaiting advice from AAPA as to a mutually convenient date for a media event.</p> <p>AAPA briefing centre officially opened with Chris Hine CEO of AAPA and Mayor Kschenka and Mayor Maytom of Leeton. Extensive and positive media exposure for this event</p> <p>Small Business Incentive Policy prepared and presented to Council for adoption and public exhibition. Policy 010 refers.</p> <p>5 blocks of industrial land on Red Hill Estate in process of sale to various business developers. New businesses expected to be developed include a truck depot, an apiary business, a storage facility for large recreational</p>

Strategies		Key Actions		Progress
				<p>vehicles, a modular home construction business, a milling facility for modular homes construction.</p> <p>3 blocks on RH Estate have proceeded to settlement. One large site contracts exchanged for modular home factory. One large 7ha site draft plan of subdivision prepared,, contracts signed, deposit paid, awaiting exchange. Negotiated sale of 28 ha of land on RH Industrial Estate for leading edge digital technology development, remaining 2ha sold for small scale solar farm. Red Hill Estate sold out.</p>
		3.4.2	Produce information and promotional collateral – in both digital and print formats.	See above – collateral: Industry Prospectus, Redhill Prospectus, Lifestyle Insert, 4 Redhill Videos, billboard sign, Land For Sale signs.
		3.4.3	Participate in forums, expos, trade missions etc that have the potential to bring new businesses / investment into the Shire.	<p>Ongoing</p> <p>EDM attends Direct Foreign Investment training in Sydney in March organised by DPC. Program emphasises the importance of thoroughly developing and communicating Narrandera’s value proposition.</p> <p>Local forum organised July 2019 for hospitality/accommodation sector to exchange information and learn of assistance available through Destination NSW to attract conferences to Narrandera.</p> <p>Facilitated Bee Forum 17/7/19. Ref 1.2.1</p> <p>Participated in Service NSW Regional Engagement Forum August 2019</p> <p>Participated in Ernst Young Inland Rail Regional Opportunities Forum 12 August.</p> <p>Participated in Dept of Infrastructure, Transport, Cities and Regional Development Forum at Wagga Wagga on 9 Oct 2019 on Inland Rail—Inland Rail Interface Improvement Plan.</p> <p>Attend National Renewables in Agriculture Conference and Expo 14 Nov 19</p> <p>Attending Janus Electrics Showcase in Sydney on April 5th-Electric truck technology-battery changeover and conversions.</p> <p>Attended Showcase ref 3.3.5</p>
		3.4.4	Explore opportunities to leverage off Council’s Sister City programs.	<p>Current relationship with Urumqi is problematic given ongoing serious ethnic unrest in that city and its region, Xinjiang.</p> <p>As at November no response to August 2018 Communication to Chinese Ambassador seeking support for relationship with Urumqi.</p> <p>Feb 2019 still no communications from Chinese Ambassador</p>

Strategies		Key Actions		Progress
				<p>Current diplomatic relations and trade relations with China are likely to preclude any further relationship with the Peoples Republic of China for continuance of a sister city relationship.</p> <p>Redundant</p>
		3.4.5	<p>Investigate the potential of emerging / new activities:</p> <ul style="list-style-type: none"> • Government and service sector • Intensive agriculture • Niche / boutique agriculture and agri-businesses • Manufacturing – value-adding and processing • Renewable energy and use of waste products 	<p>Opportunities discussed to capitalise on the Smart Cities funding program, in particular the opportunity to develop projects around the renewable energy, solar farm developments planned for Narrandera Shire.</p> <p>Ongoing development with 3 renewable energy companies developing major solar farms in the Shire.</p> <p>Wrote to Australian Renewable Energy Agency (ARENA) to seek opportunity to discuss Narrandera’s unique position in the Renewables development in Australia i.e., 3 Solar Farms and TransGrid duplication of 330KV line S.A to NSW. As at 19 June 2019.</p> <p>ARENA response from Alison Wiltshire, Director Business Development by phone 12/7/19 advising that this is not an issue for ARENA and we should contact Clean Energy Council and possibly Minister Taylor.</p> <p>Contact made with Clean Energy Council and Meeting arranged with key personnel.</p> <p>Met with CEC representatives in Melbourne (see separate report).</p> <p>Attended Renewables in Agriculture National Conference in Wagga wagga and obtained valuable information and made useful contacts with experts from the renewable energy sector,</p> <p>Arranging teleconference with Jessica Berry of Pitt and Sherry to assess solar farm development opportunities on Council land.</p> <p>Recent purchase of lots 163 and 164 Driscoll Road to accommodate an industrial development involving road construction materials manufacture with site construction expected to commence early 2021 and up to 13 employees over time.</p> <p>Lot 169 Driscoll Road sold to owner of two adjoining lots. Under contract.</p> <p>Sale of lot 169 settled.</p> <p>New enquiry for industrial process on lot 12 Driscoll Road (1.98 ha).</p> <p>Power availability being researched through Essential Energy.</p> <p>Discussions held with Geoff Reardon on potential business opportunities around solar farm construction in the Shire-eg waste disposal associated with solar components packaging.</p>

Strategies		Key Actions		Progress
				New developments in manufacturing with two new industries planned for the Red Hill Industrial Estate. 2 new renewable energy developments to be developed on Red Hill Industrial Estate over total 30ha area.
		3.4.6	Market the Shire’s strengths, assets and opportunities.	See above. Also, recent launch of new Visitor Information Booklet. ongoing

Initiative 4: Planning for the Economy of the Future

Economic development is dependent upon having suitable land and premises and utility and transport infrastructure to accommodate and facilitate growth as well as access to a work force. The focus will be on ensuring that these ‘foundation blocks’ are in place.

Strategies		Key Actions		Progress
Land & Premises				
4.1	Ensure sufficient supply of land and premises to facilitate and support growth	4.1.1	Annually review land use plans and strategies to ensure sufficient land is zoned to accommodate growth for industrial and residential activities.	<p>Reviewed 2017</p> <p>Ref 3.4. Investigating an overlay plan for Paterson Place to provide for future subdivision to provide small to medium industrial zoned land for sale. 10,000 sq metres of land being part lot 12 Driscoll Road sold by agents QPL for trucking depot. Endorsed by Council with conditions.</p> <p>6000 square metres of land sold on Cnr Driscoll Rd and Paterson Place for large vehicle (Caravans/motor homes) storage. Endorsed by Council with conditions.</p> <p>DAs approved for subdivision to provide the above two parcels of land. Contracts exchanged in both sales. Awaiting roadworks, ,K&G and land clearing to commence in Driscoll Rd. Western end.</p> <p>Future subdivision plans for Red Hill Industrial Estate being reviewed to accommodate increasing enquiry.</p> <p>Continuing interest in Red Hill Industrial Estate as at February 2022 will necessitate the identification of further land for zoning and subdivision for industrial purposes.</p> <p>Investigations proceeding to identify further land suitable for industrial zoning and residential zoning. DGMI pursuing this.</p>

Strategies		Key Actions		Progress
		4.1.2	Investigate the need for a light industrial / business park land and/or premises in Narrandera, and if needed, encourage owners of vacant and/or underutilised land in the Narrandera West (Leeton Road) and Pine Hill Industrial Estates to bring this land into production (subdivision, sale, lease or development).	<p>To be reviewed.</p> <p>As at September 2020 review opportunity to subdivide some small/medium sized lots in Red Hill Industrial Estate to be made available to small to medium enterprises. Presently only one subdivided lot available for sale.</p> <p>See 4.1.1 The need has now arisen to identify potential future land suitable for industrial zoning and subdivision.</p> <p>Under investigation by DGMI</p>
4.2	Facilitate further development of the Red Hill Industrial Estate	4.2.1	Retain general / heavy industry zoning and preserve buffer areas around the Estate.	<p>Buffers are noted as an important selling point in our Redhill Marketing and Communications Strategy.</p> <p>Current offer to purchase lot 169 Driscoll Rd to be communicated to ELT and then to Council at 21 July meeting</p> <p>Offer to purchase lot 169 Driscoll Rd accepted by Council and contracts prepared and provided to purchaser's solicitors. Contracts exchanged and deposit paid.</p> <p>Sale settled</p> <p>Ref 3.4 and 4.1.1</p> <p>Red Hill industrial Estate Council land sold out. Only 7 ha approx. of privately owned land for sale.</p>
		4.2.2	Develop a sales policy for Council-owned land in the Estate that provides incentives for developers, fosters a quick development timeline, and discourages land banking.	<p>Under consideration</p> <p>To be addressed in update of Policy ES 270 currently under review.</p> <p>New Policy POL048 submitted to March 2021 Council meeting. Endorsed for public exhibition which ends on 26 April. Policy now in the register.</p> <p>Draft Business Incentive Policy developed and presented to ELT and then to Council in July with amendments.</p> <p>Ref. 3.4.1. New Small Business Incentive Policy adopted by Council and submitted for public exhibition POL 010.</p> <p>Policy now fully endorsed and accessible on Councils online policy register.</p> <p>Achieved</p>
		4.2.3	Formulate and implement a marketing plan for the Estate that includes quality promotional material and supporting	<p>Current. See earlier comments. New bright 'for sale' signs and 3mx2m billboard erected on Red Hill Industrial Estate. Gateway entrance poles and banners installed.</p>

Strategies		Key Actions		Progress
			information, as well as conceptual subdivision layouts and servicing plans.	Promotional flyer provided to real estate agents who have listed Red Hill Industrial Estate for sale. Industrial Estate sold out
		4.2.4	Organise famils of the Estate (and Narrandera) for regional development agency (eg RDA, Industry NSW, BEC) staff and regularly update these agencies regarding the availability of commercial and industrial land and premises within Narrandera.	Under consideration. Review the signage on the estate to reflect the current sales and availability of remaining land as at February 2022. Future tour of the Red Hill Industrial Estate when approx. 500meter new road constructed to enable access for new industries.
		4.2.5	Advocate for Government Funding to assist in providing enabling infrastructure to facilitate subdivision and development.	ED Dept contributed to successful submission re Truckwash under Fixing Country Truckwash Grant. Nothing currently available at NSW state level-enquiry through Dept of Regional Development.
4.3	Ensure that the power supply can accommodate growth	4.3.1	Advocate for on-going improvements in the power supply in Narrandera Shire.	Consideration being given as a component of the Smart Cities funding program. Power extension negotiated with Essential Energy to service proposed RVM at Landfill site. Power to site in progress. Low voltage completed. Investigations continuing to assess Red Hill Ind Estate as a location to develop a solar farm initiative.
		4.3.2	Advocate for and assist local businesses access grant funds for 'last mile' infrastructure.	For consideration
		4.3.3	Support the development of renewable / green energy producers within the Shire.	Ongoing. Assessing Council land suitability for solar farm development. Various briefings by the proponents of the Haystack Solar Farm at Grong Grong known as solar gardening. Formation of a cooperative imminent and construction work expected to commence early 2021. Engaged in discussions with Reach Solar (David Webster) to examine mutually beneficial opportunities that may present through accessing the Regional and Remote Communities Reliability Fund (Federal) for Microgrids. Explore suitability of Red Hill Industrial Estate, Reach Solar not interested in involvement in Microgrid projects development

Strategies		Key Actions		Progress
				Negotiations underway to finalise special condition in contract for for the sale of 28 ha of land on Red Hill Industrial Estate for a leading edge technology development also separate negotiations for sale of final 2ha as solar farm. Final 2 lots being 2ha and 28ha sold for development of renewable energy projects on the Red Hill Industrial Estate
4.4	Improve telecommunications	4.4.1	Develop and implement a Digital Strategy in consultation with industry and community groups.	Monitor development of National Digital Strategy for compatibility. National Digital Strategy released December 2018. Under review.
4.5	Increase the capacity of the road network in the Shire to accommodate increased truck movements and higher productivity vehicles	4.5.1	Develop a Road Improvement Strategy, identifying strategically important production and freight routes within and through the Shire and the works required to remove 'pinch points' and expand capacity to accommodate HPVs.	Flood-proofing of Sturt Hwy at Gillenbah included in Regional Economic Development Strategy for Western Riverina. Road improvement included in Council's submission for update of Western Riverina REDS
		4.5.2	Advocate for the Shire's road needs to be included in regional and State freight and transport strategies.	Refer Draft NSW Ports and Freight Plan and Western Riverina REDS. Submission made to the Dept of Regional NSW responsible for updating the Western Riverina Regional Economic Development Strategy
		4.5.3	Advocate for and seek funding to upgrade and maintain strategically important roads.	As above. Brought to attention of Federal Minister for Local Government the Hon Dr John McVeigh at a RAMROC Councils meeting held in Albury on 15 May
4.6	Provide infrastructure and facilities to support the road transport sector.	4.6.1	Plan for improved infrastructure and/or facilities for trucks in Narrandera – Gillenbah and Barellan.	Truckwash to be constructed at Redhill. DA now in the planning system. Construction commences June 2019 Narrandera Stock and Bitumen Truckwash completed March 2020. Update industrial estate signage with Truckwash details. 1ha of Industrial land on Red Hill Industrial Estate planned for truck depot. New Mobil service station is now open at Gillenbah.
4.7	Continue to improve rail infrastructure	4.7.1	Advocate for ongoing improvements to the Hay Branch line (June through to Griffith via Narrandera), taking the line from Class C to Class A to facilitate longer and heavier trains.	ARTC proposing to improve the line to accommodate 80ft flat top rolling stock with 25 tonne axle capacity to take 2x40ft containers. Govt allocates \$60 million for line improvements. New lines and upgrades being planned at Illabo/Stockinbingal as part of Inland Rail connectivity to other rail systems.
		4.7.2	As required, support rail and freight service providers secure 'paths' for rail freight from the Western Riverina.	Ongoing. Refer Western Riverina REDS. EDM and GM attend National Supply Chain Freight and Logistics Strategy Scenario Planning workshop in Griffith on 9 Oct. Meet with Hermione Parsons

Strategies		Key Actions		Progress
				<p>of Deakin University do discuss possibility of future alternative study for Narrandera if Lycopodium study unable to be used. Executive summary from Transport NSW received Feb 2019. Localised and independent freight demand study under consideration in partnership with Leeton and Griffith. Consultant engaged and work commenced.</p> <p>Attend Port of Melbourne briefing on 15 April in Wagga. PoM announces \$300 million investment on Melbourne Port to bring 4 dual rail sidings onto the dock each to accommodate 600m trains that will be deconstructed from longer trains at outlying intermodals. This eliminates 'last mile' transfer costs from train to truck. Attend Inland Rail Forum in Wagga on 9 Oct-Details of Inland Rail Interface Improvement Program.</p>
4.8	Plan for freight infrastructure to meet growing demand	4.8.1	Liaise with local producers (eg Agri Australis, Proten, Grants Sawmilling, Hutchins Bros Engineering) to determine likely future freight transport requirements.	<p>Discussions with Paterson's Transport re local/regional freight task. Consider in context of Lycopodium report. Document remains confidential to Council. Participate in forums on Inland Rail presented by CSIRO and Ernst Young and Dept of Infrastructure, Transport, Cities and Regional Development. . Highlight Narrandera's industries as potential freight sources.</p>
		4.8.2	Advocate to have the Narrandera-Tocumwal rail corridor recognised as strategic infrastructure and protected and preserved for future use.	<p>Finalised. 15 September 2020-Mayoral letter of support to Strathbogie Shire in Victoria supporting their proposal with other stakeholders to reopen the Tocumwal to Narrandera Rail Line to complement an intermodal facility under consideration at Mangalore VIC. Letter of support addresses Strathbogie's submission of an EOI to the Federal Government's Inland Rail Interface Improvement program in a bid to gain funding for a business case for the conversion to standard gauge of the Goulburn Valley rail line between Mangalore Junction and Tocumwal and the refurbishment of the rail line between Tocumwal and Narrandera. No financial involvement is contemplated for Narrandera Shire Council. No further action on this proposal</p>
		4.8.3	Plan for a small intermodal terminal / freight receival site in Narrandera.	<p>Amazon has been provided with relevant information highlighting Narrandera as a potential site for an Amazon distribution facility. 22/3/18.</p>

Strategies		Key Actions		Progress
				Shooters Fishers and Farmers party negotiating to have the Narrandera Tocumwal rail study declassified as confidential so findings can be publicly released. Ongoing.
4.9	Retain commercial air services to Narrandera	4.9.1	Continue to upgrade the Narrandera – Leeton Airport to ensure on-going compliance.	<p>Give consideration to future proofing the airport infrastructure with possible aircraft type obsolescence.</p> <p>Potential development opportunity with Wagner Group interest in freight opportunities.</p> <p>Assess potential producers and processors, types of exports and tonnages and frequency of export for advice to Wagners. Advice again provided to Wagners on export task potential from Narrandera-Leeton airport, as at February 2019. John Wagner advised of KPMG study, as advised by DPC.</p> <p>Contacted Deputy Chair of Rex The Hon John Sharp to determine Rex Airline future fleet requirements and operations. Fleet of SAAB 340s not expected to be replaced for 10-15 years. Discussions with Warrick Lodge of Rex (General Manager-Network Strategy) regarding upgrade to main runway to accommodate foreseen RPT traffic movements. Rex will assist in developing case for funding if required</p> <p>Contact specialist consultancy group BECA who provide outline for a Draft Airport Masterplan and Business Case for Narrandera/Leeton Airport in context of \$100million Regional Airport Fund soon to be opened.</p> <p>Regional Airport Fund announced 11 Oct 2019.Under consideration by Manager Works and EDM.</p> <p>Funding application being developed for \$950,000 main runway reseal at airport.</p> <p>Banners commissioned to advertise community fares.</p> <p>Rex supported by Council during Covid 19 emergency through waiving head taxes between 1 April 2020 and 31 December 2020.</p> <p>Rex operating 3 flights per week through Covid emergency.</p> <p>Funding received to re-seal main runway and improve lighting & fencing.</p> <p>Quotes imminent for design of parallel taxiway to support AAPA training activities.</p> <p>Quotes received for parallel taxiway and under consideration by technical services team</p> <p>Design proposal accepted and preliminary studies have commenced-eg survey, geotechnical etc.</p>

Strategies		Key Actions		Progress
				<p>Funding application to Regional Airports program for construction of parallel taxiway -December 2020.</p> <p>Qantas announces commencement of a Griffith/Sydney service scheduled for February 2020.</p> <p>Seeking meeting with REX and AAPA to discuss aviation matters impacting Narrandera/Leeton airport.</p> <p>Meeting held with REX and AAPA (Warrick Lodge and Chris Hine) on 12 Jan 2021 when assurances given by REX that there will be a continuation of services to Narrandera for foreseeable future and they don't expect the commencement of Qantas service into Griffith will impact Rex services to Narrandera/Leeton airport.</p> <p>July 2021 \$1.1 million approved by Federal Government through Regional Airports Fund Round 2. Council approves matching funding to enable work to proceed to construct a parallel taxiway. This will future proof the airport and provide opportunity for future aviation business expansion.</p> <p>Narrandera /Leeton Airport not on current list for any service withdrawal by Rex. As at 31 May 2022</p> <p>No service withdrawal by REX in recent announcements..</p> <p>Construction of parallel taxiway imminent.</p>
		4.9.2	Implement the Airport Strategic Plan.	Ongoing
		4.9.3	Build patronage on the route by diversifying the market base – eg through growing the conference, meetings and events markets.	<p>Venue guide produced in 2017.</p> <p>Community fare agreement negotiated with Rex for the benefit of airline commuters out of Narrandera/Leeton Airport. Five (5) year agreement with Rex commencing 4 October 2018.</p> <p>AS at 20 April 2020 Rex confirms it has received Government support to enable 2 services per week to be continued for next 6 months.</p> <p>Currently up to 4 services per week into Narrandera/Leeton airport.</p> <p>Full services resume to/from Narrandera as at 29 March 2021.</p> <p>Services affected mid 2021-current- as a result of Covid lockdowns across the State.</p> <p>Limited services continuing in and out of Narrandera as at February 2022</p> <p>Regular services resumed</p>
4.10	Diversify and improve	4.10.1	Monitor demand for motel and hotel accommodation and, when needed,	<p>Tourism activities will now be reported to Council via this Strategic Plan Report.</p> <p>Barellan has gained recognition as an RV Friendly destination.</p>

Strategies		Key Actions		Progress
	accommodation available in the Shire		advocate for the development of new accommodation within the Shire.	<p>Early November 30-60 electricians from Darlington Point expected to occupy local motels until February-organised by Rick Shaw.</p> <p>Survey of Motels in December 2019 reveals approx. 60 workers from Darlington Point project accommodated in Narrandera.</p> <p>Survey Feb 2020 reveals 30+ Darlington Point workers still in accommodation in Narrandera.</p> <p>Motels generally reporting excellent occupancy through Autumn. One motel reporting 100% occupancy for 56 consecutive days.</p>
		4.10.2	Advocate for improved supply of rental housing and other accommodation for temporary and seasonal workers and position Narrandera as the accommodation hub to service the Narrandera – Leeton area.	<p>EDM attends Workforce Futures Forum in Griffith on 10 May when discussion was held about overall accommodation shortages in the Western Riverina and consideration given to possible strategies to address.</p> <p>Discussions commenced with appointed EPC for RES Solar (Siemens/Gamesa) and their appointed consultants Jacobs to commence preparation of the Employment and accommodation strategy required as condition of consent</p> <p>Met with Zara Durnan Senior Consultant for Jacobs on 20 August and discussed 1st draft of accommodation and employment strategy which is to be reviewed by Solar Reference Group.</p> <p>Strategy reviewed by Solar farm Reference Group and submitted to Jacobs.</p> <p>Accommodation and Employment Strategy finalised.</p> <p>August 2021 made a submission to the NSW Housing Taskforce outlining the current and likely future housing needs in Narrandera.</p> <p>Rental and housing supply in Narrandera and regional NSW generally under pressure with low vacancy rates, increasing rents.</p>
		4.10.3	Undertake a review of camping areas and facilities in the Shire to maximise economic benefits.	<p>For consideration.</p> <p>Survey box with forms to be installed on amenities block at Brewery Flats and complimentary branded information bag with information and vouchers to be distributed to campers/travellers from time to time.</p> <p>Ref.3.3.4</p> <p>Survey box installed and branded information backpacks being distributed to campers/travellers at Brewery Flats.</p> <p>Camping areas closed due to Corona Virus related Government direction</p> <p>Camping areas reopened as at 1 June 2020 subject to social distancing requirements.</p> <p>Upgrade of brewery flats facilities and management arrangements being implemented.</p>

Strategies		Key Actions		Progress
4.11	Grow the local workforce, ensuring that it is aligned with local and regional industry needs	4.11.1	Profile and articulate existing and future local and regional workforce requirements and jobs and skills gaps.	Refer 4.10.2 RDA Riverina offering services in this area for workers and employees
		4.11.2	Work with regional organisations and education and training providers to address job and skill gaps and formulate and deliver 'job readiness' and skills development opportunities.	Refer 4.10.2 Participate in RDA skills survey Facilitate contact between TAF at Narrandera and Avonlie project owners RES and EPC Siemens /Gamesa to discuss development of relevant courses to support solar farm works.
		4.11.3	Participate in relevant employment and skills development programs and initiatives (eg the 'Grow our Own' program being implemented in the Western Riverina).	Refer 4.10.2 Riverina Skills audit involvement in focus group.
		4.11.4	Encourage proponents of major developments to 'grow their own' workforce by employing local residents and investing in training and skills development.	Refer 4.10.2 Ref. 4.11.2 Bhullar new development on Red Hill Industrial Estate contains an industry training component.
		4.11.5	Work with the Shire's Aboriginal community and residents who are socially disadvantaged, to improve training and employment outcomes.	For consideration Two Aboriginal Community Engagement Officers employed by Beon to assist Aboriginals in Beon workforce to be job ready.
		4.11.6	Work with industry and businesses to attract skilled workers to the Shire to fill vacant positions and address skills gaps.	For consideration Riverina Skills Audit ref 4.11.3
		4.11.7	Investigate opportunities to harness skills of visitors to the Shire (eg retirees, back packers) to address labour shortages, particularly for seasonal work (eg harvesting, picking, truck drivers).	For consideration
		4.11.8	Advocate for improved access to education and training services and flexible approaches to workplace training, apprenticeships and traineeships.	Use event opportunities to promote TAFE and its services and courses and to utilise TAFE Narrandera Connected Learning centre e.g. Small Business Month October events
		4.11.9	Retain young people within the community, through programs such as	For consideration

Strategies		Key Actions		Progress
			school based vocational training, transition to work / work ready, offering apprentice and traineeships and providing access to tertiary training.	
		4.11.10	Develop and implement programs to welcome and orientate new employees and integrate them into the community.	For consideration



Narrandera Local Housing & Employment Zone Land Strategy

October 2022



We acknowledge and pay our respect to the traditional custodians of the lands and waters of NSW, and all Aboriginal Elders, past, present and emerging.

We respectfully acknowledge the traditional custodians of the land and waters of New South Wales, and their continuing cultural, spiritual customs and practices.

Acknowledgements

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01. Introduction

1.1 Executive Summary

Strategic planning is the basis of the NSW planning system. Strategic plans tell the story of a place, its background and history, vision and aspirations for the future. Local Governments have the knowledge and expertise in strategic planning necessary to translate higher-order planning objectives in Regional and District Plans into implementable plans at the local level.

This Strategy links Council's visions for housing and importantly responds to Council's Local Strategic Planning Statement (LSPS) 20 year vision for land use planning for the Local Government Area.

The Housing and Employment Zone Land Strategy has been developed in accordance with the *'Local Housing Strategy Guideline: A step-by-step process for producing a local housing strategy'* (2018) and the *'Employment Land Strategy Guidelines Discussion Paper' 2021*, both prepared by the Department of Planning and Environment.

The housing and employment vision for the Narrandera Shire has been drawn from previous community consultation and strategic planning work undertaken by Council.

Council has a role to play in facilitating the preparation of planning strategy and policy (such as the Local Environmental Plan) that supports and encourages the supply of new housing and employment lands that matches the community's preferences, businesses demand and everyone's needs.

In order to plan for the future needs of our community Council must set a strategic direction for housing and employment land policy to better inform land use zoning and other planning controls which will ultimately provide the outcomes desired.

It is important to note the housing system is beyond the responsibility of Council or a single State or Federal agency on its own. It is affected by, and affects most other policy areas, including environment, economy, infrastructure, social services and health.

An LHS provides councils and communities the opportunity to develop a strategy that influences how and where they will grow to support a growing population, ageing community, and a change in household structure. A strategic approach allows everyone, including Council, to step back and examine the evidence base and make informed decisions about the rezoning of land for residential purposes as well as the planning of roads, infrastructure and services.

A strategic approach is important in providing certainty to all relevant stakeholders who have an interest in housing and employment lands. A strategic approach enables our urban areas to successfully establish a positive legacy of living for future generations.

Importantly, strategic planning provides opportunities for a range of stakeholders to contribute to the future planning of the housing market throughout Narrandera Shire, including developers of residential subdivision estates and apartments, builders and other trades, real

estate agents and conveyancers as well as other community groups and individuals.

In order to plan, identify and accommodate for the future needs of our community, a new housing strategy and employment lands strategy is needed to accommodate growth, improve housing choice and increase housing opportunities in high demand areas. The employment strategy will also ensure that employment lands are provided in appropriate locations which are accessible and provide the outcomes required for flourishing and sustainable business and employment within the Shire.

The Strategy includes consideration of demographic factors, local housing supply and demand, and local land-use opportunities and constraints. The Strategy details where additional housing will be provided and how Council will ensure appropriate infrastructure provision and high-quality design is achieved.

The recommendations outlined in this Strategy will form the basis for revised residential zoning and development standards under the Narrandera Local Environmental Plan and the Narrandera Development Control Plan which will be prepared as separate exercises. The strategy will also provide an evidence base that supports Council in ensuring appropriately planned housing and employment lands that align with the communities expectation and good planning outcomes.

The strategy is prepared in accordance to the DPE's guidelines for Housing Strategies and Employment Lands Strategies.

The Strategy will:

- **Analyse residential land and housing diversification demand and supply and provide pathways for addressing any needs and/or backlog**
- **Analyse development constraints and opportunities including growth drivers, hazards and biodiversity**
- **Assess infrastructure and servicing requirements for future development**
- **Provide a development staging plan to guide future land release for residential and Employment Zone development**
- **Analyse Employment Zone land demand and supply analysis including industrial development types, trends and opportunities**
- **Review road and active transport network and provide pathways for safe and active local connectivity and sustained freight movement**

1.2 Background

The objective of the Strategy is to implement the Narrandera Shire Council LSPS planning priorities that relate to the township of Narrandera.

The Riverina Murray Regional Plan 2036 (2041) has a vision for the region to have a diversified economy, iconic waterways and vibrant connected communities.

Located to the north of the Riverina Murray region at the intersections of two important state/national highways (Sturt and Newell Highways), Narrandera Shire Council has an important role to play in inter-regional connections to support the agricultural supply chain to the main domestic and international ports at Sydney, Melbourne and Adelaide.

Narrandera Shire Council has strong connections to its two nearest regional cities of Griffith and Wagga Wagga, where residents can access higher-order health, education, retail, commercial and transport services.

The Narrandera Shire Council Local Strategic Planning Statement (LSPS) sets the framework for the Shire's economic, social and environmental land use needs over the next 20 years by outlining planning priorities that describe what, where and when development will occur in the LGA.

Accordingly, the LSPS identified and recommended a number of actions to stimulate and support future growth and development of the LGA. These are intended to provide opportunities for urban residential expansion, rural residential lifestyle and industrial development in and around the Narrandera township.

To properly implement these recommendations, a strategic analysis has been undertaken to better understand key issues such as residential and industrial land demand and availability, development opportunities and constraints and infrastructure and servicing among others.

The ultimate outcome is the development of a Housing and Employment Zone Land Strategy for the Narrandera township that will be used to inform LEP amendments and guide future development in the town.

Narrandera Shire Council's LSPS identifies the need for Diverse housing options (Priority 1) and Industry growth and diversification (Priority 6), however do not have sufficient strategic justification to support a planning proposal. This proposal is for conduct of a modest strategic analysis and justification to inform and provide that link.

1.3 Study Area

The area investigated by this Strategy comprises the main urban township area of Narranderra and the surrounding large lot residential and industrial areas.

The Study Area is generally defined by the existing town boundaries, including the environmentally protected areas of land to the north and east, Irrigation Way to the West and the Sturt Highway to the South.

The Murrumbidgee River, its tributaries and flood plain flow along the southern edge of the study area. The risk of flooding has long informed land use planning throughout Narranderra, which is protected by embankments parallel to the water courses.

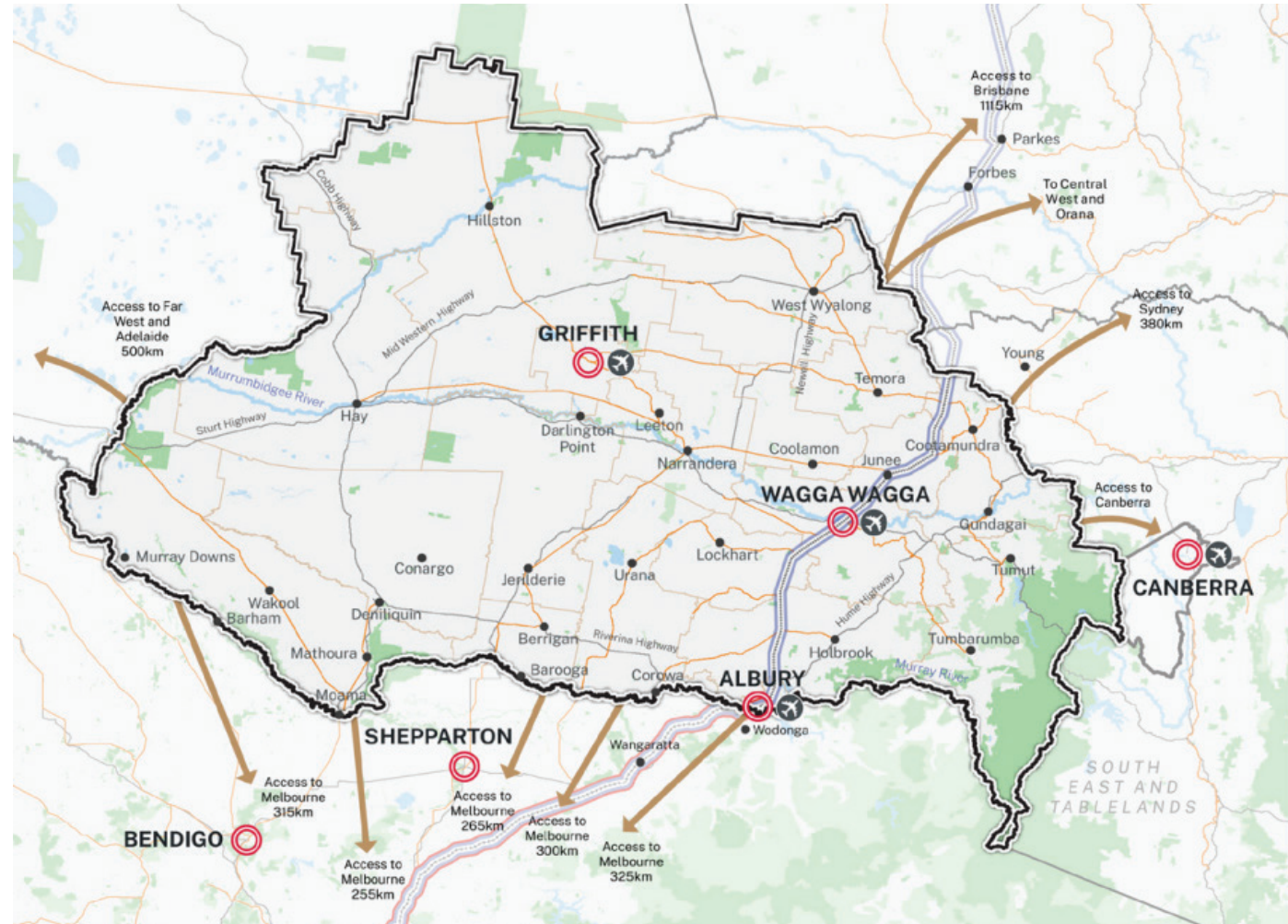


1.4 Regional Context

The Narrandera Local Government Area is located centrally within the Riverina Murray region of NSW, between the main centres of Griffith and Wagga Wagga.

It is located approximately 550 kilometres south west of Sydney and 450 kilometres north of Melbourne. Important transport and freight corridors run through the Shire, including the Sturt Highway and Newell Highway.

The major regional centres of Wagga Wagga and Griffith are located approximately 100 kilometres to the east and west respectively, providing important regional service role for Narrandera mainly through education and health care as well as regional level retail.



1.5 Housing Vision

The availability of a suitable range of housing is vital to every community's ability to function in an efficient, equitable, prosperous and sustainable way. Housing is critical to basic human needs for shelter, security and connection within communities.

Housing is also a key city-shaping consideration influencing streetscapes and urban form. It plays an important economic role at a state and national level, affecting the buoyancy of the economy, the efficiency of businesses, and labour force availability.

The housing vision for the Narrandera Shire describes the communities priorities and aspirations for housing in the LGA and is intrinsically linked to the Community Strategic Plan and Local Strategic Planning Statement. A broad housing vision has previously been identified through the Narrandera LSPS which is discussed and expanded below for the purposes of the Housing Strategy.

The township of Narrandera will be responsible for the majority of housing over the next 20 years for the LGA, with very little additional expansion of the smaller villages expected.

Large lot and rural residential style living options are attractive options in the Shire and will continue to be in demand. These options are available, and will continue to be focused on the fringes of the township.

To the south of the town, there is pressure for continued residential development, however this needs to be carefully managed given the significant environmental constraints, including flooding. Any development in these areas must be compatible with the identified flood hazard.

The vision for housing in Narrandera is to:

- **Encourage affordable and diverse accommodation options that retain existing residents and attract new residents**
- **Collaborate with industry, service providers and the community to improve the supply of rental housing and temporary accommodation for seasonal works in the region.**
- **Develop and investigate the ability for the provision of infill development that provides greater opportunities for walkable, scaleable and less infrastructure intensive development.**
- **Ensure any greenfield development is appropriately located, designed and serviced.**

1.6 Employment Vision

The employment and employment lands vision has previously been identified through the Narrandera LSPS which is discussed and expanded below for the purposes of the developing this Employment Strategy. The LSPS set out a range of priorities which provide a framework for the subject strategy and ongoing land use planning associated with provided appropriately located, serviced and functional business and employment lands.

The outcomes sought by the employment strategy seek to align with the underlying principles of the Murray Riverina Regional Plan and Council's adopted strategic plans.

A well-functioning planning system can support productivity growth and have broader social benefits. Like all regulation, planning should be effective at achieving its objectives while keeping the costs of compliance low.

This strategy provides an evidence-based approach to understanding the current conditions and exploring the opportunities that the Shire can provide to ensure a viable and sustainable employment and economic base for current and future generations.

This strategy seeks to investigate the land-use constraints and set priorities and actions for Council to then implement through amendments to both the Local Environmental Plan and the Development Control Plan. Council will also seek to engage with local business and other relevant stakeholders to ensure that this strategy provides the flexibility and guidance required to maintain and grow a viable business and employment core.

The vision for Employment Zone land in Narrandera is to:

- **Investigate, identify and ensure an adequate supply of well located and serviced industrial and business land**
- **Provide recommendations, priorities and actions to ensure sustainable growth and retention of industry and business**
- **Ensure existing and proposed industrial land is well located and avoids potential incompatible land uses and land use conflicts.**
- **Enhance the freight network and infrastructure, including rail infrastructure, to facilitate a mode shift from road to rail, linking freight corridors to rail networks**
- **To recognise the key attributes of the Narrandera industrial areas, and to encourage appropriate development**
- **Have sufficient growth in industry and services to encourage existing persons to stay in the area and limit the escape/loss of new arrivals;**
- **Support renewable energy production in suitable locations that do not detract or adversely impact existing or future industrial lands.**

02. Planning Policy Context

2.1 State Planning Framework

The NSW planning framework is provided by way of legislation, policies, directions (both under the EP&A Act and at a more general level) as well as guidelines and practice notes. The framework is structured across three tiers as demonstrated in the diagram below.

Environmental Planning and Assessment Act 1979

The principal planning legislation in NSW is the Environmental Planning and Assessment Act 1979 (EP&A Act), the objectives of which are:

- (a) to promote the social and economic welfare of the community and a better environment by the proper management, development and conservation of the State's natural and other resources,
- (b) to facilitate ecologically sustainable development by integrating relevant economic, environmental and social considerations in decision-making about environmental planning and assessment,
- (c) to promote the orderly and economic use and development of land,
- (d) to promote the delivery and maintenance of affordable housing,
- (e) to protect the environment, including the conservation of threatened and other species of native animals and plants, ecological communities and their habitats,
- (f) to promote the sustainable management of built and cultural heritage (including Aboriginal cultural heritage),
- (g) to promote good design and amenity of the built environment,
- (h) to promote the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants,

(i) to promote the sharing of the responsibility for environmental planning and assessment between the different levels of government in the State,

(j) to provide increased opportunity for community participation in environmental planning and assessment.

The Act is then supported by a number of State Environmental Planning Policies (SEPP's). SEPP's are guidelines and controls relating to specific issues significant to the State.

Commencing in March 2022, the 45 existing SEPPs were consolidated into 11 new "thematic" SEPPs. There are a number of State Policies that relate to housing and employment in NSW and those relevant to this paper are discussed below.

State Environmental Planning Policy (Housing) 2021

The Housing SEPP currently incorporates affordable housing and diverse housing. Diverse housing in particular speaks to housing typologies such as secondary dwellings, group homes, build to rent, seniors housing, short term rental accommodation, serviced apartments, manufactured home estates, caravan parks, and temporary accommodation.

As the types of homes people need are changing, people want to be able to choose between different types of homes to suit their differing needs across all stages of life. The Housing SEPP:

- brings together five existing SEPPs which share the theme of housing into a single SEPP
- streamlines some of the provisions from those existing SEPPs
- updates a number of provisions, particularly those relating to boarding houses and seniors housing
- introduces two new housing types, co-living housing and independent living units and
- reduces inconsistencies between similar provisions for different housing types.

2.1 State Planning Framework

State Environmental Planning Policy No. 65 (Design Quality of Residential Apartment Development) (2002)

State Environmental Planning Policy No 65 – Design Quality of Residential Apartment Development aims to deliver better living environments for residents choosing apartment living and to enhance streetscapes and neighbourhoods. It establishes a consistent state wide approach to the design and assessment of apartments and the way they are assessed by councils. The Apartment Design Guide explains how to apply SEPP 65 design principles to the design of new apartments.

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 provides parameters for exempt and complying development.

- Exempt development is very low impact development that can be carried out on certain residential, rural, commercial and industrial properties. Exempt development does not need any planning or building approval, but must comply with the NCC.
- Complying development generally includes larger building works than exempt development. Complying development applies to development such as the construction of a new dwelling house and alterations or additions to a house.

State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004

The Building Sustainability Index (BASIX) aims to deliver equitable, effective water and greenhouse gas reductions across the state. BASIX is one of the strongest sustainable planning measures to be undertaken in Australia.

An integrated part of the planning system, BASIX is implemented under the Environmental Planning and Assessment Act. BASIX applies to all residential dwelling types and is part of the development application process in NSW.

The standards which apply to a BASIX assessment are proposed to increase with the release of the 'Proposed BASIX Higher Standards' document. The technical changes are proposed to be implemented from late 2022.

State Strategic Planning Policy - Housing 2041

The NSW Government has prepared Housing 2041 as a state-wide, 20-year housing strategy so that all people, at all stages of their lives, will be able to access the right type of housing at the right time and with the best support available.

Setting an overarching 20-year vision for housing means understanding how people interact with housing throughout their life. It also means acknowledging that where and how people choose to live is about more than just the dwelling itself.

Housing is essential to our wellbeing, and a place to call home has never been more important than it is today.

2.2 Regional Policies

Riverina Murray Regional Plan 2036

The Riverina Murray Regional Plan 2036 (Regional Plan) was adopted by the NSW Government in 2017 and is the relevant regional strategy that provides the strategic planning framework to guide decision-making and development in the Riverina & Murray regions for the next 15 years.

The Regional Plan is underpinned by four (4) key goals including:

Goal 1 – A connected and prosperous economy.

Goal 2 – A diverse environment interconnected by biodiversity corridors.

Goal 3 – Healthy and connected community.

Goal 4 – Environmentally sustainable housing choices.

Each of these goals is supported by a number of different actions, which seek to achieve the objectives of the goal.

While most of the directions and actions are relevant to the future Housing and Employment strategies the most instructive have been outlined below.

- *Direction 1: Protect the region's diverse and productive agricultural land.*
- *Direction 2: Promote and grow the agribusiness sector.*
- *Direction 3: Expand advanced and value-added manufacturing.*
- *Direction 4: Promote business activities in industrial and commercial areas.*

The Riverina Murray Regional Plan also sets out a range of priorities relating to employment and employment lands in Narrandera as outlined below

- Encourage local entrepreneurship and seek to attract new business and industry, and support and encourage emerging industries such as nuts and aquaculture to create long-term employment opportunities and attract skilled workers.
- Provide an adequate supply of industrial land to attract new industry and accommodate future expansion.
- Upgrade town streetscapes to support commercial transactions and social interactions, and provide appropriate infrastructure to support recreational facilities, as well as infrastructure to support tourist destinations in the shire, including river and forest areas.
- Enhance the freight network and infrastructure, including rail infrastructure, to facilitate a mode shift from road to rail, linking freight corridors to rail networks

Riverina Murray Regional Plan 2041

The draft Riverina Murray Regional Plan 2041 was released for public comment during the period of the preparation of this Strategy. This represents the first 5 year review of the document by the Department of Planning and includes updated frameworks and actions.

Of relevance to Narrandera, the draft Plan considers the changing housing needs including providing different types of housing for varied demographics and needs of ageing populations and key workers.

2.3 Local Policy Framework

Narrandera Local Strategic Planning Statement

The *Narrandera Local Strategic Planning Statement 2020-2041* has been prepared by Council accordance with the NSW Environmental Planning and Assessment Act 1979, which requires local strategic planning statements to include / identify the following:

The basis for strategic planning in the area, having regard to economic, social and environmental matters.

- The planning priorities for the area, , having regard to economic, social and environmental matters.
- The planning priorities for the area, consistent with any strategic plan applying to the area and any applicable community strategic plan under Section 402 of the NSW Local Government Act 1993.
- The actions required for achieving those planning priorities.
- The basis on which Council is to monitor and report on the implementation of those actions.

Narrandera Local Strategic Planning Statement sets out a range of priorities which relate to the housing and employment strategy. These priorities and actions are outlined below.

- *Priority One – Diverse Housing Options*
- *Priority Two – A vibrant place to visit and stay*
- *Priority Three – A sustainable region adaptive to changing conditions*
- *Priority Four – Protection and management of our environment and heritage*
- *Priority Five – Transport and infrastructure connectivity*
- *Priority Six – Industry growth and diversification*

2.3 Local Policy Framework

Narrandera Shire Land Use Strategy 2011

The Narrandera Shire Land Use Strategy 2011 investigated the needs of the community with a view of the next 20 years and provided a range of recommendations and particular land use considerations to determine the direction for the shire.

While aged, this plan provides an important background to the current housing and employment needs and will indirectly measure the impact of the land-use strategy and confirm and update any matters into the new consolidated housing and employment strategies. W

Narrandera Shire Economic Development Strategy 2017-2020

The Economic Development Strategy guides the direction of Council and the focus of Council's work investigating and encouraging ways to create jobs, facilitate business growth and diversify and grow the economy to improve the wealth and well-being of the community.

The Strategy is a blueprint for how Council will work with small business, industry, the community and all levels of government to drive diversified and sustainable economic development.

The strategy focused on:

- *Our Shire is Open for Business*
- *Enhancing our liveability*
- *Economic Growth and diversification*
- *Planning for the economy of the future*

The proposed employment lands strategy will build on the work completed as part of the Economic Development Strategy and will provide further strategic direction, particularly at a land-use level to ensure the actions and vision of this document can be implemented and achieved.

2.3 Local Planning Framework

Narrandera Local Environmental Plan 2013

Local Environmental Plans (LEPs) guide planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used. LEPs are the main planning tool to shape the future of communities by ensuring local development is carried out appropriately.

Narrandera Local Environmental Plan 2013 applies to all land within the Narrandera Local Government Area. The LEP aims to make local environmental planning provisions for land in Narrandera, in particular the plan aims to

- *to protect and promote the use and development of land for arts and cultural activity, including music and other performance arts,*
- *to protect, enhance and conserve agricultural land through the proper management, development and conservation of natural and man-made resources,*
- *to encourage a range of housing, employment, recreation and community facilities to meet the needs of existing and future residents of Narrandera,*
- *to promote the efficient and equitable provision of public services, infrastructure and amenities,*
- *to conserve environmental heritage.*

Changes to LEPs are important to maintain up-to-date local planning controls. The LEP making process aims to make sure these changes are strategically aligned and deliver good planning outcomes.

Land surrounding the main township is zoned RU1 Primary Production and RU4 Primary Production Small Lots, which provides a transition from urban to rural areas.

Key infrastructure and facilities are zoned SP2 Infrastructure, whilst existing industrial operations are zoned IN1 General Industrial (now E4 General Industrial). Similarly, parks and open space areas are zoned RE1 Public Recreation and areas of environmental significance are zoned either E1 (now C1) - National Parks & Nature Reserves), E2 (Now C2) Environmental Conservation or E4 (Now C4) Environmental Living. The Murrumbidgee River is zoned W1 Natural Waterways and W2 Recreational Waterways

Narrandera Development Control Plan 2013

A Development Control Plan provides detailed planning and design guidelines to support the planning controls in the Local Environmental Plan developed by a council.

The Narrandera DCP applies to the entire LGA and contains a number of parts, maps and appendices that need to be referred to depending on the proposed development.

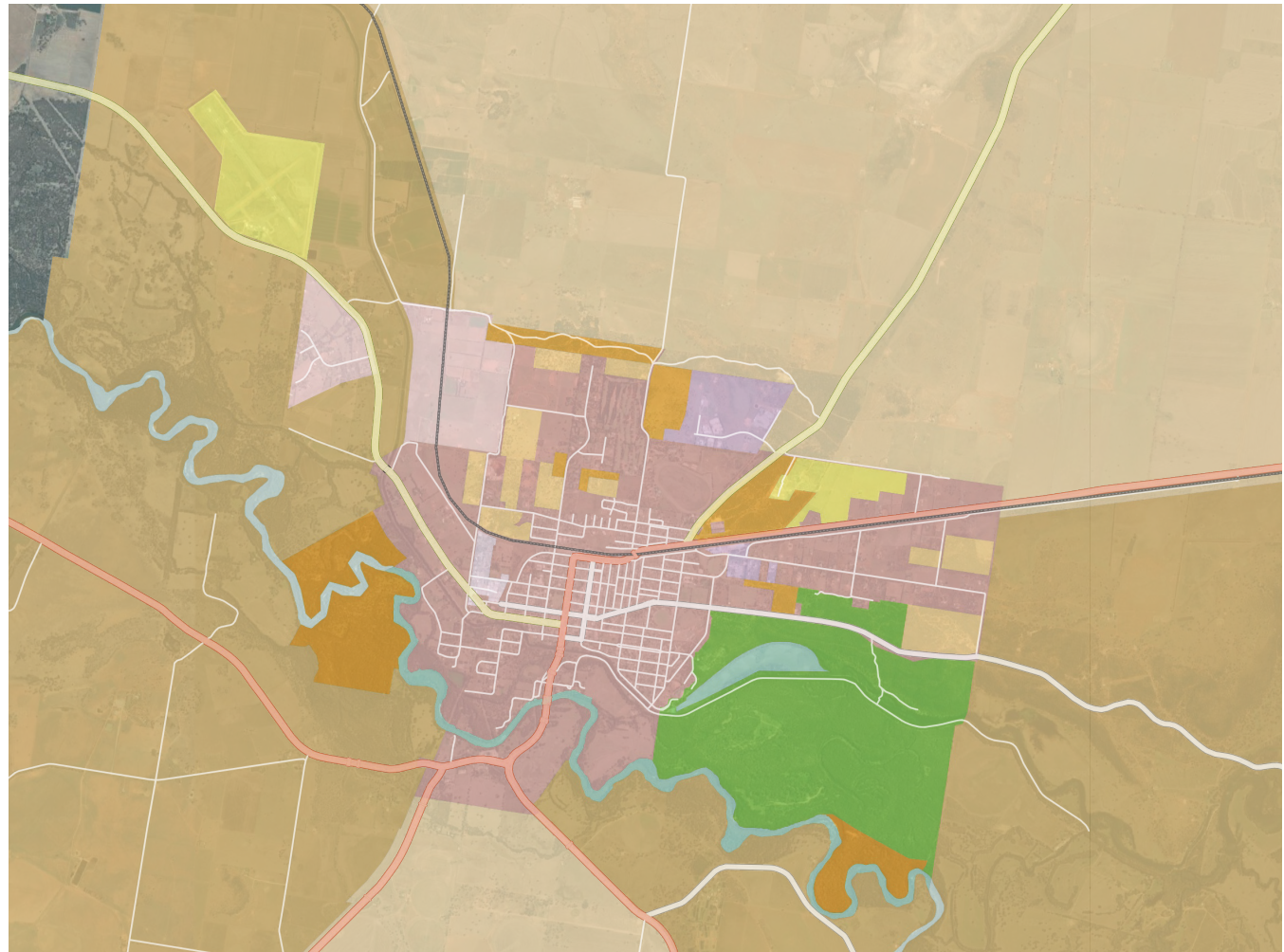
The plan is provided in various parts, with key features as outlined as follows:

- **Part B contains strategic town plans for the Shire,**
- **Part C includes development controls that apply to all types of development,**
- **Part D provides development controls for rural, residential, business and industrial based uses;**
- **Part's E and F refer to natural hazards and sensitive natural resources; and**
- **Part G refers to heritage.**

The DCP is to be read in conjunction with the LEP and any other relevant Environmental Planning Instrument, such as a State Environmental Planning Policy (SEPP) that applies to the land.

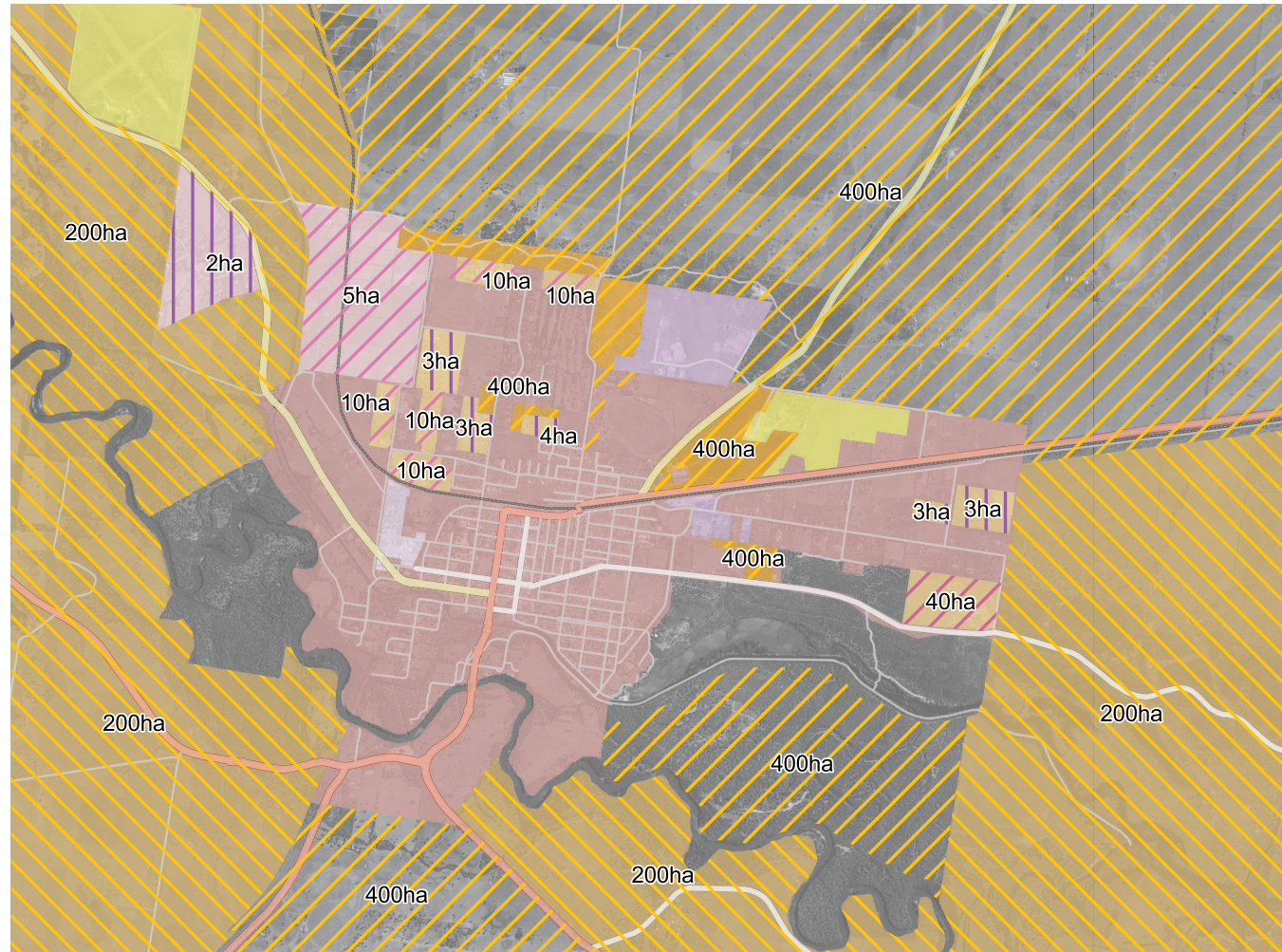
2.4 Local Planning Framework Zoning Map

- C1 - Nature Parks and Nature Reserves
- C2 - Environmental Conservation
- C4 - Environmental Living
- IN1 - General Industrial
- IN2 - Light Industrial
- R5 - Large Lot Residential
- RE1 - Public Recreation
- RU1 - Primary Production
- RU3 - Forestry
- RU4 - Primary Production Small Lots
- RU5 - Village
- SP2 - Infrastructure
- W1 - Natural Waterways
- W2 - Recreational Waterways



2.5 Local Planning Framework
Minimum Lot Size Map

- R5 - Large Lot Residential
- RU4 - Primary Production Small Lots
- RU5 - Village Zone (no minimum)
- C2 - Environmental Conservation
- C4 - Environmental Living (highly constrained)
- IN1- General Industrial (no minimum)
- IN2 - Light Industrial (no minimum)
- SP2 - Infrastructure (no minimum)



03. Housing Context

3.1 Overview

Housing is one of the most influential factors in determining how land use planning instruments can be framed for future change.

Housing demand can be influenced by factors in the broader housing market generally and by factors that influence demand for housing within local housing markets. These influences include household growth, infrastructure availability, local and regional amenity, employment opportunities, taxes, interest rates and immigration, many of which are outside of the control of local government.

Housing demand is informed by:

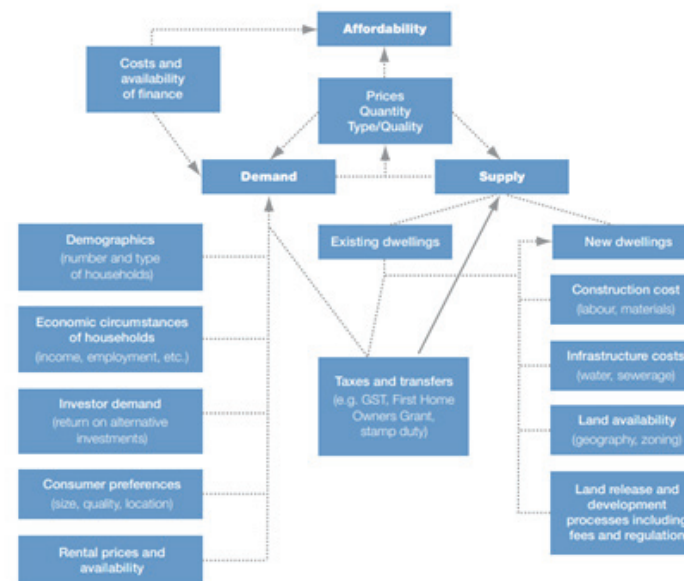
- **Underlying demand** – which is the theoretical 'need' or number of new homes required based on the projected number of households. The level of underlying demand is primarily driven by migration and demographic factors; and
- **Effective demand** – which is the size, type and location of dwellings that people are willing and able to buy and rent. It is influenced by wider market forces and other factors including:
 - *Desirability of the area*
 - *Affordability – reflecting houses prices and income levels*
 - *Proximity to employment and local services*
 - *Access to public transport and infrastructure*
 - *Land values, taxes and interest rates*

Whilst it is acknowledged that the population of Narrandera Shire as a whole is predicted to decline consistent with other regional and rural shires, it is possible that the population of the main township of Narrandera could remain steady or in fact may increase under 'high growth' projection scenarios.

This will be the result of shrinking family units, a rise in lone person households, inward migration from retiring farmers and the elderly from outlying rural areas and small villages into the main townships in recognition of the wider range of services and housing types available to this age group.

Council has identified the need to ensure housing supply can match demand and cater for the changing population profile.

Housing demand will be influenced by factors in the broader housing market generally and by factors that influence demand for housing within local housing markets. These influences include household change, infrastructure availability, local and regional amenity, employment opportunities, taxes, interest rates and immigration, many of which are outside of the control of local government.



3.2 Population

At the 2021 census, the population of Narrandera was 5,834 people, 49.2% male, and 50.8% female with a median age of 44. This was a slight decline from the 2016 census which recorded a population of 5,949 (a loss of 115 over the 5 years).

A review of both the NSW Government's demographic data and the ABS census data was estimated that the population at the 2021 census was 5,789 with potential to fall to 5,373 by 2041. The census data has demonstrated that the estimated population decline has not been as severe as originally forecast.

A key factor of the population of the Narrandera Shire is the future growth and composition of aged residents.



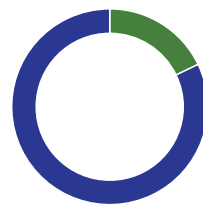
5 834

Narrandera Population (2021)



44

Median Age

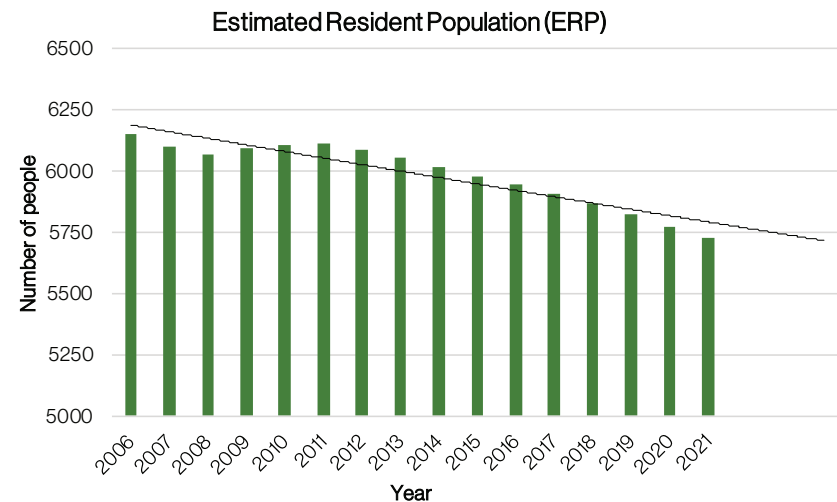


Over 65 Years

21%

Under 65 Years

79%



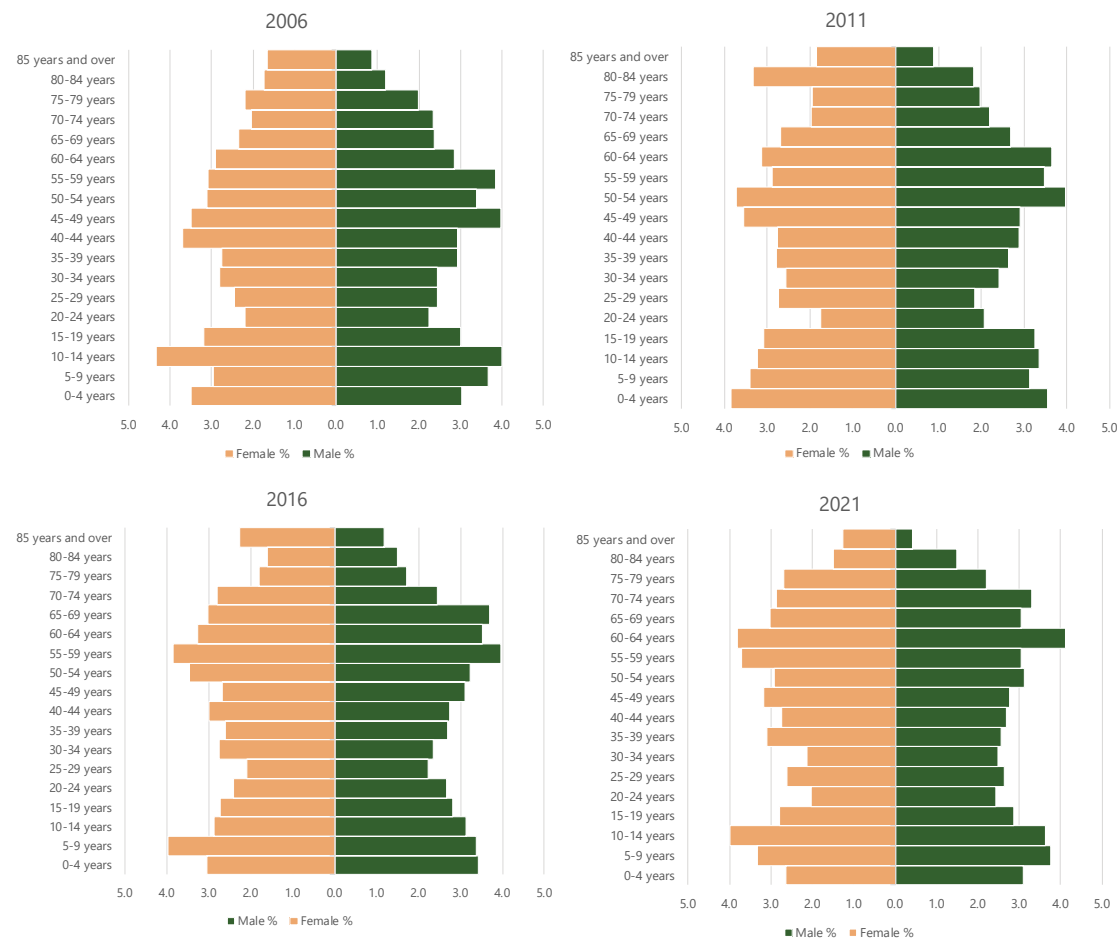
3.3 Age Profile

Age-Sex Pyramids

Age-Sex (or Population) Pyramids show the distribution of age groups and sexes. As has been noted the population is declining, and it is also ageing.

The aging population will impact significantly on the nature of housing demand. In particular, this has implications for the type of housing older people require, especially for those desiring to age in place.

More aged care facilities and adaptable forms of housing will be required, as well as smaller homes for those wishing to downsize when children move away, or to reduce maintenance. The need for security and ready access to key health facilities, amenity and services are increasingly important considerations.



3.4 Family & Household Composition

Narrandera Shire's household and family structure is one of the most important demographic indicators. It reveals the area's residential role and function, era of settlement and provides key insights into the level of demand for services and facilities as most are related to age and household types.

The changes in household compositions and types should be analysed in conjunction with the change in age groups (see Age-Sex Pyramids).

From 2006 to 2021, there has been a relatively large growth of lone person and two person households (particularly couples without children) who are also ageing.

As they shrink, families and households are spreading out throughout the housing stock, and as a result, it is being underutilised.

While the population is declining, there is still a requirement for dwellings though currently, there is a fundamental mismatch between the housing stock and the population.



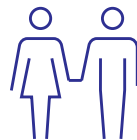
685

Lone person households
(2021)



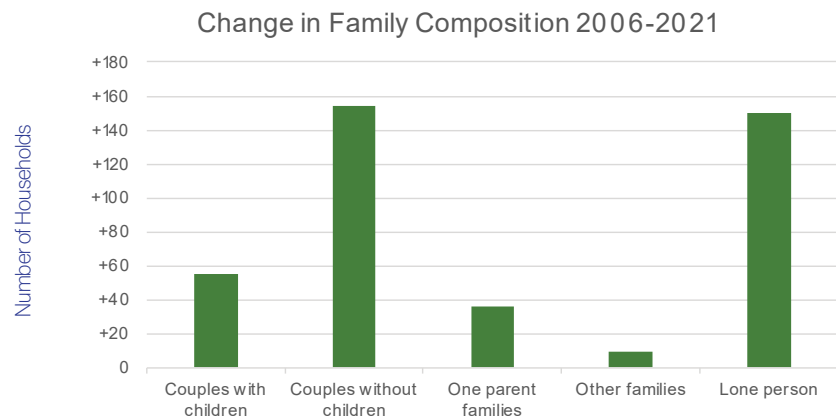
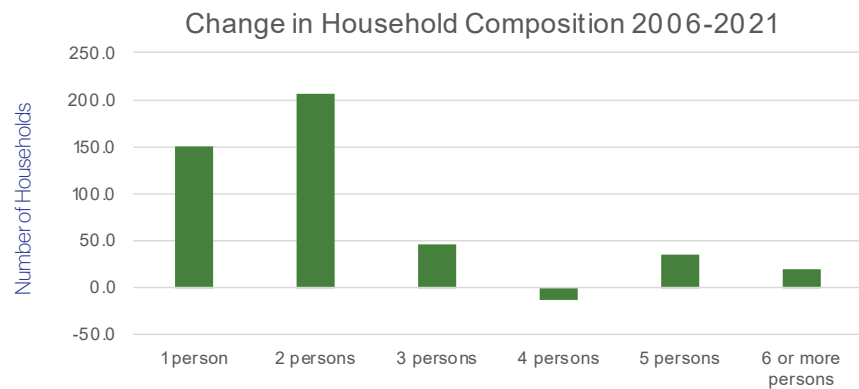
262

One parent families
(2021)



626

Couples without children
(2021)



3.5 Dwelling Stock

Dwelling stock in Narrandera is primarily separate houses comprising three bedrooms or more. As the population profile changes (shrinking family units), there is increasingly a mismatch in the types of housing available and what is required.

The changes to the makeup of the population will place significant demands on housing stock in the future, particularly;

- The capability of the existing dwelling types to cater to changing household types
- The rise of lone person households
- Smaller family units and one parent families
- Housing stock suitable for an aging population
- A lack of medium density development.

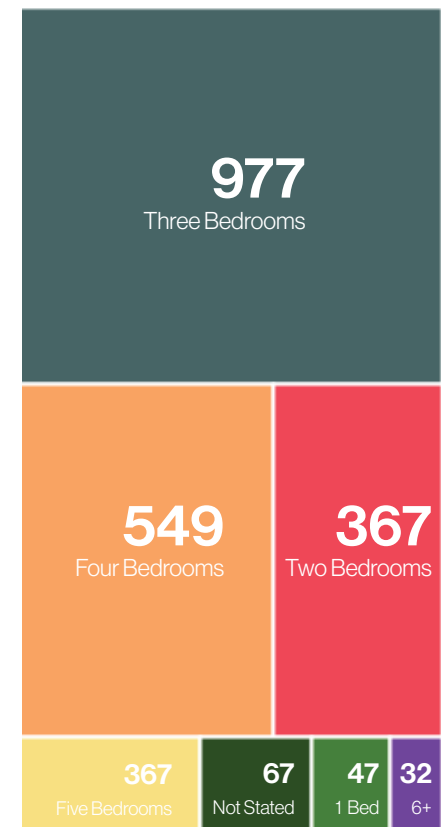
At the 2021 Census, there were 2142 occupied private dwellings and 326 unoccupied dwellings (12.35%).

81.87% were separate houses; only 1.78% were medium density and 2.14% were high density developments.

Dwelling Structure



Bedrooms Per Dwelling



3.6 Housing Tenure

Housing tenure refers to whether a person owns or rents a property.

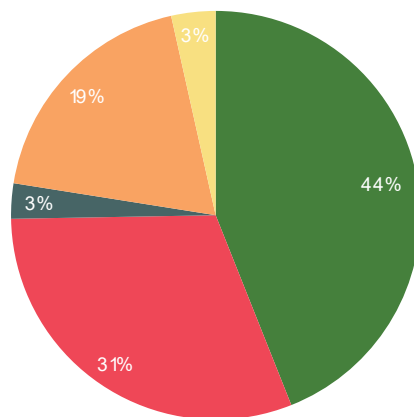
Due to the low population numbers, it can be hard to identify clear trends in housing tenure though it may be instructive to analyse them in conjunction with population dynamics.

Changes between 2006 and 2021 show the number of fully owned properties has increased, as has privately rented and mortgaged properties.

Crucially, social housing has declined significantly in a short period.

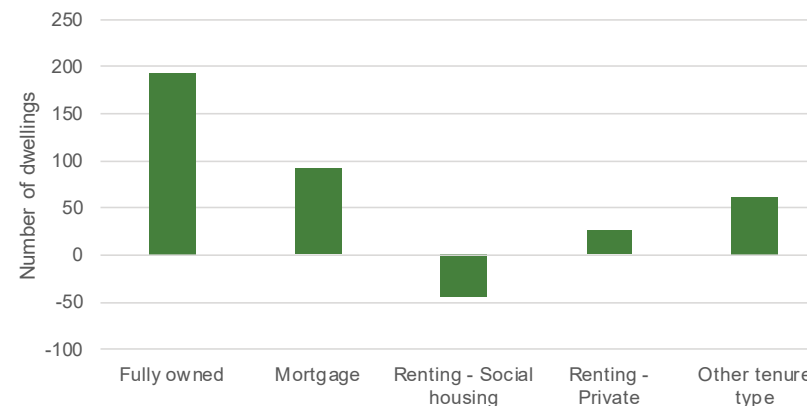
Other tenure types include visitor only households and short term accommodation, which can effectively remove that housing stock from longer term occupation.

Housing Tenure 2021



- Fully Owned
- Mortgage
- Renting - Private
- Renting - Social Housing
- Other tenure

Change in Housing Tenure 2006-2021



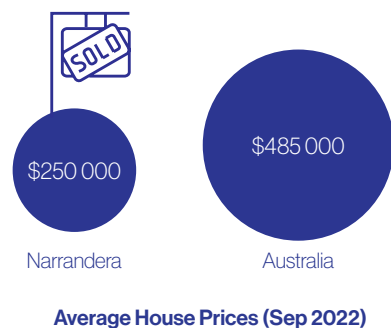
45 fewer social housing dwellings

3.6 Housing Tenure

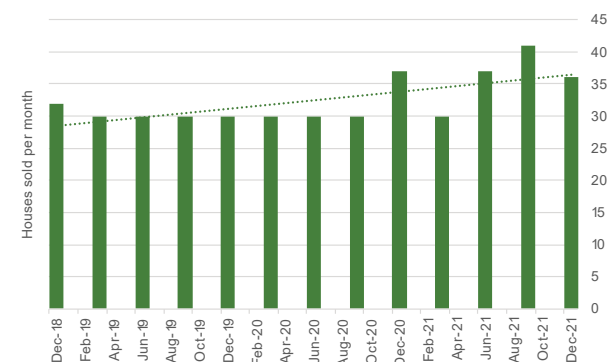
Housing Ownership and Affordability

The turnover and number of houses sold throughout Narrandera Shire is slowly increasing, as is the price being paid.

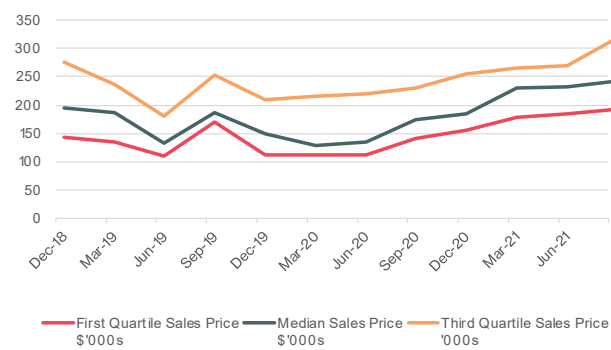
House prices are still relatively affordable compared to regional NSW and Australia more generally.



Housing Sales



Housing Prices



3.6 Housing Tenure

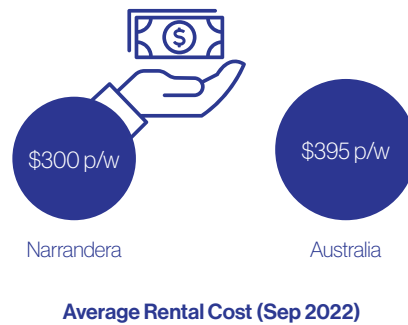
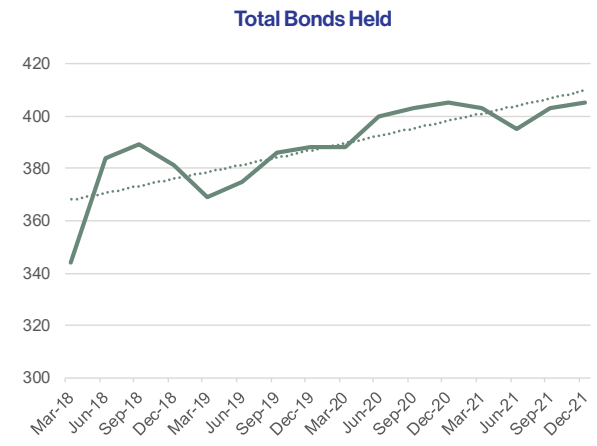
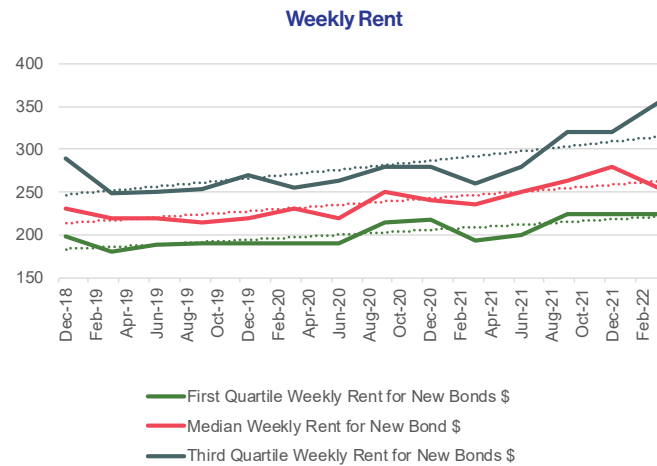
Rental Availability and Affordability

As house prices rise, this is often reflected in an increase of rental prices.

The rise in rental costs is also influenced by a reduction of available properties.

Figures held by the NSW Department of Communities and Justice show that The amount of new bonds lodged per month is decreasing and the total amount of rental bonds held is increasing. This is an indicator renters are staying in place, holding on to their leases, and constricting turnover and supply.

Though it is rising, the average weekly rent of \$300 per week is still well below the national average of \$395 per week.



04. Economic & Employment Context

4.1 Economy

Narrandera has a strong economic base which is focused largely on agriculture. As of 2021, the Narrandera LGA had a real Gross Regional Product (GRP) of approximately \$360 million, which is 2.4% of the Riverina Murray GRP.

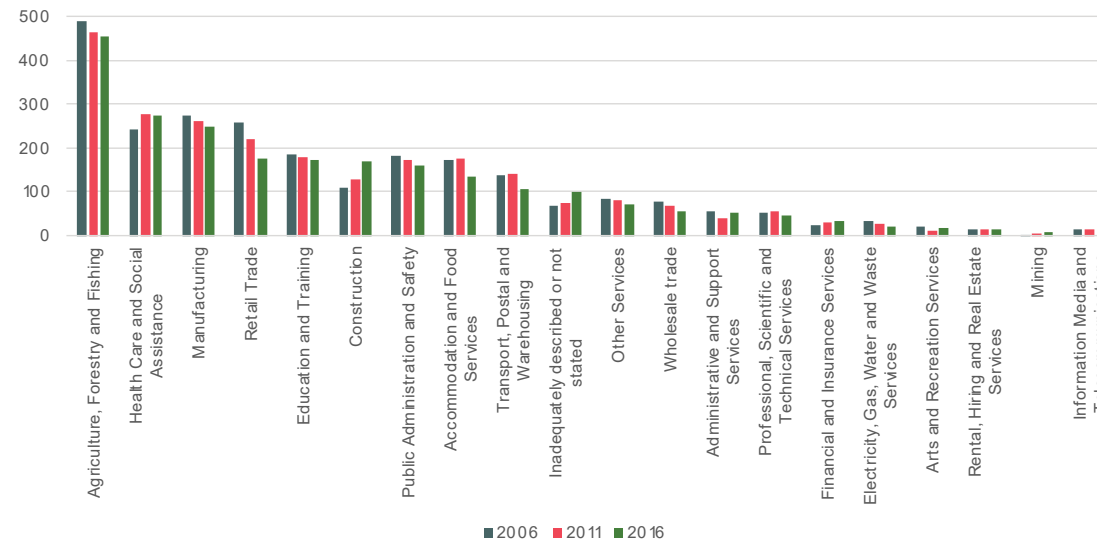
Revenue generated by the agricultural sector alone is responsible for \$183 million of total economic output. Construction activities make up a further \$112 million and manufacturing a further \$93 million. These three industry sectors combine to produce more than half of the total revenue from the Shire.

Agricultural activities also dominate export value from the Shire, accounting for \$148 million of a total export value of \$324.5 million. Manufacturing generates \$70.9 million in exports from the Shire, with construction generating a further \$49.5 million. These three industries again dominate the export generated from the shire, contributing more than 80% of the total value.

Despite having the largest number of employed persons, agricultural is only the fifth largest industry sector in terms of wages paid. Health care and social assistance accounts for \$24.5 million of the total 157.8 million of wages paid in Narrandera. The next largest wage payments are in Public administration and safety (\$23.7 million), construction (\$20 million) and education and training (\$17.5 million). Manufacturing, which the third largest contributor to total revenue is only the sixth largest industry contributing to wages at \$11.3 million.



Employment Fields 2006 - 2016



4.2 Labour Force

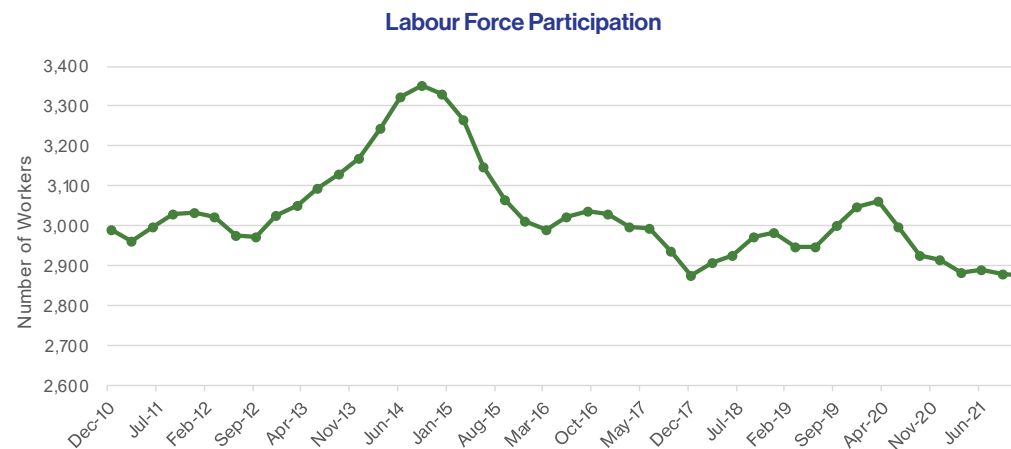
As of 2021, there were 2,233 persons of the resident population who were employed and worked either within the Shire or elsewhere. Approximately 1,488 persons were employed full time and a further 670 persons employed on a part time basis, with the remaining being employed but not at work.

The workforce participation for Narrandera is in slow decline, owing to the steady ageing population profile of the Shire. Overall, there has been a reduction of 172 persons employed between the periods of 2006 and 2016. The majority of this decline was from persons leaving the work force, as the total labour force reduced by 157 persons over the same period.

The majority of employed residents in Narrandera work within the Shire, however around 330 people work in the nearby Leeton and Griffith LGAs. A smaller number work in the Wagga Wagga, Bland, Temora, Lockhart of Federation LGAs. A very small number of employed persons worked in LGAs further away from home, indicating a smaller number of fly-in fly-out workers residing the Shire.

Approximately 253 people who work in the Narrandera Shire live within an adjoining LGA, with the largest proportions derived from Leeton, Coolamon and Federation Shires. A further 15 people who work in the Narrandera Shire live interstate or in non-adjoining LGAs, indicating a likely small proportion of seasonal or temporary workers.

The workforce tends towards higher education levels, with a high proportion of employed persons being identified as Managers or Professionals.



4.3 Business

There were a total of 541 business operating in Narrandera in 2020. The majority of these business (65%) were identified as 'non-employing businesses', such as sole traders and a further 22% employed between 1-4 persons.

Only a small number of businesses in the Shire are identified as employing more than five people and only a very small proportion employing more than 20.

The majority of businesses were noted as being within the agricultural sector, with the number of businesses being relatively steady over the longer term. Construction business represented the second highest number of businesses in the Shire, followed by transport, postal and warehousing.

The nature of businesses in these industry sectors tends to comprise a higher rate of sole traders.

Narrandera has also had a steady rate of business entry and exits from the labour market. Between 2016 and 2020, there was an average 49 business 'exits' per year and an average of 48 business 'entries' per year.

The majority of businesses in Narrandera have turnover of less than \$2 million, further highlighting a high proportion of small businesses. Only 26 businesses in Narrandera had an annual turnover of more than \$2 million, with five having turnover of more than \$10 million.

There has also been a high rate of business turnover due to the higher proportion 'non-employing' businesses, being affected by retirement of business owners.

4.4 Business and Commercial Centre

Narrandera has a well defined commercial centre, which is defined by strong north-south axis running from the irrigation channel in the south to the railway corridor in the north. The main commercial centre is aligned along East Street and centred within the areas between Audley Street and King Street, with more 'highway business' related activities identified to the west along the Newell Highway alignment through the township.

The townships of Barellan and Grong Grong also have recognised business areas which support existing commercial land uses and activities.

The retail trade in Narrandera is generally focused on local service provision, with regional retail centres in Wagga Wagga and Griffith capturing retail expenditure from Narrandera residents.

Narrandera does not currently utilise differential zoning and therefore there is currently no business zones applied. However, the DCP incorporates a land use plan which encourages development of land in the nominated 'centre' area. The urban area is provided with a village zone, and Council currently considers all applications in the business and commercial areas on merit.

There is no current land supply or floor space analysis carried out for the Narrandera urban area, with the most recent study completed in 2011. The previous study noted that there was a high 11.5% vacancy rate of retail premises within the township. It is also noted that the number of persons employed and businesses in the retail trade sector have declined since 2011 and therefore it is anticipated that this high rate of

vacant retail premises would remain.

Narrandera has a total of 133.6 hectares of land which is zoned for industrial purposes, being either IN1 General Industrial or IN2 Light Industrial. Of this, a total of 112 hectares is zoned General Industrial and the remaining 21.6 hectares is zoned Light Industrial.

The 'Red Hill' Industrial Estate is the primary industrial area for Narrandera and has been zoned IN1 General Industrial in anticipation of providing larger industrial land uses and activities which are more appropriately sited with greater separation from the urban areas of the town. This location represents the majority of the General Industrial zoned land, comprising 94 of the total 112 hectares of available land.

The estate has been developed with a single internal road (Driscoll Road) with various lots created along either side of the road. Most of the land in this industrial estate has now been taken up by new purchasers, with only several smaller parcels remaining for sale. The Red Hill industrial estate is fully serviced with reticulated sewer and water services, electricity and telecommunications.

The 'Narrandera West' industrial area is located immediately to the west of the township and is zoned for light industrial purposes. The majority of development has occurred south of Douglas Street and through Irrigation Way. Existing land north of Douglas Street along River Street is zoned for light industrial purposes and extends through to the railway line. This industrial area is limited to some extent by the fact that it does not

have sewerage provisions, however is provided with reticulated water and electricity services.

The 'Pine Hill' industrial area is a second small industrial precinct to the east of the township. It occupies an area of land extending east from the existing Grain Silo Storages along Pine Hill Avenue for a short distance. A single dwelling on a large parcel of land separates two parts of the industrial area. **The Pine Hill industrial area has approximately 6 hectares of industrial zoned land, with only one parcel not used for industrial purposes.**

For the purposes of this study, a high level audit of the industrial land has been undertaken to better understand the amount of vacant land that is unconstrained and considered available for development.

The Red Hill industrial estate has 126 hectares of IN1 General Industrial zoned land. Approximately 51 hectares of land is identified as vacant and within a large residue allotment. However a high pressure gas pipeline runs across the north section of this residue allotment, and a buffer area some 150 metres wide places restrictions on industrial buildings. Open storage uses can be carried out within the buffer area. The residue allotment has a draft road pattern prepared for future re-subdivision, dependent upon demand. This land is owned by the Council.

05. Constraints & Opportunities Analysis

5.1 Environment

5.1.1 Biodiversity

Narrandera is located in the NSW Riverina Bioregion, which lies in southwest NSW, extending into central-north Victoria. The bioregion is approximately 9,576,964 ha, with 7,090,008 ha or 74.03% of it lying in NSW (Sahukar et al., 2003). The NSW portion of the bioregion occupies approximately 8.86% of the State (Sahukar et al., 2003).

Common vegetation types comprise of Plant Community Type (PCT) 5 – River Red Gum, PCT 185 – Dwyers Red Gum – White Cypress Pine, PCT 70 – White Cyprus Pine, PCT 75 – Yellow Box PCT 80 – Western Grey Box, White Cyprus Pine, PCT 82 – Western Grey Box – Poplar Box.

Other vegetation comprises exotic vegetation over non-native pasture grasses.

The LEP maps areas of “terrestrial biodiversity” within which Clause 6.3 requires Council to consider the impact of development on flora and fauna as well as “any appropriate measures proposed to avoid, minimise or mitigate” those impacts.

5.1.2 Biodiversity Values Map

The NSW Biodiversity Values Map shows land with high biodiversity value that is particularly sensitive to impacts from development and clearing.

Many of these areas of significance are already largely protected and included within either an C1 National Parks and Nature Reserves, C2 Environmental Conservation, E4 Environmental

Living zone, W1 Natural Waterways or W2 Recreational Waterways.

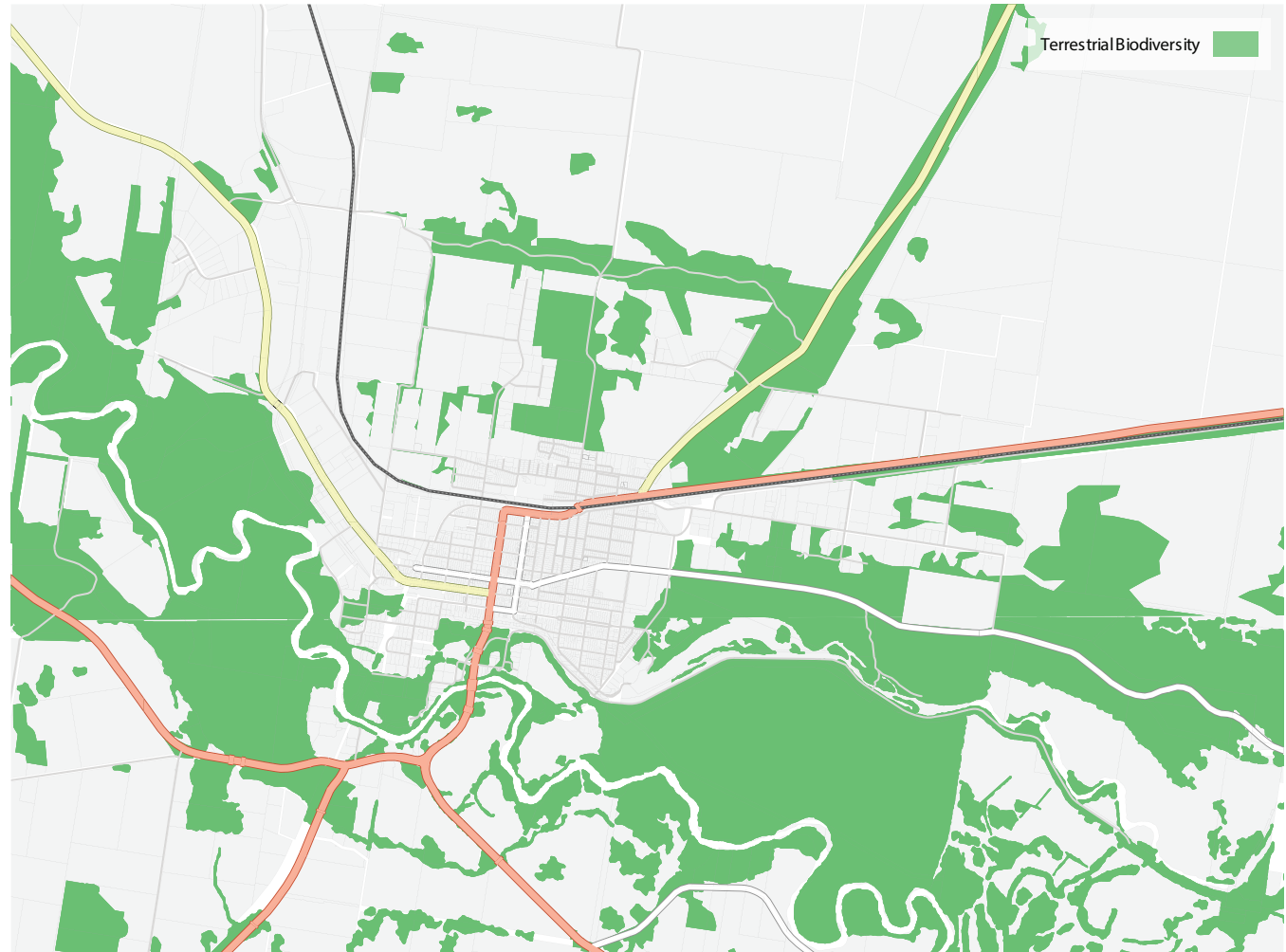
These areas of biodiversity significance already largely protected and included within either an C1 National Parks and Nature Reserves, C2 Environmental Conservation, E4 Environmental Living zone, W1 Natural Waterways or W2 Recreational Waterways.

5.1.3 Groundwater Vulnerability & Wetlands

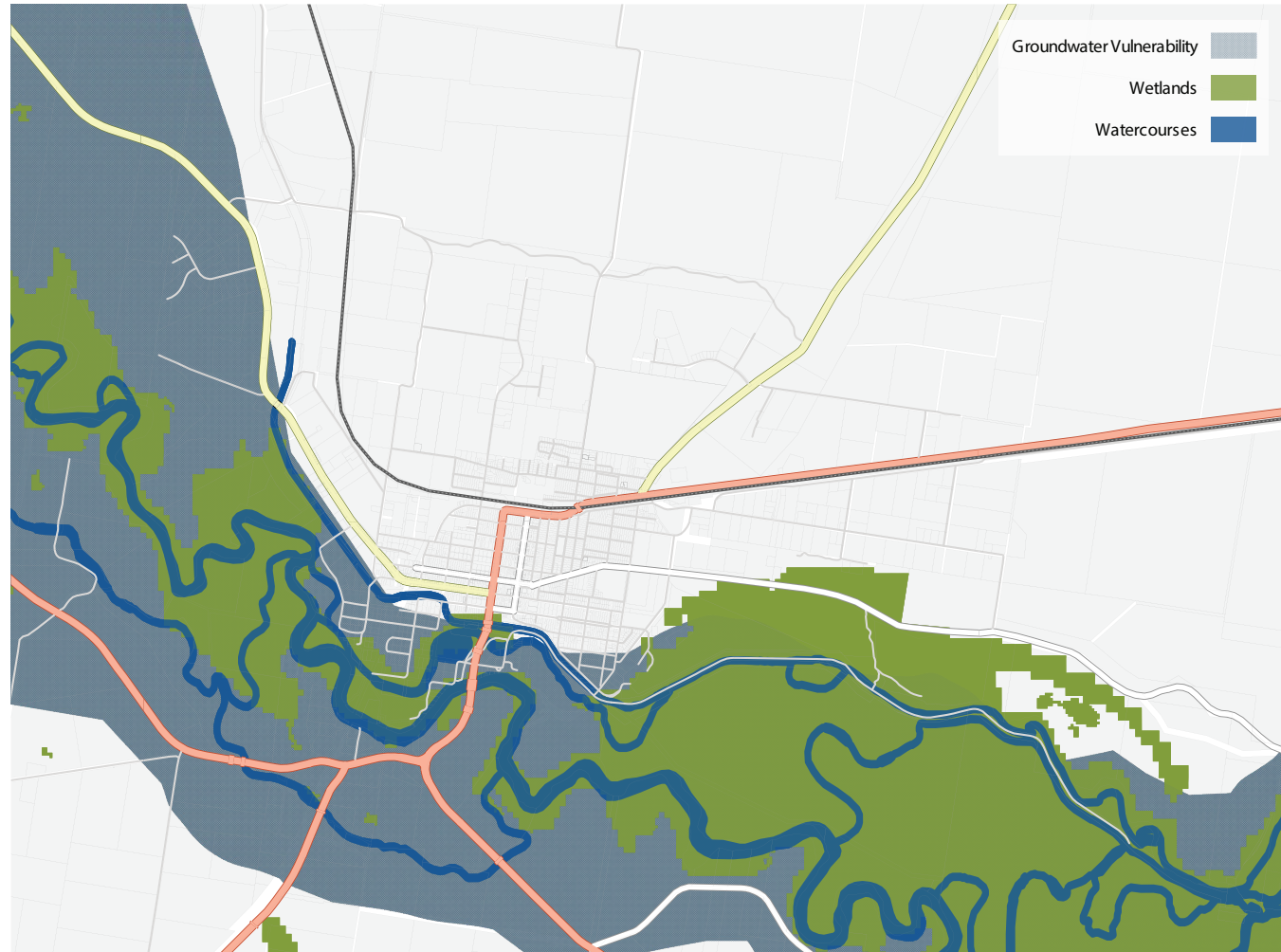
Areas of the Narrandera where the groundwater is vulnerable to contamination from the surface and where the River and its major tributaries flow. These lands are mainly south of the Narrandera Township.

Furthermore, areas of Narrandera are also covered by ‘wetlands’ affectation. The affectation seeks to ensure any development in the identified areas are preserved and protected from the impacts of development, including any significant or adverse impacts on native fauna and flora, habitat and surface and ground water characteristics.

5.1 Environment



5.2 Environment



5.3 Flooding

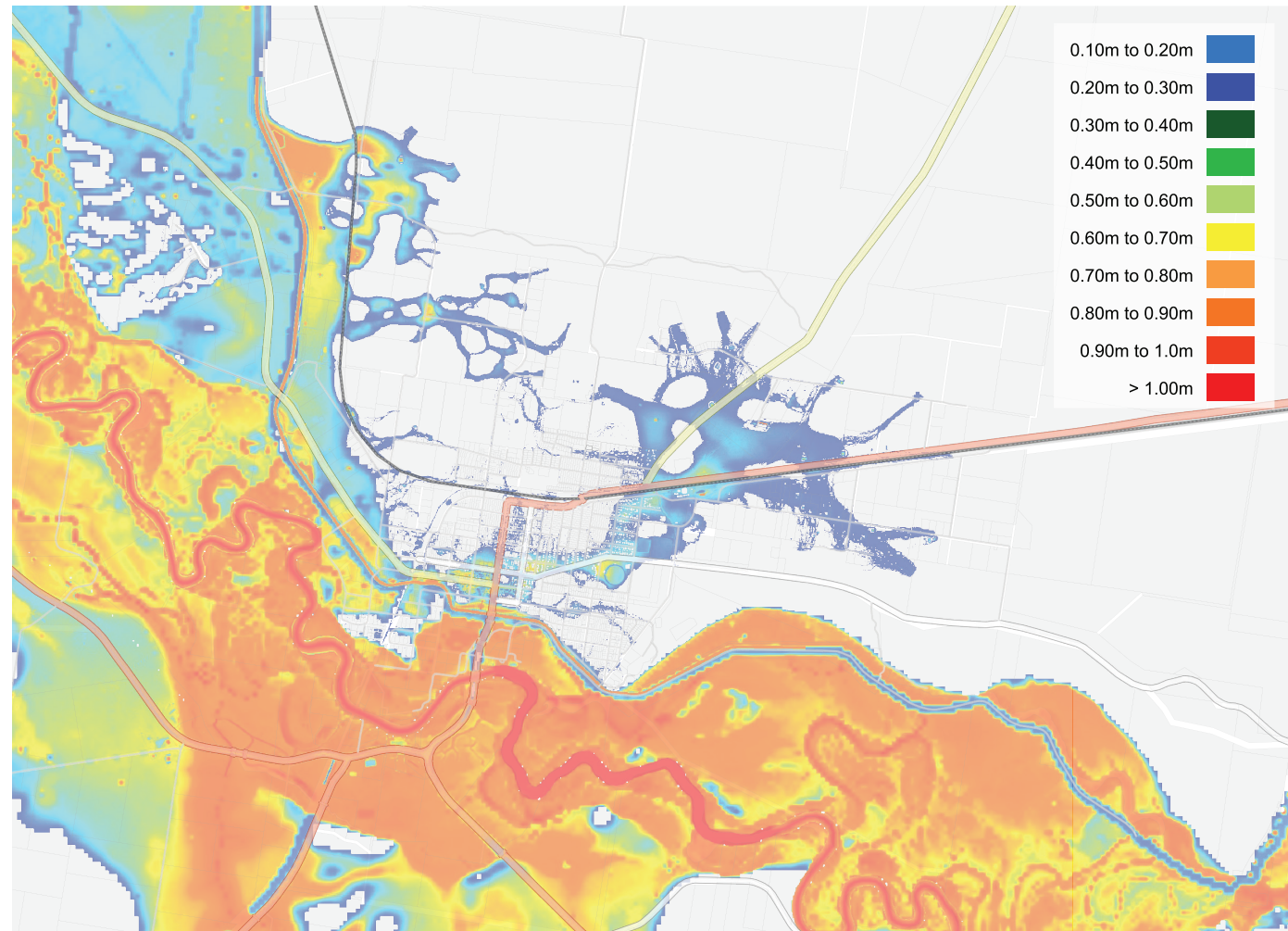
Parts of Narrandera have been the subject of inundation from flooding and overland flow as identified within the 'Review of the Narrandera Floodplain Risk Management Strategy 2019'.

The NSW Government has recently undertaken a reform of flood planning controls to balance community protection and resilience and minimise the danger to life and property during floods.

The updated guidance:

- supports better management of flood risk beyond the 1% annual exceedance probability
- ensures best management practices in managing and mitigating severe to extreme flood events
- builds greater resilience into communities in floodplains and reduces potential property damage and loss of life in recognition of increasing extreme flood events throughout NSW.

Specifically, development of flood prone land shall be consistent with the requirements of the NSW Floodplain Development Manual, the NSW Guideline titled: Considering flooding in land use planning, as well as relevant Section 9.1 Ministerial Directions and Clause 5.21 of the LEP.



5.4 Bushfire

A bushfire prone area is any land that can support a bush fire or is likely to be subject to bush fire attack.

In general, a bush fire prone area is mapped and identifies the vegetation types and associated buffer zones. These are generally areas located close to bushfire hazards such as forests, woodlands or grasslands.

Bushfire mapping is classified into four different categories:

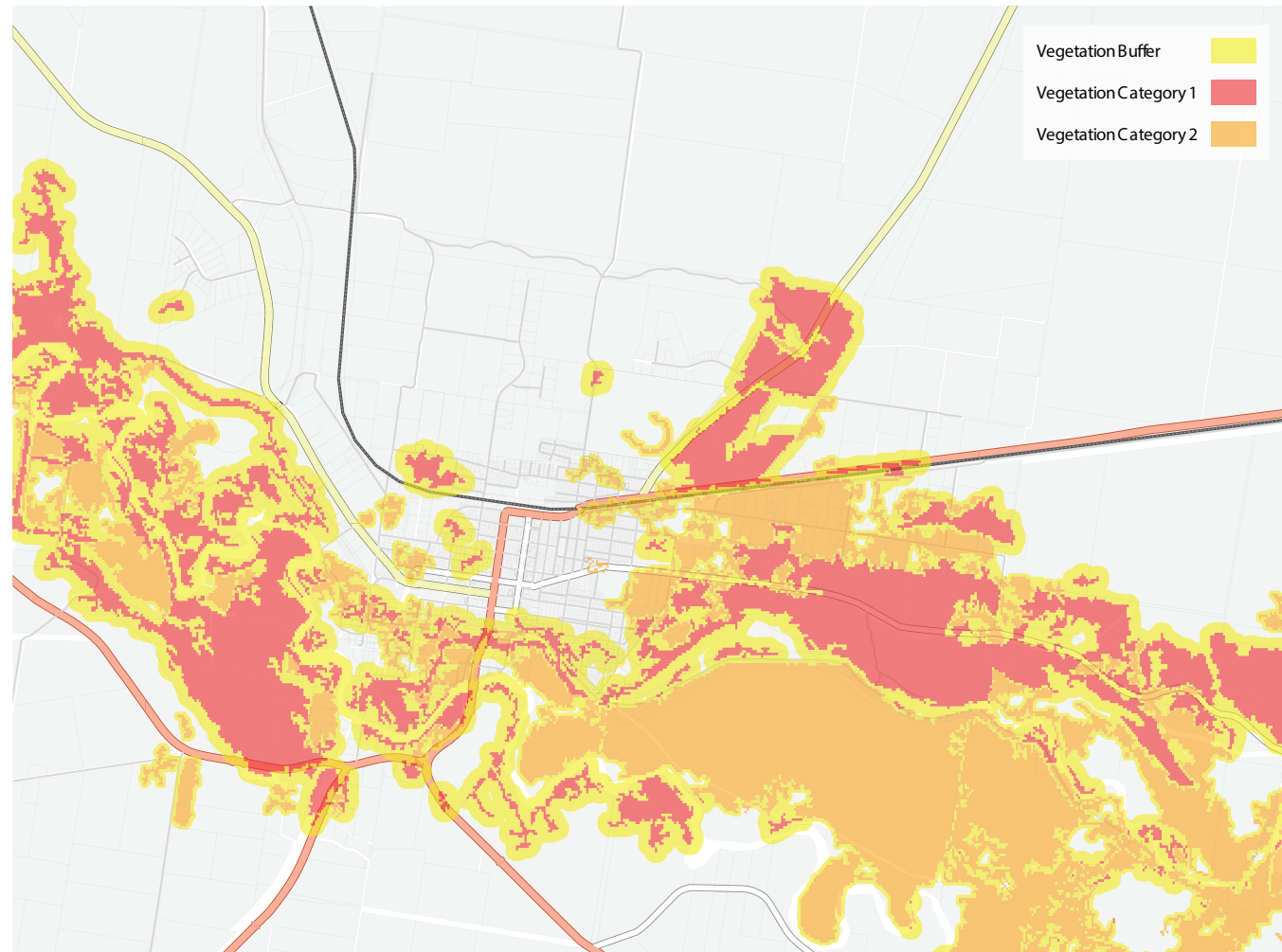
Vegetation Category 1 is considered to be highest risk for bushfire (red);

Vegetation Category 2 is considered to be the lowest bushfire risk (light orange); and

Vegetation Category 3 is considered to be a medium bushfire risk (dark orange).

Vegetation Buffers, which apply around a bushfire hazard (yellow).

Planning for Bushfire Protection 2019 (PBP) now provides a broader definition of grassland than previous versions with any undeveloped land now considered to be 'grassland vegetation'. Consequently, further development of land shall have regard to Council's bushfire prone land map, as well as the broader grassland bushfire hazard. Where necessary, any future subdivisions shall incorporate relevant bushfire provision measures such as Asset Protection Zones in accordance with the requirements of PBP.



5.5 Heritage

5.5.1 Aboriginal Heritage

The original inhabitants of the Narrandera Shire Council area are the Wiradjuri people.

Areas of significance to Aboriginal people can generally be expected to occur across the Council area. This includes both traditional and contemporary associations of Aboriginal people with the environment as well as physical sites (i.e. that contain archaeological evidence).

Aboriginal heritage exists as tangible and intangible evidence. The latter mainly comprises archaeological sites, whose locations can be broadly predicted by a combination of landform variables e.g. shell middens and earth mounds tend to occur along rivers, artefact scatters representing ancient campsites tend to occur on flat, well drained ground near permanent water sources, whilst burials and cemeteries tend to occur in sand hills near watercourses.

Any further development of land for residential purposes will need to ensure that an appropriate due diligence assessment has been undertaken to ensure that works will not adversely impacts upon areas of Aboriginal Cultural significance.

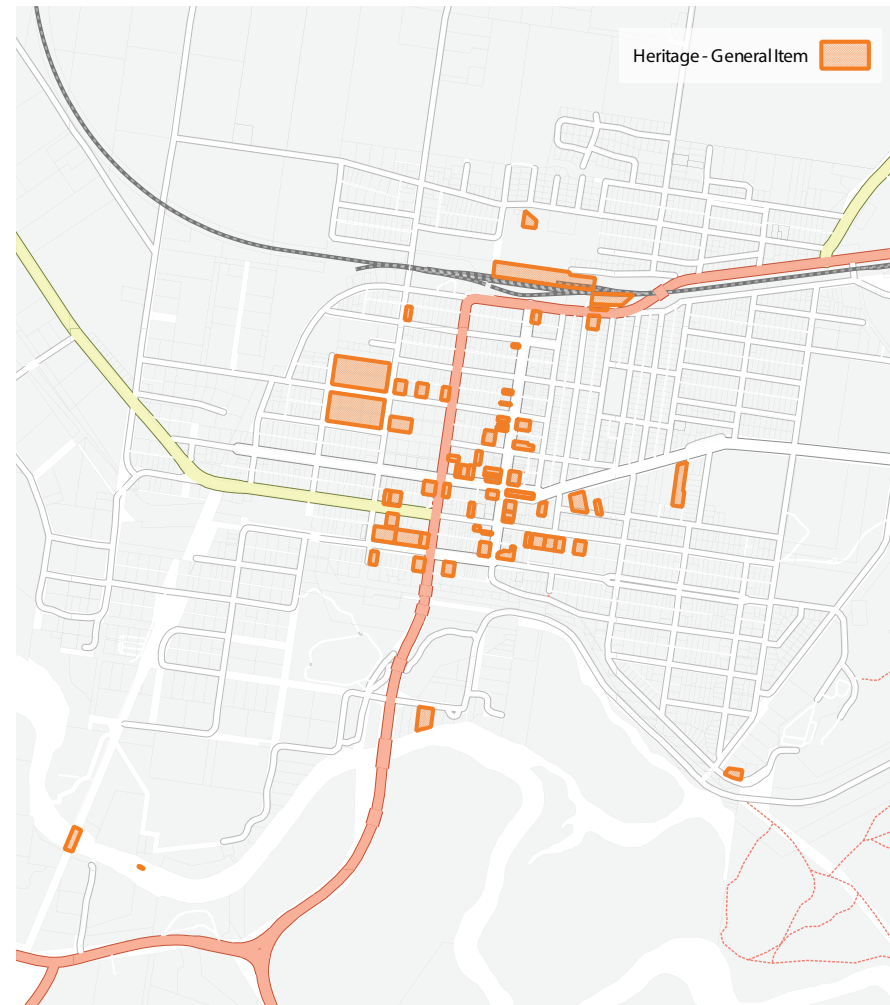
Matters regarding Native Title will also need to be considered if developing any Crown Lands.

5.5.2 European Heritage

The main township Narrandera contains a number of European heritage items of local significance as identified within Schedule 5 of the LEP.

Items of heritage significance include Australia Post, Royal Mail Hotel, Council Chambers, National Australia Bank, Bendigo Bank, churches and the Narrandera Railway Station along with other buildings which are generally located within the central portion of East Street.

There are no items of state significance nor any heritage conservation areas identified within the main townships of Narrandera.



5.6 Public Land

The township of Narrandera contains large tracts of Crown Land Reserves held in public ownership. Council is the manager of some of this land, whilst other portions of land have been devolved to Council.

Whilst some of this land has been developed and is used for public purposes such as sportsgrounds, racecourse or Council's waste management facility, there are other parcels of land that remain undeveloped or contain historic travelling stock reserves or environmentally sensitive features. Additionally, there are also crown land parcels which are currently located in areas where logical extension and urban growth would occur.

The general location and size of these land parcels is constraining development as they are centrally located and either have not or cannot be developed for residential purposes. As a result, this is resulting in the sterilisation of land from development and results in a less efficient use of infrastructure and services.

Nonetheless, it is recommended that discussions be undertaken with the Crown Lands office to try and acquire some of these key sites for residential development purposes. This is likely a long-term outcome though the location of the land makes it important to pursue.



5.7 Services & Development Infrastructure

Providing the right infrastructure at the right time is key to supporting the development of land.

The importance of using existing and proposed infrastructure effectively needs to be understood so that infrastructure can be aligned with housing development and growth via, for example, development contributions, grants, budget allocations, user fees and charges, and public private partnerships.

The township of Narrandera has access to a range of infrastructure and services.

Key infrastructure within the townships include: a sewerage treatment works, waste management centre and airport. The majority of these facilities are zoned special use.

These facilities by their nature require separation/ buffering from other sensitive land uses in terms of noise, odour or other emissions. Careful consideration should be given to any development within proximity to these facilities to ensure they are not encroached upon by sensitive land uses.

5.7.1 Water

Water supply for the township of Narrandera is provided by the Council who services the main township. Other surrounding villages are supplied by Goldenfields Water. Water for Narrandera is sourced from four bores located adjacent to the Murrumbidgee River.

Water supply within the township comprises a reticulated system consisting of a considerable underground water main network.

5.7.2 Sewer

Narrandera Shire Council is the responsible authority for waste water (sewerage) and provides reticulated sewerage to the Narrandera. The public sewer and stormwater systems which are major assets. Similar to matters regarding water supply, Council charges an infrastructure contribution for new development under Section 64 of the LG Act.

Outside of the main urban areas, properties are required to operate on-site septic tank sewerage systems in accordance with the Council's Onsite Wastewater Management Strategy. This policy requires Council approval for all new septic tanks or grey water effluent treatment plants and sets out the design, location, soil condition and monitoring requirements of new facilities.

Stormwater infrastructure within Narrandera consists of a combination of kerb and gutter, and traditional pits and pipes. This infrastructure conveys stormwater into the town's drainage catchment and ultimately the Murrumbidgee River.

Outside of the main urban area, stormwater runoff comprises rural table drains/drainage and overland flow to natural drainage lines.

5.7.3 Electricity

Essential Energy supplies electricity to the Narrandera Shire.

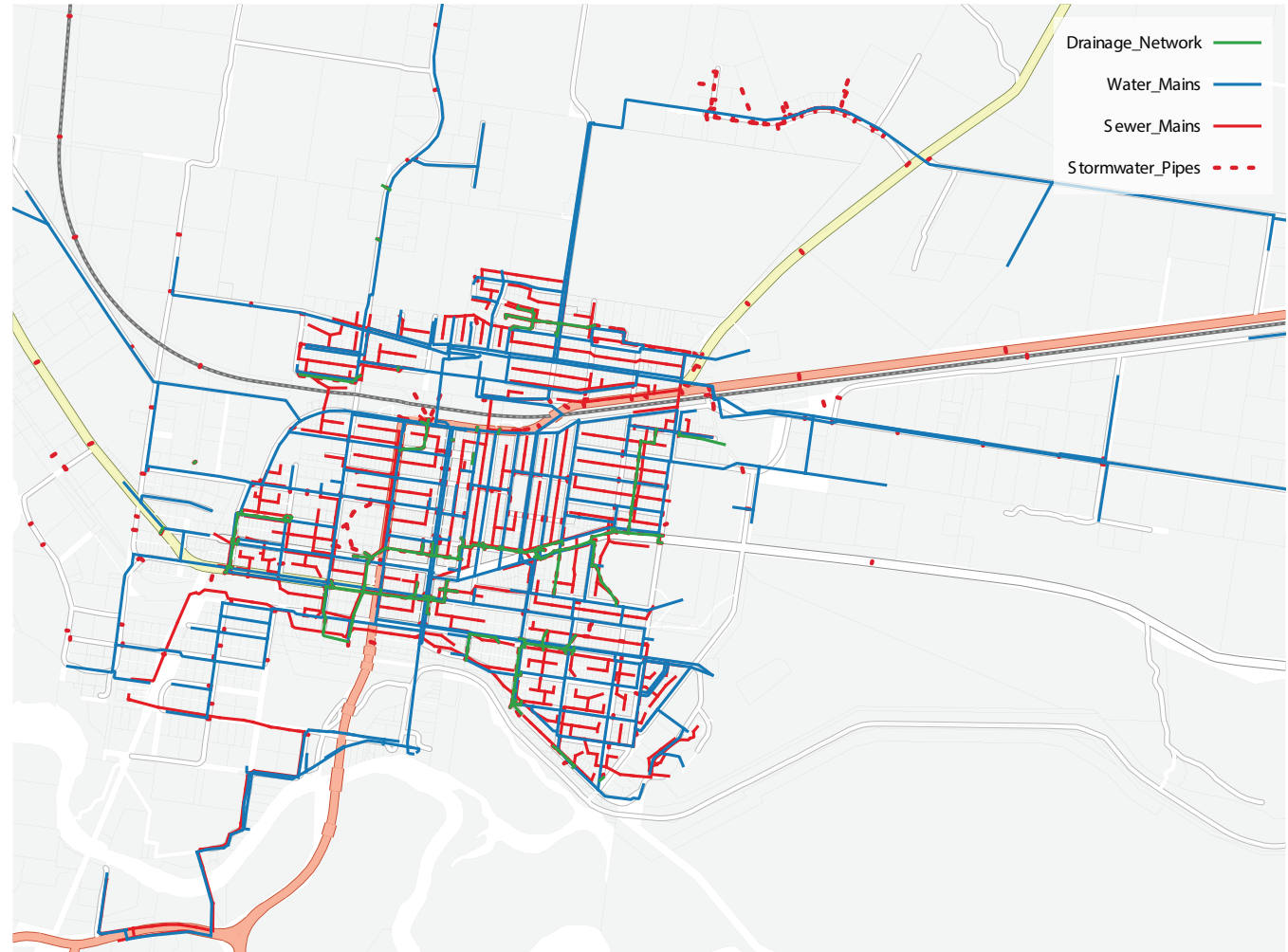
The township is surrounded by a grid of suitable high voltage feeders that are capable of supplying additional development. The current system has ample capacity of meeting any growth needs in Narrandera.

Additional costs would however be involved to extend these lines and install suitably sized transformers for any new developments.

5.7.4 Gas

The Junee-Griffith natural gas pipeline is a pipeline which traverses through the northern end of the Red Hill industrial estate. The pipeline has a diameter of 164mm and forms part of the Moomba to Sydney pipeline, joining at an off take near Junee. Local reticulation of natural gas is carried out by Jemena.

5.7 Services & Development Infrastructure



5.8 Land Use Conflicts

Land use conflicts may arise when incompatible land uses are located in close proximity to each other, which in turn may impact on the amenity of sensitive land uses, the efficient use of productive land or industries, or environmental and landscape values.

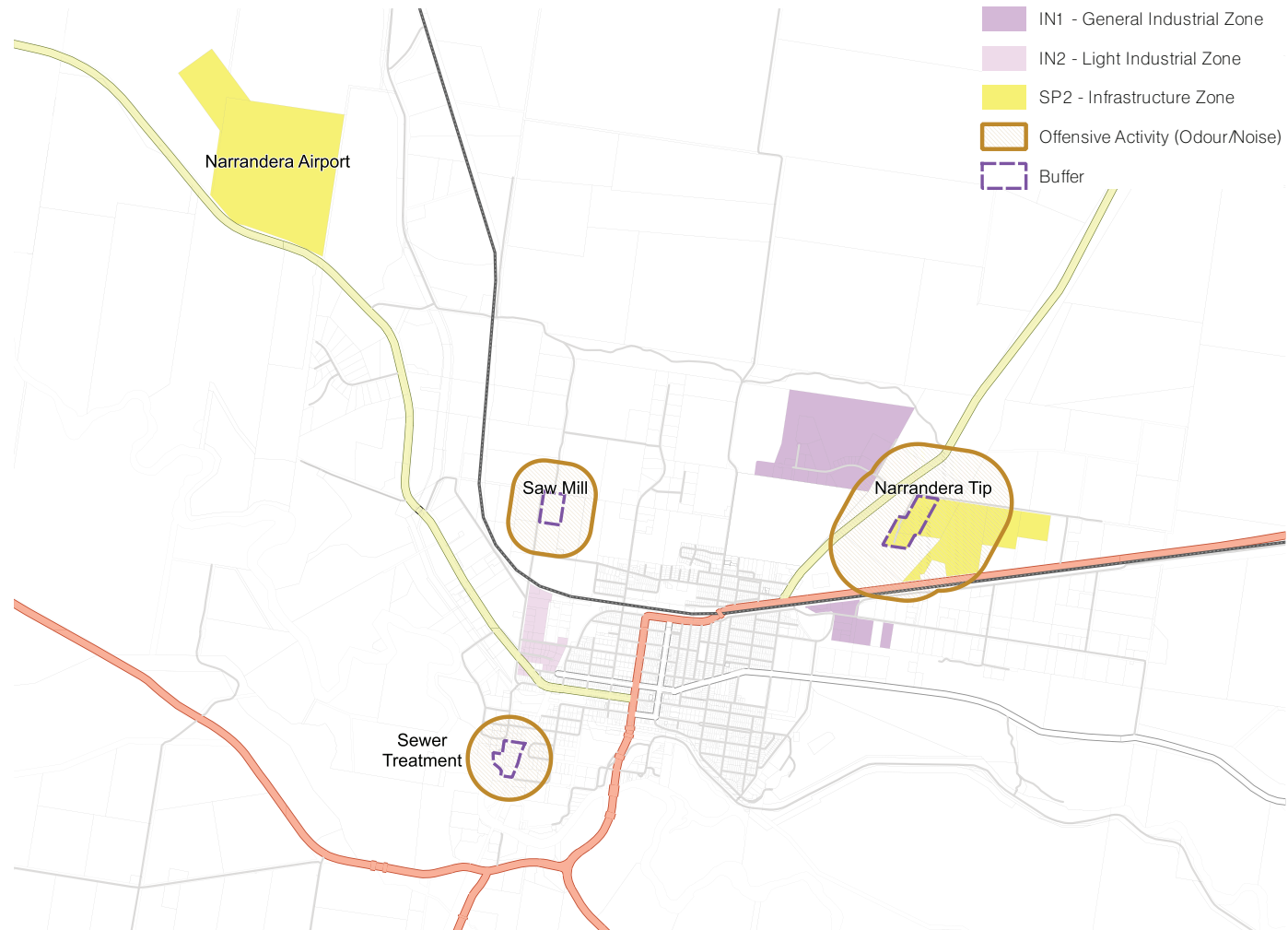
Specifically, the Council area includes areas of productive agricultural land that could be threatened by unplanned expansion of residential and rural living development. Narrandera contains a number of established industrial businesses and key infrastructure facilities that have the potential to generate traffic, odour and noise.

An assessment of land use conflicts has been undertaken consistent with the NSW Department of Primary Industry's Land Use Conflict Risk Assessment (LUCRA) guidelines.

Key potential land use conflicts contained within the study area include:

- Waste Management Centre
- Industrial land activities (Saw Mill)
- Narrandera Airport
- Sewerage treatment works

Consideration will need to be given to the location of future residential and rural residential zoned land adjacent to productive agricultural activities.



06. Analysis

6.1 Overview

This section analyses evidence and data in relation to housing and employment lands identified in previous sections.

In relation to housing, this analysis focusses on housing need is and where the current and future gaps are. It will identify and consider housing supply gaps for Narrandera and identify those areas with development capacity.

This section needs to identify any gaps between expected population growth and housing supply trends, and identify types of housing that are required to address particular needs

In relation to employment lands, the analysis considers the need for employment land and the inhibitors and opportunities for attracting investment and business in the Shire.

6.2 Housing

6.2.1 Population changes

NSW DPE prepare population projections for each LGA using 'low', 'medium' (common) or 'high' growth scenarios. For the period between 2021 and 2041, using common (medium) planning assumptions, the total population of Narrandera is predicted to further reduce from 5,789 persons to 5,373 persons over the period between 2021 and 2041. This represents a reduction of approximately 400 persons over the next 20 year period, and an average annual reduction of 21 persons.

Over the next 20 year period, the DPE data projects an annual population decline of 0.37%. It is worth noting however that the actual population as of the 2021 census was 5,698 persons, which was a reduction of 155 persons from the 2016 census. This represents a population decline of 0.27% between the two census periods.

6.2.2 Seniors Housing and Aged Care

Narrandera has an ageing population and this is expected to continue into the future, consistent with recent population forecasts. The average of persons in the Shire has increased to be 44 in the most recent census and the number of persons aged over 65 is projected to increase to 25% of the total population of the Shire. As a result, it will be necessary to ensure that housing and accommodation services are provided to match the projected age structures and needs of the population.

The need for a diverse range of seniors housing accommodation must also be considered, noting that the range of services should consider 'ageing in place' principles. This means that a range of dwelling types, including independent living, adaptable units and higher care facilities should be provided.

Council will need to ensure that the range of dwelling stock is in sufficient supply and adaptable to the varying needs of the community.

There are currently gaps in the dwelling market for smaller housing, or downsizing options, for seniors in Narrandera, which is discussed separately.

There is current supply of aged care within the Shire, however the continued change in the population profile will place pressure on the housing market if further accommodation options are not provided. Provision of diversity will be critical to ensuring appropriate supply, including options for private housing and through various housing providers.

6.2.3 Smaller Dwellings

As identified above, the continuing trend of an ageing population means that the nature of current housing stock in Narrandera represents a mismatch with the household structures.

At present, Narrandera is dominated by larger dwelling sizes with the majority of dwellings have more than 3 bedrooms. 1 and 2 bedrooms only account for approximately 19% of the total dwelling stock within the Shire.

By comparison and as a result of the ageing population profile, 1 and 2 person households represent the majority of dwelling size in Narrandera Shore, accounting for 68.4% of the total households.

The mismatch between dwelling size and household structure typically represents an outcome where persons may be paying for greater housing costs than needed. However, based on ownership structure and tenure of the Shire, it is not considered that there is any considerable housing stress being incurred.

Despite this, the evidence shows there is an under supply of smaller dwellings that would better cater for the ageing population and smaller household units. In turn, this could open up opportunities for larger dwellings to be occupied by family groups. It is recommended that options be considered to encourage smaller and diverse housing options to cater for this demographic.

6.2 Housing

6.2.4 Social Housing

There is presently a long wait for public housing options in Narrandera, with people expected to wait at least two years for new properties and sometimes up to five years. As of 2022, there was also 22 people on the waitlist for the Narrandera allocation zone. This timeframe is not dissimilar to wait times for other LGAs, however the smaller number of persons waiting in comparison to other larger centres means that there is a likelihood that greater demand in other areas will restrict the opportunities for Narrandera.

Anecdotally, it has been indicated existing public housing stock within Narrandera is ageing and that some dwellings have been purchased from NSW Land and Housing Corporation by long terms tenants. However, replacement dwellings are generally not being constructed in the Shire.

There is opportunity for Community Housing Providers to increase and improve housing stock. Recent changes to public housing opportunities through the Housing SEPP, including opportunities for delivery of housing by private developers, represents further opportunity to improve and increase the public housing stock in Narrandera.

6.2.5 Key Worker Housing

Narrandera is predicted to have a steadily declining overall population growth into the future based on the ageing population and reduced workforce participation. However, there is opportunity to provide for new housing to attract workers in growth industry sectors of the Shire.

While agriculture is declining in total labour force for the Shire, service based industries such as health care and construction are emerging as growth industries. Employment in health and aged care will be directly attributable to the changing population structure and will require attraction of suitably qualified staff, and the education and retention of the community.

6.2.6 Greenfield Development

Narrandera is well serviced by zoned residential land for new development. However, realising the release of this zoned land is constrained by the land ownership arrangements, servicing costs and landowner interest.

The main constraint on the release of new vacant residential lots is land servicing costs and sale rate not covering costs. The rate of vacant land take up is also slow, based on population trends, which has not encouraged further release of new lots.

6.2.7 Servicing costs

Land development for subdivision is a significant investment requiring up to 4 years to deliver, which requires multi faceted inter disciplinary input to deliver and complete the project successfully.

Due to the timeframe and complexity involved, subdivisions are considered, particularly by financiers, as high risk developments. This is mainly due to unexpected changes in markets (demand mainly impacting on price and rate of sale) affecting viability and returns.

Habitat have carried out assessments at a high level of land values in regional NSW and found that many properties were below replacement costs due to supply meeting demand and in some instances supply exceeding demand which resulted in little capital growth.

Research carried out by Habitat has also found that on average, costs to develop a typical regional subdivision with all services will be approximately \$98,000 per lot.

Recognising that subdivisions are complex developments often with a long time frame and consisting of a large number of inputs with associated risks dictates that a substantial margin over traditional investments is required to reflect the inputs and time frame and ultimately the required sale rate and price.

6.3 Employment Lands

6.3.1 Proximity to key transport routes

Narrandera benefits from locational advantage of being located on a number of major transport corridors. Specifically, Narrandera is located at the intersection of the Newell Highway and Sturt Highway which are important road freight networks for central NSW. This highway network is supplemented by major regional roads of Irrigation Way, Canola Way and Burley Griffin Way which provide road connection with Leeton, Griffith, Junee, Temora, Wagga Wagga and to the wider national highway network.

There is potential for greater promotion of the locational opportunities for employment land within the Shire. The northern industrial areas at Red Hill provide good access to the Newell Highway and railway corridors and can take advantage of heavier industry as well as those seeking to align with key freight routes.

6.3.3 Diversity of Industry and Employment

Recent statistics have demonstrated that Narrandera is diversifying the economic base with Agriculture focussed development reducing in overall employment numbers and other sectors of health care and construction increasing in total employment numbers.

While it is expected that Agriculture will continue to account for the majority of overall economic output from the Shire, it is not expected that it will be the major employer. There are instead a number of emerging industries in the Shire that present potential for greater employment

opportunities, such as health and aged care to support an ageing population as well as construction to support new large scale infrastructure projects in the Shire and surrounding area. There is also growth in the education and training industry which will offer potential to attract new workers to the region.

6.3.4 Major Projects

Narrandera Shire and surrounding areas are subject to a number of major infrastructure, renewable energy and development projects that highlight interest in the region. It also presents important employment opportunities and potential to leverage housing growth.

The key projects for the Shire include:

- Yarrabee Solar Farm
- Avonlie Solar Farm
- Australian Airline Pilot Academy Training Centre, Narrandera Airport
- Narrandera Airport Taxiway Upgrade

6.3.5 Retail Activities

Retail activities in Narrandera are in decline, which is generally consistent with trends across regional NSW. The impact of COVID-19 pandemic was a significant disruptor to traditional retail uses, however trends already indicated that Narrandera's retail sector was declining.

The number of persons employed within retail sector has declined from 258 to 185 people over

the period from 2006 to 2016. Despite this, it remains the fourth largest industry in Narrandera and contributes nearly \$10 million in wages for the Shire.

Encouraging new employment opportunities and housing within the Shire will rely upon appropriate supporting retail and service activity. It is understood from previous strategic planning work and anecdotal evidence that there is adequate supply of retail floorspace in Narrandera and concentrating these activities into a well defined commercial centre should continue to be a focus for the future.

07. Recommendations

7.1 Priorities

This section of the Strategy identifies the priorities and actions for housing and employment in the Narrandera Shire over the next 20 years. The various priorities are those which have been identified through the consideration of the background analysis of the Shire in terms of housing availability, supply and demand.

7.1.1 Housing Priorities

The key priorities for housing in Narrandera Shire are:

1. Identify short term opportunities for infill development of existing zoned urban land which makes efficient use of services and can deliver variety in housing for the projected population
2. Plan for longer term opportunities for future greenfield housing expansion, appropriate to environmental and infrastructure constraints, which can support any growth in the housing demand
3. Provide opportunity and encourage alternative housing types that increase variety in response to the ageing demographic trends of the Shire.
4. Encourage additional supply of key worker accommodation to support growth of emerging industries in the Shire.
5. Ensure that infrastructure planning and funding supports proposed development and is financially viable to deliver new housing in identified key locations.

7.1.2 Employment Priorities

The key priorities for employment land in Narrandera Shire are:

1. Identify and maintain an adequate supply of employment land suitable to encourage new employment investment to the Shire
2. Provide multiple development fronts for employment lands which will cater for different segments of the market.
3. Provide supply of 'development-ready' land which offer capacity for higher employment generating businesses to establish
4. Take advantage of the strategic location and advantage of the Shire to attract additional investment
5. Provide for a range of land sizes in new employment zoned land to allow local businesses to both 'start-up' and 'scale-up' over time

7.2 Land Use Planning Recommendations

7.2.1 Key Housing Opportunities

Narrandera already has a significant area of zoned urban land for both 'village lots' (RU5 zone) and 'low density lots' (R5 zone). It is recommended that future housing be accommodated within the existing urban areas of Narrandera.

Population projections for the Shire show a decline in population although the actual rate of decline between the most recent census periods (2016 to 2021) was lower than expected. While still being in decline, the population projections are based on 'common' growth scenarios which relies on a growth rate between a low or high growth scenario. It is therefore possible that under a high growth scenario, the population of Narrandera could remain stable or even increase. This will take additional investment in encouraging new resident attraction, through promotion and promotion of employment.

The Strategy recommends Key Housing Opportunity Sites which are those areas identified as having the ability to accommodate future growth of the Narrandera township which could accommodate any anticipated growth over the next 20 years. These are grouped in terms of greenfield development opportunities and 'infill' higher density options for the village area, the latter of which is discussed in further detail below.

The Key Housing Opportunity Map considers parcels of land as either unconstrained, constrained, or owned by Crown Lands.

Unconstrained represents those parcels which have do not have identified development constraints and theoretically could be

developed in the short term, subject to servicing considerations, approvals and landowner interest. These represent the shortest term opportunities.

Constrained sites are those which are assessed as possible development parcels however are subject to one or more hard constraints, such as flooding or biodiversity, which could prevent or delay development of that land. These represent medium to longer term opportunities.

Crown Land identifies the land parcels which are public owned parcels. There are a number of land areas which are identified as Crown Land owned parcels but are zoned for residential purposes and could be developed, if not for the current land ownership status. The Strategy also recommends Council consider pursuing opportunities to acquire these Crown Land parcels where possible. These therefore represent longer term possible opportunities.

7.2.2 Infill Residential Opportunity Sites

Existing zoned urban areas of the RU5 zone are recommended to have an increased dwelling density to accommodate a range of smaller dwelling types. This will ensure maximum flexibility and encourage infill development that will not only increase the range and type of housing, but also results in a more efficient and sustainable use of infrastructure. This will also have the added benefit of reducing house and land prices, which are influenced by development construction costs.

This is recommended to respond to emerging gaps in provision of smaller and more diverse housing types which will cater for the identified

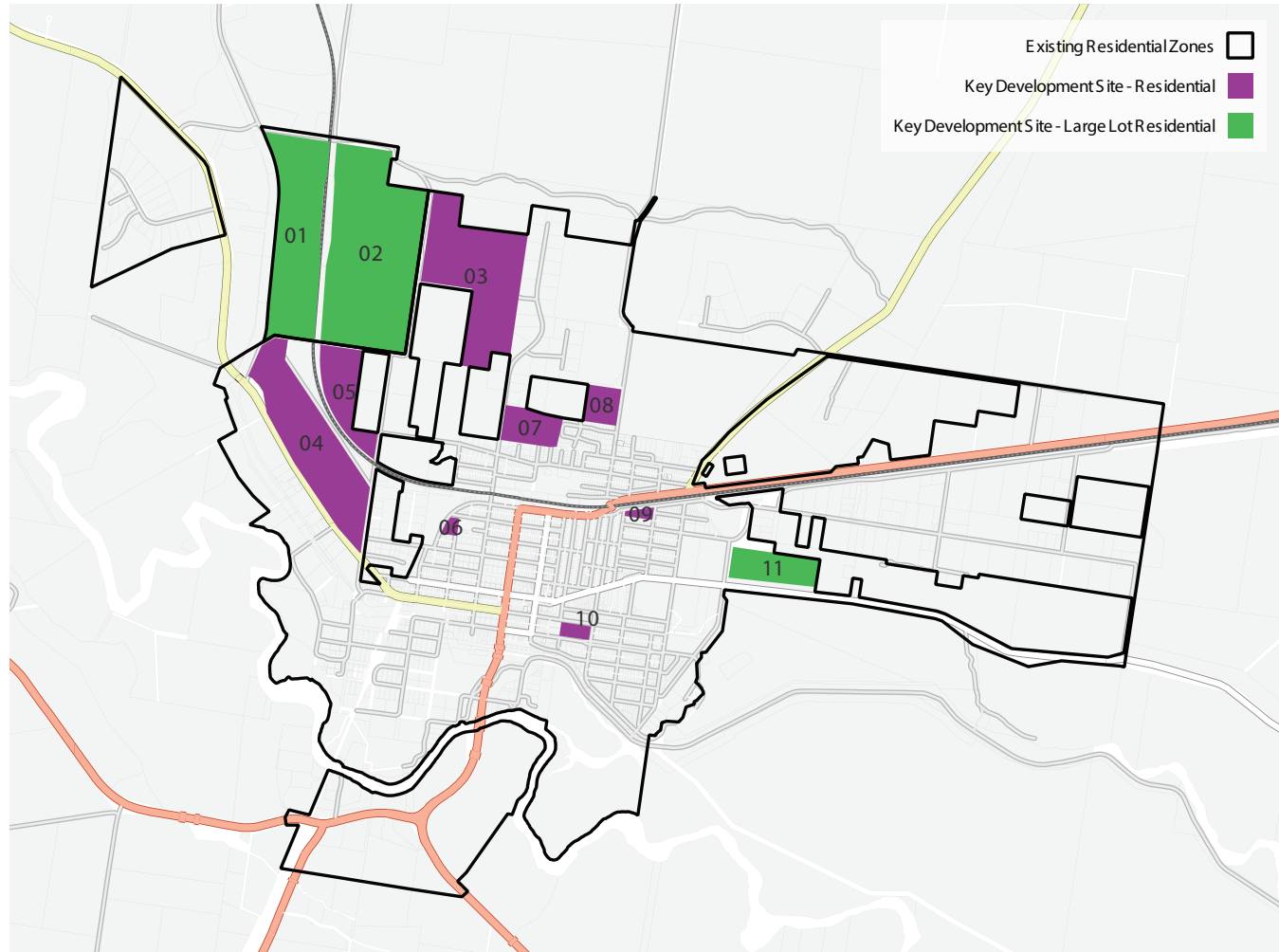
ageing population of Narrandera and to accommodate new 'key workers' and others who may relocate to the Shire for additional employment opportunities.

New privately developed housing units needs to be adaptable to cater for the changing needs of an older or disabled occupant and there needs to be smaller housing types to enable the option to 'down size'. These outcomes can be delivered through development of additional dwelling in dual occupancies, multi dwelling housing and in more affordable options such as granny flats or secondary dwellings.

Given infrastructure capacity constraints and development costs associated with developing at the urban fringe, an alternative more feasible option is to encourage infill development on land that already has readily available access to infrastructure and services.

Such options could include 'knock down rebuilds', the construction of additional dwellings on-site and the further subdivision of land (torrens, strata or community title).

7.2 Land Use Planning Recommendations



7.2 Land Use Planning Recommendations

Common Growth Scenario

Assumptions:

- 6 additional dwellings per year
- 800m² Residential Lots
- 5000m² Large Residential Lots

Site No.	Zone	Timeframe	Constraints	Area (ha)	Potential Yield	Years' Supply
1	R5 – Large Lot Residential	Medium term	Environmental/Flood risk	59.6	9 Lots	1.5
2	R5 – Large Lot Residential	Short term		101.8	16 Lots	2.7
3	R1 – General Residential	Short term		62.4	583 Lots	97.2
4	R1 – General Residential	Medium term	Environmental/Flood risk	55.8	514 Lots	85.7
5	R1 – General Residential	Medium term	Environmental/Flood risk	19.2	180 Lots	30.0
6	RU5 – Village	Short term		1.4	13 Lots	2.2
7	RU5 – Village	Long term	Crown Land	11.7	109 Lots	18.2
8	RU5 – Village	Long term	Crown Land	7.5	70 Lots	11.7
9	RU5 – Village	Short term		1.5	14 Lots	2.3
10	RU5 – Village	Short term		2.5	22 Lots	3.7
11	R5 – Large Lot Residential	Short term		15.6	4 Lots	0.7
Total				339.0	1534 Lots	256

7.2 Land Use Planning Recommendations

High Growth Scenario

Assumptions:

- 15 additional dwellings per year
- 800m² Residential Lots
- 5000m² Large Residential Lots

Site No.	Zone	Timeframe	Constraints	Area (ha)	Potential Yield	Years' Supply
1	R5 – Large Lot Residential	Medium term	Environmental/Flood risk	59.6	9 Lots	0.6
2	R5 – Large Lot Residential	Short term		101.8	16 Lots	1.1
3	R1 – General Residential	Short term		62.4	583 Lots	38.9
4	R1 – General Residential	Medium term	Environmental/Flood risk	55.8	514 Lots	34.3
5	R1 – General Residential	Medium term	Environmental/Flood risk	19.2	180 Lots	12.0
6	RU5 – Village	Short term		1.4	13 Lots	0.9
7	RU5 – Village	Long term	Crown Land	11.7	109 Lots	7.3
8	RU5 – Village	Long term	Crown Land	7.5	70 Lots	4.7
9	RU5 – Village	Short term		1.5	14 Lots	0.9
10	RU5 – Village	Short term		2.5	22 Lots	1.5
11	R5 – Large Lot Residential	Short term		15.6	4 Lots	0.3
Total				339.0	1534 Lots	102

7.2 Land Use Planning Recommendations

8.2.3 Employment Land Opportunity Sites

Narrandera is considered to have a limited supply of industrial zoned land to take advantage of possible new employment activities. To assist with providing opportunity to reverse current population decline trends, it is essential for Council to encourage new employment generating development in the Shire.

It is noted that the proposed translation of the industrial and business zones to employment zones will result in both the IN1 and IN2 zones being translated to E4 General Industrial. Therefore, there will be no differentiation between the various industrial areas of the Shire.

The Strategy recommends two primary industrial expansion areas which will provide opportunities for new employment activities at a large and smaller scale. The intention is to cater for variety in demand within the local market as well as offer attracting to larger employment activities considering relocating and establishing at Narrandera.

An expansion of the existing Red Hill industrial precinct is recommended to provide an additional 30 hectares of zoned land and would result in an expansion to the west of the existing zoned area. This expansion is adequately buffered to existing and future residential land uses by the Golf Course. It is intended that the Red Hill development accommodate a range of lot sizes, as has been the case for earlier stages of development, and that staged release of the land be considered accordingly. The likely

arrangement of land in this location also provides ability to create a mix of lot sizes.

The Strategy also recommends establishment of a new employment zone to the east of Barellan Road and north of the Newell Highway, adjacent to Council's Waste Management Centre. This land is presently zoned SP2 Infrastructure zone and represents an opportunity to utilise larger land parcels for new industrial opportunities. This precinct also offers potential to establish new links with the Newell Highway and offer an attractive location for operations requiring integration with key transport routes.

Based on high level analysis of industrial land, there is some capacity for redevelopment or intensification of existing sites in Narrandera West and Pine Hill industrial areas, incorporating light industry or smaller operations, appealing to a different market than for the Red Hill precincts. These areas are not currently fully serviced and therefore full potential may not be realised in these areas.

7.2 Land Use Planning Recommendations



7.2 Land Use Planning Recommendations

Common Growth Scenario

Assumptions:

- 8 additional commercial/industrial developments approved per year
- 1ha Lots

Site No.	Current Zone	Proposed Zone	Timeframe	Constraints	Area (ha)	Potential Yield	Years' Supply
1	C2 – Environmental Conservation	IN1 - General Industry	Medium term	Rezoning C2 to IN1	51	81 Lots	10
2	RU5 – Village / SP2 - Infrastructure	IN1 - General Industry	Short term		36	58 Lots	7
3	RU5 - Village	IN2 - Light Industry	Short term	Current Use	2	4 Lots	1
Totals					89	143 Lots	18

High Growth Scenario

Assumptions:

- 8 additional commercial/industrial developments approved per year
- 1ha Lots

Site No.	Current Zone	Proposed Zone	Timeframe	Constraints	Area (ha)	Potential Yield	Years' Supply
1	C2 – Environmental Conservation	IN1 - General Industry	Medium term	Rezoning C2 to IN1	51	81 Lots	6.8
2	RU5 – Village / SP2 – Infrastructure	IN1 - General Industry	Short term		36	58 Lots	4.8
3	RU5 - Village	IN2 - Light Industry	Short term	Current Use	2	4 Lots	0.3
Totals					89	143 Lots	11.9

7.2 Land Use Planning Recommendations

7.2.4 Social Housing

There is currently a significant wait time for social housing in Narrandera indicating a shortfall of this type of housing.

It is recommended that consultation be undertaken with social housing providers to investigate opportunities to redevelop this housing stock. This is particularly the case given the age of this housing stock, their location next door to each other and the fact that they are located on 1,000m²+ lots, which presents opportunities for infill development at higher residential densities.

7.2.5 Flood Planning Area

Following the completion of recent flood analysis of the Shire, it is recommended that the Flood Planning Area be reviewed to ensure currency against best practice guidelines. It is noted that Section 733 of the Local Government Act 1993 provides councils with a limited protection from liability if they have followed the principles of the Floodplain Development Manual.

The Flood Planning Area represents the trigger for Council to consider flood risks when making planning decisions on development. The particular area defined in the FPA is based on selection of a flood level based on an appropriate flood risk management consideration. The 1% AEP (or 1 in 100 year event) is typically identified as the highest flood event for land use planning purposes.

It is noted that Council's most recent flood analysis has considered more severe flood events, including the 1 in 200 year and 1 in 500 year event, which place more of the urban area at risk. In response to increasing frequency of larger events, Council may therefore seek to apply a greater level of risk across the urban area for planning decisions.

It should also be noted that the application of the FPA is not a prohibition, but rather triggers consideration of development proposals on a case-by-case basis, utilising appropriate risk assessment of potential flooding.

7.2.6 Special Purposes Zones

A number of Council's existing community facilities and assets are contained within the RU5 village zoning. It is recommended that Council carry out an audit of existing infrastructure and applicable zoning, and consider potential amendments to implement Special Purpose Infrastructure zoning to these areas.

The benefit of applying Special Purpose Infrastructure zoning to these assets is to provide more specific zoning that protects the land from inappropriate development. Likewise, it also provides Council with certainty as to particular development by allowing development for the specific purpose or any development related to that particular purpose, to be carried out.

7.3 Non Planning Recommendations

The priorities above will also be supported by a range of ‘non-planning’ mechanisms. These comprise matters which are not directly influenced by zoning or development control, but may involve further discussion and consideration that informs Council strategy or directions.

A summary of the ‘non-planning’ actions is provided below.

7.3.1 Servicing Costs

Habitat have undertaken high level analysis of development servicing costs in regional village areas to determine the financial costs associated with land development. For regional Shires in the region, residential subdivision developments will cost about \$90,000 per lot to develop before a return on investment is achieved.

Having regard to the analysis of servicing costs provided and the anecdotal evidence of land sale values in the Shire, servicing costs are considered to be a potential barrier to land development. In response, Council may consider incentives or deferral of costs on land development projects to assist with stimulating and delivering projects.

7.3.2 Crown Land Ownership

There are a number of Crown Land parcels identified within the zoned urban area of Narrandera. Where this public ownership is potentially preventing the development of land for new housing or employment outcomes, Council should pursue, or assist developers/providers in pursuing, options to acquire these parcels.

7.3.3 Public Housing and Partnerships

It is recommended that Council undertake further consultation with public housing providers to consider potential redevelopment or replacement of public housing stock within Narrandera. Future opportunities should consider potential higher density housing opportunities within close proximity of retail and community services.

Council should also consider investigation of private public partnerships with key housing providers to increase housing supply, in particular aged care. Opportunities to increase worker housing opportunities should also be pursued alongside attraction for new industry.

7.3.4 Direct Development Investment

Council may consider potential options to acquire and develop residential or employment land for release to the market and to stimulate development. This may be of greater benefit in the industrial areas as it allows Council to develop and market the land to potential purchasers as part of attraction strategies. There is opportunity that Council may provide a catalyst high density residential project within the existing urban area.

This approach has the benefit of only needing to remain cost neutral to Council with the wider benefit being the positive impacts of an additional rate base.

8. Actions & Implementation

9.1 Actions

This section identifies actions required to deliver upon housing and employment lands over the period of the next 20 years.

These actions are developed from the priorities and key recommendations identified in the previous section and will be delivered by multiple stakeholders over varied timeframe. This plan is intended to provide the framework and roadmap for how these actions are to be carried out

For the purposes of this Strategy, the following short, medium and long term timeframes have been established:

- **Ongoing: As required and as opportunities arise**
- **Short-term: 0-5 years**
- **Medium term: 6-10 years**

Actions	Responsibility	Timeframe
Develop key housing opportunity sites with short to medium term potential (outlined in Section 7)	Private landowners with assistance from Council	Short
Develop key employment land opportunity sites (outlined in Section 7)	Private landowners with assistance from Council	Short
Review and update the Development Control Plan to identify preferred locations for key housing development opportunities and to additional support and consideration of higher density infill housing.	Private landowners with assistance from Council	Short
Review Flood Planning Area of Narrandera with regard to updated flooding information available. Consider the appropriate risk level that should be adopted	Council	Short
Consider rezoning of the Narrandera Golf Course to a Recreation zone to provide a buffer to the expanded Red Hill industrial area and direct development of residential land to other areas.	Council	Short
Review Infrastructure Contributions Plan to consider potential future infrastructure funding requirements for new key development sites	Council	Short
Review Infrastructure Contributions Plan to ensure that delivery of infrastructure can be accommodated in a logical and cost effective manner. Consider opportunities to allow for incentives and/or other agreements with private developers	Council	Short
Investigate opportunities for Council to undertake land development for employment and residential land options to accelerate and/or encourage new development.	Council	Short/Ongoing

9.1 Actions

This section identifies actions required to deliver upon housing and employment lands over the period of the next 20 years.

These actions are developed from the priorities and key recommendations identified in the previous section and will be delivered by multiple stakeholders over varied timeframe. This plan is intended to provide the framework and roadmap for how these actions are to be carried out

For the purposes of this Strategy, the following short, medium and long term timeframes have been established:

- **Ongoing: As required and as opportunities arise**
- **Short-term: 0-5 years**
- **Medium term: 6-10 years**

Actions	Responsibility	Timeframe
Conduct an audit of Council infrastructure and determine current zoning and potential to implement infrastructure zoning to these areas.	Council	Medium
Review urban zoned Crown Land parcels with development potential and undertake engagement with relevant authorities to determine potential acquisition	Council with NSW Government	Medium
Promote and support infill housing within established residential areas through planning controls.	Private landowners with assistance from Council	Ongoing
Encourage a higher proportion of new housing to be adaptable and able to better support and ageing population and smaller household size.	Council	Ongoing
Undertake further engagement and consultation with NSW Land and Housing Corporation around possible redevelopment/revitalisation of public housing stock and other forms of housing.	NSW Land and Housing Corporation	Ongoing
Undertake engagement and consultation with private developers and community housing providers in relation to possible partnerships to deliver key housing outcomes, including aged care and key worker housing.	Council with Private Developers/ Community Housing Providers	Ongoing
Continue to promote the availability of serviced employment land within the Narrandera Shire to prospective private industrial developments, with preference for larger employment generators.	Council	Ongoing

9.2 Monitoring and Review

Council will undertake regular monitoring and reporting of this Strategy as follows:

- Annual reviews of housing delivery and supply against the implementation and delivery plan to ensure that the Strategy and the LEP are delivering the Strategy's objectives in a timely manner;
- Five-yearly reviews of the evidence base and housing stock against the broader aims of the Riverina Murray Regional Plan to ensure that the Strategy is aligned with the housing needs; and
- Ten-year review of the Strategy to ensure the 20-year vision statement, the evidence base and the strategic and planning contexts are aligned with the goals of the community, the broader aims of the Riverina Murray Regional Plan and the Strategy implementation and delivery plan.

Narrandera Shire Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2022

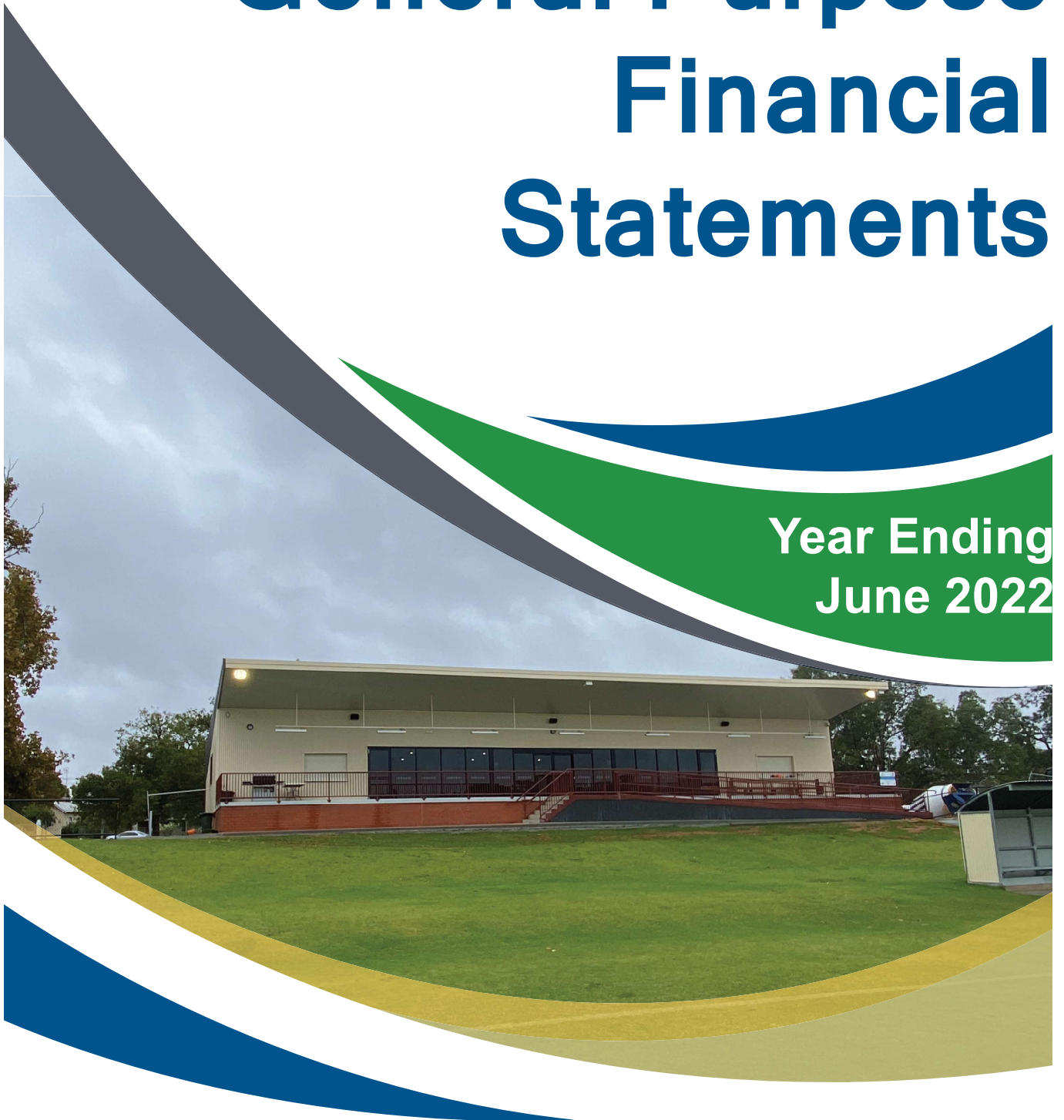
Heart of Riverina



Narrandera Shire Council

General Purpose Financial Statements

Year Ending
June 2022



Narrandera Shire Council

General Purpose Financial Statements

for the year ended 30 June 2022

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Overview

Narrandera Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

141 East St
Narrandera NSW 2700

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.narrandera.nsw.gov.au

Narrandera Shire Council

General Purpose Financial Statements

for the year ended 30 June 2022

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Narrandera Shire Council

General Purpose Financial Statements

for the year ended 30 June 2022

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

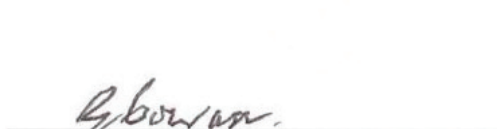
Signed in accordance with a resolution of Council made on 16 August 2022.




Mr Neville Kchenka
Mayor
16 August 2022



Mr Cameron Lander
Councillor
16 August 2022



Mr George Cowan
General Manager
16 August 2022



Mr Martin Hiscox
Responsible Accounting Officer
16 August 2022



Mr Shane Wilson
Deputy General Manager Infrastructure
16 August 2022

Narrandera Shire Council

Income Statement

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Restated Actual 2021
Income from continuing operations				
8,371	Rates and annual charges	B2-1	8,362	8,154
3,363	User charges and fees	B2-2	3,873	3,248
509	Other revenues	B2-3	1,357	964
6,966	Grants and contributions provided for operating purposes	B2-4	9,267	8,052
7,199	Grants and contributions provided for capital purposes	B2-4	6,824	8,007
210	Interest and investment income	B2-5	188	278
228	Other income	B2-6	209	209
92	Net gain from the disposal of assets	B4-1	363	11
26,938	Total income from continuing operations		30,443	28,923
Expenses from continuing operations				
8,278	Employee benefits and on-costs	B3-1	8,234	8,066
5,152	Materials and services	B3-2	8,392	6,175
9	Borrowing costs	B3-3	39	4
5,704	Depreciation, amortisation and impairment of non-financial assets ¹	B3-4	5,980	5,113
326	Other expenses	B3-5	637	420
19,469	Total expenses from continuing operations		23,282	19,778
7,469	Operating result from continuing operations		7,161	9,145
7,469	Net operating result for the year attributable to Council		7,161	9,145
270	Net operating result for the year before grants and contributions provided for capital purposes		337	1,138

(1) Refer note G.4-1 for restated comparative amounts

The above Income Statement should be read in conjunction with the accompanying notes.

Narrandera Shire Council | Statement of Comprehensive Income | for the year ended 30 June 2022

Narrandera Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	Restated 2021
Net operating result for the year – from Income Statement		7,161	9,145
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain/(loss) on revaluation of infrastructure, property, plant and equipment	C1-7	<u>(1,082)</u>	<u>(317)</u>
Total items which will not be reclassified subsequently to the operating result		(1,082)	(317)
Total other comprehensive income for the year		(1,082)	(317)
Total comprehensive income for the year attributable to Council		6,079	8,828

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Narrandera Shire Council | Statement of Financial Position | for the year ended 30 June 2022

Narrandera Shire Council

Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	Restated 2021	Restated 1 July 2020
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	1,396	1,850	2,554
Investments	C1-2	27,846	24,846	26,610
Receivables	C1-4	2,201	2,642	1,875
Inventories	C1-5	791	476	603
Contract assets and contract cost assets	C1-6	644	251	398
Other	C1-8	-	24	-
Total current assets		32,878	30,089	32,040
Non-current assets				
Receivables	C1-4	26	25	26
Inventories	C1-5	-	407	407
Infrastructure, property, plant and equipment (IPPE) ¹	C1-7	224,164	218,348	206,396
Total non-current assets		224,190	218,780	206,829
Total assets		257,068	248,869	238,869
LIABILITIES				
Current liabilities				
Payables	C3-1	2,003	2,234	1,712
Contract liabilities	C3-2	2,057	1,597	1,506
Borrowings	C3-3	144	52	-
Employee benefit provisions	C3-4	2,518	2,612	2,563
Total current liabilities		6,722	6,495	5,781
Non-current liabilities				
Payables	C3-1	-	3	3
Borrowings	C3-3	1,904	473	-
Employee benefit provisions	C3-4	90	57	72
Provisions	C3-5	432	-	-
Total non-current liabilities		2,426	533	75
Total liabilities		9,148	7,028	5,856
Net assets		247,920	241,841	233,013
EQUITY				
Accumulated surplus ¹	C4-1	165,875	158,714	149,569
IPPE revaluation reserve	C4-1	82,045	83,127	83,444
Total equity		247,920	241,841	233,013

(1) Refer note G.4-1 for restated comparative amounts

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Narrandera Shire Council

Statement of Changes in Equity

for the year ended 30 June 2022

	Notes	2022			2021		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
\$ '000					Restated		Restated
Opening balance at 1 July		158,714	83,127	241,841	147,374	83,444	230,818
Correction of prior period errors	G4-1	-	-	-	2,195	-	2,195
Restated opening balance		158,714	83,127	241,841	149,569	83,444	233,013
Net operating result for the year		7,161	-	7,161	9,300	-	9,300
Correction of prior period errors	G4-1	-	-	-	(155)	-	(155)
Restated net operating result for the period		7,161	-	7,161	9,145	-	9,145
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	-	(1,082)	(1,082)	-	(317)	(317)
Other comprehensive income		-	(1,082)	(1,082)	-	(317)	(317)
Total comprehensive income		7,161	(1,082)	6,079	9,145	(317)	8,828
Closing balance at 30 June		165,875	82,045	247,920	158,714	83,127	241,841

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Narrandera Shire Council

Statement of Cash Flows

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
Cash flows from operating activities				
<i>Receipts:</i>				
8,251	Rates and annual charges		8,502	8,085
3,336	User charges and fees		4,091	3,049
224	Interest received		173	352
13,994	Grants and contributions		15,494	16,459
-	Bonds, deposits and retentions received		-	100
867	Other		3,705	2,578
<i>Payments:</i>				
(8,341)	Payments to employees		(8,184)	(8,042)
(3,535)	Payments for materials and services		(8,626)	(6,225)
-	Borrowing costs		(28)	(4)
-	Bonds, deposits and retentions refunded		(66)	(85)
(1,852)	Other		(2,066)	(1,898)
12,944	Net cash flows from operating activities	G1-1	12,995	14,369
Cash flows from investing activities				
<i>Receipts:</i>				
1,022	Sale of investments		25,836	27,600
-	Sale of real estate assets		212	-
399	Proceeds from sale of IPPE		339	303
-	Deferred debtors receipts		1	1
<i>Payments:</i>				
-	Purchase of investments		(25,836)	(25,836)
-	Acquisition of term deposits		(3,000)	-
(14,991)	Payments for IPPE		(12,519)	(17,666)
-	Purchase of real estate assets		(5)	-
(13,570)	Net cash flows from investing activities		(14,972)	(15,598)
Cash flows from financing activities				
<i>Receipts:</i>				
1,620	Proceeds from borrowings		1,620	550
<i>Payments:</i>				
(56)	Repayment of borrowings		(97)	(25)
1,564	Net cash flows from financing activities		1,523	525
938	Net change in cash and cash equivalents		(454)	(704)
1,850	Cash and cash equivalents at beginning of year		1,850	2,554
2,788	Cash and cash equivalents at end of year	C1-1	1,396	1,850
19,013	plus: Investments on hand at end of year	C1-2	27,846	24,846
21,801	Total cash, cash equivalents and investments		29,242	26,696

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Narrandera Shire Council

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Narrandera Shire Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 30 September 2022. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2005 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimations and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- ii. employee benefit provisions – refer Note C3-4.
- iii. estimated tip remediation provisions - refer Note C3-5

Covid-19 Impacts

During the 2022 financial year, Covid-19 ('COVID') has continued to cause a disruption to Council's business practices with a number of staff working remotely from home or at other Council facilities away from the main administration building when required. Whilst this has caused some inconvenience it has not resulted in significant additional cost. Some costs have been incurred for additional equipment and staff salaries for employees required to isolate.

Council has provided some rent relief to the lessee of Lake Talbot Tourist Park to compensate for lost income due to the lockdown restrictions and some additional costs have been incurred in cleaning of council facilities.

Rate collections and Other receivables have not been impacted.

Overall the financial impact has not been significant and is not anticipated to increase in future years.

Council is of the view that physical non-current assets will not experience substantial declines in value due to COVID. Fair value for the majority of Council's non-current assets is determined by replacement cost where there is no anticipated material change in value due to COVID.

For assets where fair value is determined by market value Council has no evidence of material changes to these values.

A1-1 Basis of preparation (continued)

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following activities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service
- Barellan Hall and Museum
- Grong Grong Hall
- Narrandera Railway Management Committee
- Narrandera Koala Regeneration Centre Supervisory Committee
- Arts Centre and Narrandera Museum

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council makes use of volunteers for the community transport program, museums at Narrandera and Barellan and also library services. The estimated value of these services has been included in the financial statements based on an average salary and on costs council would be required to pay if the services were not donated.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2021

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

A1-1 Basis of preparation (continued)

New accounting standards adopted during the year

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2022

None of these standards had an impact on the reported position or performance.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and Contributions		Carrying amount of assets	
	2022	2021	2022	2021 Restated	2022	2021 Restated	2022	2021	2022	2021 Restated
\$ '000										
Functions or activities										
Our Community	5,579	7,669	6,117	5,294	(538)	2,375	4,357	6,226	34,636	31,439
Our Environment	1,488	1,246	1,624	1,591	(136)	(345)	496	200	2,891	2,075
Our Economy	2,655	1,710	3,332	2,197	(677)	(487)	343	430	7,096	5,517
Our Infrastructure	7,581	7,462	9,014	8,005	(1,433)	(543)	4,006	3,960	193,645	192,228
Our Civic Leadership	13,140	10,836	3,195	2,691	9,945	8,145	6,889	5,243	18,800	17,610
Total functions and activities	30,443	28,923	23,282	19,778	7,161	9,145	16,091	16,059	257,068	248,869

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Our Community

Security cameras, emergency services, health, aged & disabled services, social support, home modification and maintenance, community transport, community options, youth and childcare services, street lighting, public cemeteries, library, swimming pools, sportsgrounds, parks & reserves, Lake Talbot, sports stadium, cultural services, roads safety officer, arts centre.

Our Environment

Ordinance and ranger services, insect & vermin control, noxious weeds, waste management, public toilets, environmental protection, development control.

Our Economy

State Roads contract, economic development/real estate, industrial subdivision, industrial promotion, marketing & tourism, visitors centre, saleyards, caravan parks, private works, council land & buildings, aerodrome.

Our Infrastructure

Infrastructure services, stormwater, urban & rural roads, regional roads, bridges, Roads to Recovery, roads ancilliary, car parking, water & sewer services.

Our Civic Leadership

Governance, council chambers, administration, finance, human resources & work health and safety, information technology, property/revenue, employment overheads, plant operations, external plant revenue and general purposes income.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2022	2021
Ordinary rates		
Residential	1,674	1,643
Farmland	3,067	3,010
Business	445	438
Less: pensioner rebates	(136)	(135)
Rates levied to ratepayers	5,050	4,956
Pensioner rate subsidies received	74	72
Total ordinary rates	5,124	5,028
Annual charges		
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>		
Domestic waste management services	792	772
Stormwater management services	71	72
Water supply services	810	793
Sewerage services	1,475	1,406
Waste management services	124	119
Less: pensioner rebates	(76)	(76)
Annual charges levied	3,196	3,086
Pensioner subsidies received:		
– Water	22	21
– Sewerage	20	19
Total annual charges	3,238	3,126
Total rates and annual charges	8,362	8,154
Timing of revenue recognition for rates and annual charges		
Rates and annual charges recognised at a point in time	8,362	8,154
Total rates and annual charges	8,362	8,154

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2022	2021
User charges			
Water supply services	2	1,067	1,229
Sewerage services	2	116	121
Total User charges		1,183	1,350
Fees			
(i) Fees – statutory and regulatory functions (per s.608)			
Inspection services	2	5	1
Planning and building regulation	2	123	129
Private works – section 67	2	839	132
Section 10.7 certificates (EP&A Act)	2	22	19
Section 603 certificates	2	22	19
Companion animals fees	2	1	1
Total Fees – statutory/regulatory		1,012	301
(ii) Fees – other (incl. general user charges (per s.608))			
Aerodrome	2	34	19
Aged care	2	632	642
Cemeteries	2	152	133
Leaseback fees – Council vehicles	2	28	25
Multipurpose centre	2	12	10
Transport for NSW (formerly RMS) charges (state roads not controlled by Council)	2	277	218
Transport for NSW (formerly RMS) charges (ordered works)	2	388	398
Swimming centres	2	–	2
Sundry sales	2	1	2
Waste disposal tipping fees	2	22	18
Connection fees	2	23	13
Sportsground Fees	2	7	8
Library	2	3	4
Stadium Fees	2	42	60
Truck Wash	2	36	28
Other	2	21	17
Total Fees – other		1,678	1,597
Total Fees		2,690	1,898
Total user charges and fees		3,873	3,248
Timing of revenue recognition for user charges and fees			
User charges and fees recognised at a point in time (2)		3,873	3,248
Total user charges and fees		3,873	3,248

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

\$ '000	Timing	2022	2021
Fines	2	5	3
Legal fees recovery – rates and charges (extra charges)	2	89	–
Insurance claims recoveries	2	171	–
Commissions and agency fees	2	43	47
Recycling income (non-domestic)	2	12	20
Diesel rebate	2	68	72
Sales – general	2	35	59
Incentive insurance rebate	2	27	60
Insurance reimbursement	2	34	9
Rural fire service reimbursement	2	98	158
Sale of scrap materials	2	18	20
Temporary Sale of Water Allocation	2	288	105
Volunteer Services	2	456	405
Other	2	13	6
Total other revenue		1,357	964
Timing of revenue recognition for other revenue			
Other revenue recognised at a point in time (2)		1,357	964
Total other revenue		1,357	964

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance	2	2,682	2,455	-	-
Payment in advance - future year allocation					
Financial assistance	2	4,125	2,630	-	-
Amount recognised as income during current year		6,807	5,085	-	-
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Sewerage	1	-	-	226	49
Bushfire and emergency services	2	92	101	-	-
Employment and training programs	2	82	159	-	-
Heritage and cultural	2	28	20	-	-
Library	2	1	-	-	-
Library – per capita	2	60	59	-	-
Library – special projects	2	19	19	-	-
Noxious weeds	2	44	44	-	-
Community services	2	10	18	-	-
Floodplain mapping and land use	2	153	86	-	-
Crown Lands	2	-	-	87	2
Street lighting	2	33	33	-	-
Stronger Country Communities - Council Projects	1	-	-	141	256
Stronger Country Communities - Community Grants	1	11	41	-	-
Drought Communities - Council Projects	1	-	-	6	805
Drought Communities - Community Projects	1	-	126	-	-
Local Roads & Community Infrastructure	1	-	-	684	831
Truck Wash	2	-	-	-	-
Playground on The Murrumbidgee	1	-	-	1,762	2,859
Regional Airports	1	-	-	344	430
Recreation and culture	2	-	30	552	771
Planning portal	2	80	50	-	-
Community Building Partnership	1	-	-	26	3
Transport (roads to recovery)	2	997	1,496	-	-
Transport (other roads and bridges funding)	2	51	54	1,844	1,468
Other specific grants	2	35	3	-	-
Tourism	2	132	-	-	-
Recreation and culture	1	-	-	73	200
Transport for NSW contributions (regional roads, block grant)	2	564	564	100	104
Other contributions	2	-	4	-	-
Leeton Shire Council aerodrome contributions	2	68	60	149	215
Total special purpose grants and non-developer contributions – cash		2,460	2,967	5,994	7,993
Non-cash contributions					
Rural Fire Services - Red Fleet	2	-	-	527	-
Total other contributions – non-cash		-	-	527	-
Total special purpose grants and non-developer contributions (tied)		2,460	2,967	6,521	7,993
Total grants and non-developer contributions		9,267	8,052	6,521	7,993

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B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Comprising:					
– Commonwealth funding		7,887	6,887	1,242	2,408
– State funding		1,227	1,056	4,530	5,170
– Other funding		153	109	749	415
		9,267	8,052	6,521	7,993

Developer contributions

\$ '000	Notes	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):		G5				
Cash contributions						
S 7.4 – contributions using planning agreements		2	–	–	250	–
S 7.11 – contributions towards amenities/services		2	–	–	20	–
S 7.12 – fixed development consent levies		2	–	–	17	10
S 64 – water supply contributions		2	–	–	16	4
Total developer contributions – cash			–	–	303	14
Total developer contributions			–	–	303	14
Total contributions			–	–	303	14
Total grants and contributions			9,267	8,052	6,824	8,007
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			11	197	3,814	6,204
Grants and contributions recognised at a point in time (2)			9,256	7,855	3,010	1,803
Total grants and contributions			9,267	8,052	6,824	8,007

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Unspent grants and contributions				
Unspent funds at 1 July	1,066	1,164	2,178	1,977
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	843	715	308	19
Add: Funds received and not recognised as revenue in the current year	–	16	1,948	1,477
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(642)	(714)	(179)	(7)
Less: Funds received in prior year but revenue recognised and funds spent in current year	(11)	(115)	(1,478)	(1,288)
Unspent funds at 30 June	1,256	1,066	2,777	2,178

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include evidence of the event taking place or satisfactory achievement of milestones. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

B2-4 Grants and contributions (continued)

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2022	2021
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	52	30
– Cash and investments	135	246
– Deferred debtors	–	1
Dividend income (other)	1	1
Total interest and investment income (losses)	188	278
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	30	17
General Council cash and investments	71	155
Restricted investments/funds – external:		
Development contributions		
- Section 7.4 Planning Agreements	1	–
– Section 7.11	–	1
- Section 7.12	1	–
– Section 64	2	2
Water fund operations	50	78
Sewerage fund operations	20	16
Domestic waste management operations	13	9
Total interest and investment income	188	278

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss when the shareholder's right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.

B2-6 Other income

\$ '000	Notes	2022	2021
Rental income			
Other lease income			
Tower Rental		35	33
Caravan Park		89	78
Housing		41	47
Shops & Offices		26	24
Aerodrome Hangers		13	14
Other		5	13
Total other lease income		209	209
Total rental income	C2-2	209	209
Total other income		209	209

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	7,074	6,964
Employee leave entitlements (ELE)	1,311	1,358
Superannuation	833	810
Workers' compensation insurance	282	393
Fringe benefit tax (FBT)	26	36
Sick leave insurance	14	15
Other	14	8
Total employee costs	9,554	9,584
Less: capitalised costs	(1,320)	(1,518)
Total employee costs expensed	8,234	8,066
Number of 'full-time equivalent' employees (FTE) at year end	103	105

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2022	2021
Advertising		7	10
Audit Fees	F2-1	89	85
Bank charges		52	45
Contractor and consultancy costs		898	942
Councillor and Mayoral fees and associated expenses	F1-2	145	135
Election expenses		55	–
Electricity and heating		505	450
Fire control expenses		67	64
Insurance		428	408
Other expenses		9	13
Postage		20	22
Printing and stationery		30	38
Raw materials and consumables		5,232	3,236
Street lighting		87	127
Subscriptions and publications		86	79
Telephone and communications		65	69
Valuation fees		29	29
Volunteer Services expense		456	405
Legal expenses:			
– Legal expenses: planning and development		6	1
– Legal expenses: debt recovery		89	–
– Legal expenses: other		24	3
Expenses from leases of low value assets		11	13
Variable lease expense relating to usage		2	1
Total materials and services		8,392	6,175
Total materials and services		8,392	6,175

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	Notes	2022	2021
(i) Interest bearing liability costs			
Interest on loans		28	4
Discount adjustments relating to movements in provisions (other than ELE)		–	–
– Remediation liabilities	C3-5	11	–
Total borrowing costs expensed		39	4

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2022	2021 Restated
Depreciation and amortisation			
Plant and equipment		684	622
Plant and equipment - specialised (RFS Red Fleet)		164	155
Office equipment		162	144
Furniture and fittings		6	8
Land improvements		5	4
Infrastructure:	C1-7		
– Buildings – non-specialised		717	501
– Buildings – specialised		431	309
– Other structures		642	423
– Roads		1,831	1,735
– Bridges		149	152
– Footpaths		19	17
– Stormwater drainage		79	79
– Water supply network		497	493
– Sewerage network		305	302
– Swimming pools		103	57
– Other open space/recreational assets		105	93
Other assets:			
– Library books		22	17
– Other		–	2
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C1-7	16	–
Total gross depreciation and amortisation costs		5,937	5,113
Impairment / revaluation decrement of IPPE			
Infrastructure:	C1-7		
– Buildings – specialised		43	–
Total gross IPPE impairment / revaluation decrement costs		43	–
Total IPPE impairment / revaluation decrement costs charged to Income Statement		43	–
Total depreciation, amortisation and impairment for non-financial assets		5,980	5,113

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore, an impairment loss would be captured during this assessment.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	2022	2021
Impairment of receivables		
Other	47	6
Total impairment of receivables	47	6
Other		
Contributions/levies to other levels of government		
– Emergency services levy (includes FRNSW, SES, and RFS levies)	259	342
– Western Riverina Library	33	33
Donations, contributions and assistance to other organisations (Section 356)	28	39
Street Lighting	270	–
Total other	590	414
Total other expenses	637	420

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses. Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2022	2021
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		–	25
Less: carrying amount of property assets sold/written off		–	(37)
Gain (or loss) on disposal		–	(12)
Gain (or loss) on disposal of plant and equipment	C1-7		
Proceeds from disposal – plant and equipment		339	278
Less: carrying amount of plant and equipment assets sold/written off		(140)	(86)
Gain (or loss) on disposal		199	192
Gain (or loss) on disposal of infrastructure	C1-7		
Proceeds from disposal – infrastructure		–	–
Less: carrying amount of infrastructure assets sold/written off		(19)	(161)
Gain (or loss) on disposal		(19)	(161)
Gain (or loss) on disposal of real estate assets held for sale	C1-5		
Proceeds from disposal – real estate assets		212	–
Less: carrying amount of real estate assets sold/written off		(20)	(8)
Gain (or loss) on disposal		192	(8)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		25,836	27,600
Less: carrying amount of investments sold/redeemed/matured		(25,836)	(27,600)
Gain (or loss) on disposal		–	–
Gain (or loss) on disposal of plant and equipment - specialised			
Proceeds from disposal – plant and equipment - specialised		–	–
Less: carrying amount of plant and equipment - specialised assets sold/written off		(9)	–
Gain (or loss) on disposal		(9)	–
Net gain (or loss) from disposal of assets		363	11

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 27/05/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Revenues				
Rates and annual charges	8,371	8,362	(9)	0% U
User charges and fees	3,363	3,873	510	15% F
Additional revenue received from Private works				
Other revenues	509	1,357	848	167% F
Sale of water allocation under contract \$288,000				
Insurance claim recoveries of \$171,000				
Volunteer services revenue (and volunteer service expenses) of \$456,000 recognised in the general purpose financial statements in accordance with the Australian accounting standards. The amounts net out and have a grossing impact only therefore they were not included in the budget				
Operating grants and contributions	6,966	9,267	2,301	33% F
2022-2023 Financial Assistance grant, 75% of the allocation was received in advance				
Capital grants and contributions	7,199	6,824	(375)	(5)% U
Interest and investment revenue	210	188	(22)	(10)% U
Net gains from disposal of assets	92	363	271	295% F
Proceeds from the sale of industrial land \$192,000 and plant and equipment \$199,000				
Other income	228	209	(19)	(8)% U

B5-1 Material budget variations (continued)

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Expenses				
Employee benefits and on-costs	8,278	8,234	44	1% F
Materials and services	5,152	8,392	(3,240)	(63)% U
Flood and storm event expenses \$638,800				
Private works expenses \$504,800 (offset by additional income)				
Operational grant expenses \$433,000				
Additional ordered works \$346,500, on behalf of Transport NSW				
Volunteer service expenses \$456,000 (offset by volunteer services income)				
Workshop expenses \$347,000				
Open space and recreation \$62,000				
Roads maintenance \$341,000				
Rates and Debtor legal costs \$64,000 (offset by income)				
Borrowing costs	9	39	(30)	(333)% U
Barellan sewer drawdown of loan funds occurred six months earlier than budgeted				
Depreciation, amortisation and impairment of non-financial assets	5,704	5,980	(276)	(5)% U
Other expenses	326	637	(311)	(95)% U
Street lighting contribution \$270,000 budgeted for under capital expenditure, as these are not council assets unable to capitalise.				
Statement of cash flows				
Cash flows from operating activities	12,944	12,995	51	0% F
Cash flows from investing activities	(13,570)	(14,972)	(1,402)	10% U
Several capital projects were not commenced or completed resulting in capital expenditure being under budget.				
Cash flows from financing activities	1,564	1,523	(41)	(3)% U

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2022	2021
Cash assets		
Cash at bank and on hand	338	881
Cash equivalent assets		
– Deposits at call	1,058	969
Total cash and cash equivalents	1,396	1,850

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	1,396	1,850
Balance as per the Statement of Cash Flows	1,396	1,850

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

C1-2 Financial investments

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Financial assets at fair value through the profit and loss				
Unlisted equity securities	10	–	10	–
Total	10	–	10	–
Debt securities at amortised cost				
Long term deposits	27,836	–	24,836	–
Total	27,836	–	24,836	–
Total financial investments	27,846	–	24,846	–
Total cash assets, cash equivalents and investments	29,242	–	26,696	–

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

Council classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at amortised cost;

C1-2 Financial investments (continued)

The classification depends on the purpose for which the investments were acquired.

Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss are investments in Narrandera District Investments Ltd. (Bendigo Bank).

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	29,242	26,696
Less: Externally restricted cash, cash equivalents and investments	<u>(14,727)</u>	<u>(13,448)</u>
Cash, cash equivalents and investments not subject to external restrictions	14,515	13,248

External restrictions

External restrictions – included in liabilities

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended loans – sewer	1,562	–
Specific purpose unexpended grants – general fund	1,953	1,494
Unexpended contributions - general fund	<u>103</u>	<u>103</u>
External restrictions – included in liabilities	3,618	1,597

External restrictions

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	467	183
Developer contributions – water fund	171	325
Developer contributions – sewer fund	78	78
Transport for NSW contributions	101	101
Specific purpose unexpended grants (recognised as revenue) – general fund	1,159	960
Water fund	5,113	6,752
Water supplies – carry over works	1,058	590
Water supplies – Retention	21	–
Sewer fund	268	563
Sewerage services – carry over works	529	194
Stormwater management	500	566
Crown lands	214	263
Domestic waste management	<u>1,430</u>	<u>1,276</u>
External restrictions	11,109	11,851
Total external restrictions	14,727	13,448

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	14,515	13,248
Less: Internally restricted cash, cash equivalents and investments	<u>(14,372)</u>	<u>(12,994)</u>
Unrestricted and unallocated cash, cash equivalents and investments	143	254

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Plant and vehicle replacement	1,468	1,564
Organisational service assets & projects	5,076	5,639
Employees leave entitlement	<u>1,288</u>	<u>1,230</u>

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2022	2021
Carry over works revenue funded	901	510
Deposits, retentions and bonds	156	242
Financial assistance grant received in advance	4,124	2,629
Information technology renewal & replacement	590	376
Property development	244	200
Quarry rehabilitation	35	4
Cemetery perpetual maintenance	404	372
Council committees	57	56
Other	29	172
Total internal allocations	14,372	12,994

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

\$ '000	2022	2021
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	143	254

C1-4 Receivables

\$ '000	2022	2022	2021	2021
	Current	Non-current	Current	Non-current
Rates and annual charges	657	26	759	25
Interest and extra charges	66	–	66	–
User charges and fees	383	–	601	–
Accrued revenues				
– Interest on investments	84	–	69	–
– Other income accruals	256	–	207	–
Deferred debtors	–	–	1	–
Government grants and subsidies	456	–	319	–
Net GST receivable	258	–	213	–
RMS receivables	74	–	442	–
Other debtors	2	–	–	–
Total	2,236	26	2,677	25
Less: provision for impairment				
Rates and annual charges	(26)	–	(26)	–
Interest and extra charges	(2)	–	(2)	–
User charges and fees	(7)	–	(7)	–
Total provision for impairment – receivables	(35)	–	(35)	–
Total net receivables	2,201	26	2,642	25

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
(i) Inventories at cost				
Real estate for resale	406	-	14	407
Stores and materials	364	-	442	-
Trading stock	21	-	20	-
Total inventories at cost	791	-	476	407
Total inventories	791	-	476	407

(i) Other disclosures

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
(a) Details for real estate development				
Industrial/commercial	406	-	14	407
Total real estate for resale	406	-	14	407

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

C1-6 Contract assets and Contract cost assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Contract assets	644	-	251	-
Total contract assets and contract cost assets	644	-	251	-

Contract assets

Construction of Transport assets	269	-	38	-
Construction of Sewer	130	-	40	-
Construction of Recreation Assets	167	-	173	-
Other	78	-	-	-
Total contract assets	644	-	251	-

Significant changes in contract assets

During 2021-2022 Council has undertaken many large grant programs including assets for recreation, airport, sewer and community activities.

Accounting policy

Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

Contract cost asset – costs to fulfil a contract

Where costs are incurred to fulfil a contract and these costs are outside the scope of another accounting standard, they are capitalised as contract cost assets if the following criteria are met:

- the costs relate directly to a contract
- the costs generate or enhance resources of Council that will be used to satisfy performance obligations in the future and
- the costs are expected to be recovered.

The capitalised costs are recognised in the Income statement on a systematic basis consistent with the timing of revenue recognition.

Refer to B3-4 for the accounting policy for impairment of contract cost assets.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2021			Asset movements during the reporting period								At 30 June 2022		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in P/L)	WIP transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	8,207	–	8,207	5,245	2,983	(354)	–	–	(6,376)	–	–	9,705	–	9,705
Plant and equipment	9,069	(5,062)	4,007	–	466	(127)	(684)	–	99	–	–	8,883	(5,122)	3,761
Plant and equipment - specialised	4,024	(1,984)	2,040	–	527	(9)	(164)	–	–	–	–	4,703	(2,308)	2,395
Office equipment	1,773	(1,184)	589	–	37	–	(162)	–	42	–	–	1,856	(1,350)	506
Furniture and fittings	155	(137)	18	–	–	–	(6)	–	–	–	–	155	(143)	12
Land:														
– Operational land	2,180	–	2,180	–	9	–	–	–	–	–	207	2,396	–	2,396
– Community land	5,612	–	5,612	–	–	–	–	–	–	(591)	–	5,021	–	5,021
– Land under roads (post 30/6/08)	–	–	–	–	25	–	–	–	–	–	–	25	–	25
Land improvements – non-depreciable	251	–	251	–	–	–	–	–	–	–	–	251	–	251
Land improvements	224	(7)	217	–	–	–	(5)	–	–	–	–	223	(12)	211
Infrastructure:														
– Buildings – non-specialised	29,048	(18,723)	10,325	3	–	–	(717)	–	194	–	523	29,571	(19,243)	10,328
– Buildings – specialised	14,358	(7,878)	6,480	714	143	(1)	(431)	(43)	1,660	–	282	15,974	(7,169)	8,805
– Other structures	18,000	(8,785)	9,215	464	313	(7)	(642)	–	1,419	–	340	19,217	(8,115)	11,102
– Roads	81,922	(29,652)	52,270	903	587	–	(1,831)	–	2,010	(849)	–	84,519	(31,429)	53,090
– Bridges	15,203	(5,525)	9,678	–	–	–	(149)	–	–	(339)	–	15,203	(6,013)	9,190
– Footpaths	1,363	(492)	871	–	82	–	(19)	–	48	–	–	1,464	(482)	982
– Bulk earthworks (non-depreciable)	58,443	–	58,443	–	62	–	–	–	331	–	–	58,836	–	58,836
– Stormwater drainage	10,612	(3,790)	6,822	–	–	–	(79)	–	–	–	541	11,152	(3,869)	7,283
– Water supply network	31,742	(13,116)	18,626	–	–	(18)	(497)	–	107	–	2,017	40,666	(20,431)	20,235
– Sewerage network	26,032	(7,606)	18,426	280	14	–	(305)	–	466	(3,316)	–	23,780	(8,215)	15,565
– Swimming pools	4,143	(1,078)	3,065	–	–	–	(103)	–	–	–	75	4,217	(1,181)	3,036
– Other open space/recreational assets	1,494	(658)	836	–	80	–	(105)	–	–	–	28	1,602	(763)	839
Other assets:														
– Library books	225	(55)	170	–	36	–	(22)	–	–	–	–	261	(77)	184
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	–	–	–	–	422	–	(16)	–	–	–	–	422	(16)	406
Total infrastructure, property, plant and equipment	324,080	(105,732)	218,348	7,609	5,786	(516)	(5,937)	(43)	–	(5,095)	4,013	340,102	(115,938)	224,164

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period								At 30 June 2021		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated
\$ '000														
Capital work in progress	5,762	–	5,762	4,713	2,586	(19)	–	(4,835)	–	–	–	8,207	–	8,207
Plant and equipment	8,352	(4,928)	3,424	–	1,291	(86)	(622)	–	–	–	–	9,069	(5,062)	4,007
Office equipment	1,537	(1,039)	498	–	149	–	(144)	86	–	–	–	1,773	(1,184)	589
Furniture and fittings	155	(129)	26	–	–	–	(8)	–	–	–	–	155	(137)	18
Plant and equipment - specialised	4,024	(1,829)	2,195	–	–	–	(155)	–	–	–	–	4,024	(1,984)	2,040
Land:														
– Operational land	3,594	–	3,594	–	5	(37)	–	–	(1,382)	–	–	2,180	–	2,180
– Community land	6,634	–	6,634	–	–	–	–	–	1,382	(2,404)	–	5,612	–	5,612
Land improvements – non-depreciable	99	–	99	–	17	–	–	128	–	–	7	251	–	251
Land improvements – depreciable	145	(3)	142	–	78	–	(4)	–	–	–	1	224	(7)	217
Infrastructure:														
– Buildings – non-specialised	22,833	(14,851)	7,982	72	285	–	(501)	41	–	–	2,446	29,048	(18,723)	10,325
– Buildings – specialised	12,754	(5,759)	6,995	20	921	(92)	(309)	8	–	(1,063)	–	14,358	(7,878)	6,480
– Other structures	12,799	(6,716)	6,083	8	2,536	–	(423)	1,045	143	(177)	–	18,000	(8,785)	9,215
– Roads	78,567	(29,462)	49,105	2,275	676	–	(1,735)	1,949	–	–	–	81,922	(29,652)	52,270
– Bridges	15,203	(5,373)	9,830	–	–	–	(152)	–	–	–	–	15,203	(5,525)	9,678
– Footpaths	1,240	(476)	764	–	126	(2)	(17)	–	–	–	–	1,363	(492)	871
– Bulk earthworks (non-depreciable)	58,421	–	58,421	–	–	–	–	22	–	–	–	58,443	–	58,443
– Stormwater drainage	10,612	(3,711)	6,901	–	–	–	(79)	–	–	–	–	10,612	(3,790)	6,822
– Water supply network	31,524	(13,315)	18,209	348	29	(46)	(493)	411	–	–	168	31,742	(13,116)	18,626
– Sewerage network	25,801	(7,327)	18,474	52	–	(2)	(302)	34	–	–	170	26,032	(7,606)	18,426
– Swimming pools	1,338	(1,003)	335	1,430	–	–	(57)	1,111	–	–	246	4,143	(1,078)	3,065
– Other open space/recreational assets	1,367	(727)	640	–	–	–	(93)	–	–	–	289	1,494	(658)	836
Other assets:														
– Library books	176	(38)	138	–	49	–	(17)	–	–	–	–	225	(55)	170
– Other	149	(4)	145	–	–	–	(2)	–	(143)	–	–	–	–	–
Total infrastructure, property, plant and equipment	303,086	(96,690)	206,396	8,918	8,748	(284)	(5,113)	–	–	(3,644)	3,327	324,080	(105,732)	218,348

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	10
Office furniture	5 to 20	Benches, seats etc.	15
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 15	Buildings: masonry	10 to 150
Other plant and equipment	5 to 15	Buildings: other	30 to 50
		Stormwater assets	
Water and sewer assets		Drains	135
Reservoirs	80 to 100	Culverts	135
Bores	20 to 80		
Reticulation pipes: PVC	80	Other infrastructure assets	
Reticulation pipes: other	25 to 75	Swimming pools	40
Pumps and telemetry	15 to 50	Other open space/recreational assets	10 to 50
		Other Structures	10 to 100
Transportation assets			
Sealed roads: surface	23		
Sealed roads: structure	40		
Sealed roads: pavements	100		
Bridge: concrete	100		
Bridge: other	50		
Unsealed road pavements	30 to 40		
Kerb, gutter and footpaths	75		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

C1-7 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council recognises the RFS buildings on council controlled land along with a first time recognition of Red fleet as a prior period error in the equity statement, refer to note G3-1 for further details.

C1-8 Other

Other assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Prepayments	-	-	24	-
Total other assets	-	-	24	-

C2 Leasing activities

C2-1 Council as a lessee

(i) Council as a lessee

Council has leases for office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Office and IT equipment

Leases for photocopiers are considered low value assets. The leases are for 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

(a) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Variable lease payments based on usage not included in the measurement of lease liabilities	2	1
Expenses relating to low-value leases	11	13
	13	14

(b) Statement of Cash Flows

Total cash outflow for leases	13	14
	13	14

(c) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Council Works Depot
- Cemetery
- Lake Talbot Water Park
- Old Railway Station

The leases have varying terms and require payments of less than \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

C2-1 Council as a lessee (continued)

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

\$ '000	2022	2021
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(i) Assets held as property, plant and equipment

Council provides operating leases on Council properties for the purpose of staff housing, health services, training providers, emergency services, caravan park and community groups, the table below relates to operating leases on assets disclosed in C1-8.

Lease income (excluding variable lease payments not dependent on an index or rate)	209	209
Total income relating to operating leases for Council assets	209	209

Amount of IPPE leased out by Council under operating leases

Land	672	611
Buildings	2,880	3,515
Structures	5,214	4,311
Other recreation	13	4
Pools	3,064	3,065
Total amount of IPPE leased out by Council under operating leases	11,843	11,506

(ii) Maturity analysis of contractual lease income

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	236	216
1–2 years	241	220
2–3 years	229	224
3–4 years	250	229
4–5 years	242	228
> 5 years	230	232
Total undiscounted lease payments to be received	1,428	1,349

C2-2 Council as a lessor (continued)

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Payables				
Goods and services – operating expenditure	1,114	–	1,425	–
Accrued expenses:				
– Salaries and wages	366	–	255	–
Security bonds, deposits and retentions	176	–	239	3
Other	16	–	23	–
Prepaid rates	331	–	292	–
Total payables	2,003	–	2,234	3
Total payables	2,003	–	2,234	3

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	1,948	-	1,478	-
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	5	-	16	-
Unexpended capital contributions (to construct Council controlled assets)	(i)	104	-	103	-
Total grants received in advance		2,057	-	1,597	-
Total contract liabilities		2,057	-	1,597	-

Notes

(i) Council has received funding to construct assets including sporting facilities and other recreation infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2022	2021
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	1,477	1,288
Operating grants (received prior to performance obligation being satisfied)	11	115
Total revenue recognised that was included in the contract liability balance at the beginning of the period	1,488	1,403

Significant changes in contract liabilities

Council spent all grants previously held as liabilities, one contribution was not spent. There is a significant transfer to the liability as at 30 June due to the number of Commonwealth and state funded programs currently being undertaken.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
Loans – secured ¹	144	1,904	52	473
Total borrowings	144	1,904	52	473

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

\$ '000	2021		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	525	(97)	1,620	–	–	–	2,048
Total liabilities from financing activities	525	(97)	1,620	–	–	–	2,048

(b) Financing arrangements

\$ '000	2022	2021
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities ¹	350	350
Credit cards/purchase cards	45	45
Total financing arrangements	395	395
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	8	9
Total drawn financing arrangements	8	9
Undrawn financing facilities available to the Council at the reporting date are:		
– Bank overdraft facilities	350	350
– Credit cards/purchase cards	37	36
Total undrawn financing arrangements	387	386

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
Annual leave	752	–	739	–
Long service leave	1,712	90	1,834	57
Rostered days off	54	–	39	–
Total employee benefit provisions	2,518	90	2,612	57

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	1,631	1,630
	1,631	1,630

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2022 Current	2022 Non-Current	2021 Current	2021 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	-	432	-	-
Sub-total – asset remediation/restoration	-	432	-	-
Total provisions	-	432	-	-

Movements in provisions

\$ '000	Other provisions	
	Asset remediation	Net carrying amount
2022		
At beginning of year	467	467
Unwinding of discount	11	11
Remeasurement effects	(46)	(46)
Total other provisions at end of year	432	432
2021		
At beginning of year	-	-
Total other provisions at end of year	-	-

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip as a result of past operations.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management’s best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2022	Water 2022	Sewer 2022
Income from continuing operations			
Rates and annual charges	6,111	792	1,459
User charges and fees	2,611	1,098	164
Interest and investment income	118	51	20
Other revenues	1,357	–	–
Grants and contributions provided for operating purposes	9,267	–	–
Grants and contributions provided for capital purposes	6,582	16	226
Net gains from disposal of assets	345	–	–
Other income	209	–	–
Total income from continuing operations	26,600	1,957	1,869
Expenses from continuing operations			
Employee benefits and on-costs	7,405	452	377
Materials and services	6,252	1,348	792
Borrowing costs	20	–	20
Depreciation, amortisation and impairment of non-financial assets	5,154	515	311
Other expenses	637	–	–
Net losses from the disposal of assets	–	18	–
Total expenses from continuing operations	19,468	2,333	1,500
Operating result from continuing operations	7,132	(376)	369
Net operating result for the year	7,132	(376)	369
Net operating result attributable to each council fund	7,132	(376)	369
Net operating result for the year before grants and contributions provided for capital purposes	550	(392)	143

D1-2 Statement of Financial Position by fund

\$ '000	General 2022	Water 2022	Sewer 2022
ASSETS			
Current assets			
Cash and cash equivalents	946	313	137
Investments	19,496	6,050	2,300
Receivables	1,710	326	201
Inventories	791	-	-
Contract assets and contract cost assets	514	-	130
Total current assets	23,457	6,689	2,768
Non-current assets			
Receivables	26	165	-
Infrastructure, property, plant and equipment	185,060	22,739	16,365
Total non-current assets	185,086	22,904	16,365
Total assets	208,543	29,593	19,133
LIABILITIES			
Current liabilities			
Payables	1,877	126	-
Contract liabilities	2,057	-	-
Borrowings	89	-	91
Employee benefit provision	2,518	-	-
Total current liabilities	6,541	126	91
Non-current liabilities			
Borrowings	585	-	1,484
Employee benefit provision	90	-	-
Provisions	432	-	-
Total non-current liabilities	1,107	-	1,484
Total liabilities	7,648	126	1,575
Net assets	200,895	29,467	17,558
EQUITY			
Accumulated surplus	135,182	18,233	12,460
Revaluation reserves	65,713	11,234	5,098
Council equity interest	200,895	29,467	17,558
Total equity	200,895	29,467	17,558

D1-3 Details of internal loans

(in accordance with s410(3) of the *Local Government Act 1993*)

Details of individual internal loans	Council ID / Ref 278	Council ID / Ref 280	Council ID / Ref 285
Borrower (by purpose)	Coaches Box	Aerodrome Lighting	Festoon Lighting
Lender (by purpose)	Water Fund	Water Fund	Water Fund
Date of Minister's approval	28/06/2017	28/06/2017	26/10/2017
Date raised	30/06/2017	30/06/2017	30/06/2018
Term years	10	10	10
Dates of maturity	30/06/2027	30/06/2027	30/06/2028
Rate of interest (%)	.52%	.52%	.52%
Amount originally raised (\$'000)	150	100	60
Total repaid during year (principal and interest) (\$'000)	15	10	6
Principal outstanding at end of year (\$'000)	79	53	38

Details of individual internal loans	Council ID / Ref 284	Council ID / Ref 287
Borrower (by purpose)	Barellan Change Room	Lake Talbot Water Park
Lender (by purpose)	Water Fund	Waste Fund
Date of Minister's approval	26/10/2017	
Date raised	30/06/2018	31/12/2020
Term years	10	15
Dates of maturity	30/06/2028	31/12/2035
Rate of interest (%)	.52%	.52%
Amount originally raised (\$'000)	50	1,450
Total repaid during year (principal and interest) (\$'000)	5	101
Principal outstanding at end of year (\$'000)	31	1,310

D2 Interests in other entities

D2-1 Subsidiaries, joint arrangements and associates not recognised

The following subsidiaries, joint arrangements and associates have not been recognised in this financial report.

Name of entity/operation	Principal activity/type of entity	2022 ¹	2022 ¹
		Net profit	Net assets
Western Riverina Library Services	Provision of library services to member local government areas	57	621

Reasons for non-recognition

Council holds 7.45% equity share in Western Riverina Library Service, and has assessed this as not material, hence not recognised. The information provided above is for 2021 as this is the latest information available at the time of Council preparing the Financial Statements.

(1) This year represents 2021 year for the Western Riverina Library Services

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the financial instruments held are:

- interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate risk

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	292	267

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

E1-1 Risks relating to financial instruments held (continued)

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2022				
Gross carrying amount	–	642	41	683
2021				
Gross carrying amount	–	739	45	784

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts			Total
			31 - 60 days	61 - 90 days	> 91 days	
2022						
Gross carrying amount	2,130	60	10	23	–	2,223
Expected loss rate (%)	0.00%	0.00%	0.00%	23.68%	0.00%	0.25%
ECL provision	–	–	–	5	–	5
2021						
Gross carrying amount	1,937	191	3	38	–	2,169
Expected loss rate (%)	0.00%	0.00%	0.00%	23.68%	0.00%	0.41%
ECL provision	–	–	–	9	–	9

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2022							
Payables	0.00%	176	1,496	-	-	1,672	2,003
Borrowings	2.01%	-	144	606	1,298	2,048	2,048
Total financial liabilities		176	1,640	606	1,298	3,720	4,051
2021							
Payables	0.00%	242	1,703	-	-	1,945	2,237
Borrowings	1.49%	-	59	237	267	563	525
Total financial liabilities		242	1,762	237	267	2,508	2,762

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets and liabilities

Fair value hierarchy

All assets measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2022	2021
		2022	2021	2022	2021	2022	2021
Recurring fair value measurements							
Financial assets							
Financial investments	C1-2						
At fair value through profit or loss – designated at fair value on initial recognition		–	–	10	10	10	10
Total financial assets		–	–	10	10	10	10
Infrastructure, property, plant and equipment							
	C1-7						
Plant and equipment		–	–	3,761	4,007	3,761	4,007
Plant and equipment - specialised		–	–	2,395	2,040	2,395	2,040
Office equipment		–	–	506	589	506	589
Furniture and fittings		–	–	12	18	12	18
Operational land		2,396	2,180	–	–	2,396	2,180
Community land		–	–	5,021	5,612	5,021	5,612
Land under roads (post 30/06/08)		–	–	25	–	25	–
Land Improvements – non-depreciable		–	–	251	251	251	251
Land Improvements - depreciable		–	–	211	217	211	217
Buildings – non-specialised		–	–	10,328	10,325	10,328	10,325
Buildings – specialised		–	–	8,805	6,480	8,805	6,480
Other structures		–	–	11,102	9,215	11,102	9,215
Roads, bridges, footpaths, bulk earthworks		–	–	122,098	121,262	122,098	121,262
Stormwater drainage		–	–	7,283	6,822	7,283	6,822
Sewerage network		–	–	15,565	18,426	15,565	18,426
Water supply network		–	–	20,235	18,626	20,235	18,626
Library books		–	–	184	170	184	170
Swimming pools		–	–	3,036	3,065	3,036	3,065
Other open space/recreational assets		–	–	839	836	839	836
Tip assets		–	–	406	–	406	–
Other		–	–	–	–	–	–

continued on next page

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E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2022	2021	2022	2021	2022	2021
Total infrastructure, property, plant and equipment		2,396	2,180	212,063	207,961	214,459	210,141

E2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment, Office Equipment, Furniture & Fittings, Land Improvements and Library Books

Plant & Equipment, Office Equipment, Furniture & Fittings, Land Improvements and Library Books are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant & Equipment - Graders, trucks, rollers, tractors and motor vehicles.
- Office Equipment - Computer, photocopiers, tablets etc.
- Furniture & Fittings - Chairs, desks, cupboards etc.
- Land Improvements - Formation of land.
- Library Books - Books and audio visual.

Land improvement assets have been revalued internally as at 30 June 2021.

There has been no change to the valuation process during the reporting period.

Operational & Community Land

Community land was revalued as at 30 June 2022 inhouse using the Land Value provided by the Valuer-General where available. Community land has been valued using level 3 valuation inputs.

Council obtains its fair values for operational land from an external valuer every 5 years (last valuation being 2018 by Nicholas Lucas, Valuation Services) using level 2 inputs.

The valuation is the valuer's opinion of the Market Value of the property as at the date of inspection having regard to the supply and demand conditions for this category of property.

Market value is defined as the estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

An assessment has been undertaken resulting in an indexation applied to operational land for 30 June 2022.

Buildings – Non-Specialised & Specialised

Non-Specialised & Specialised Buildings are valued by an external valuer, AssetVal Pty Ltd and have been revalued as at 30 June 2021. The cost approach has been used whereby replacement cost was estimated for each asset. No Market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

An assessment has been undertaken resulting in an indexation applied to Buildings non-specialised and Buildings specialised for 30 June 2022.

Other Structures

Other Structures comprise of lighting, irrigation systems, fencing, shade structures etc.

The cost approach has been used whereby replacement cost was estimated for each asset. No Market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using level 3 valuation inputs.

Other Structures have been revalued by an external valuer AssetVal Pty Ltd as at 30 June 2021 and there has been no change to the valuation process during the reporting period.

An assessment has been undertaken resulting in an indexation applied to Other Structures for 30 June 2022.

E2-1 Fair value measurement (continued)

Roads

Roads include bulk earthworks, carriageway, roadside shoulders & kerb & gutter. The cost approach using level 3 inputs was used to value this asset class. A revaluation was undertaken as at 30 June 2020 in-house based on actual costs and assumptions from Council's Technical Services Department. No market based evidence (level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

A revaluation decrement was recorded for 2022 relating to the impairment of road assets following storm and flood events during the financial year.

There has been no change to the valuation process during the reporting period.

Bridges

Bridges were valued under the cost approach using level 3 inputs. A revaluation was undertaken as at 30 June 2020 in-house based on actual costs and assumptions from Council's Technical Services Department. No market based evidence (level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

A revaluation decrement was recorded for 2022 relating to the impairment of bridge assets following storm and flood events during the financial year.

There has been no change to the valuation process during the reporting period.

Footpaths

Footpaths were revalued in-house by Council's Technical Services Department as at 30 June 2020 and were based on actual cost per square meter of works carried out during the year.

There has been no change to the valuation process during the reporting period.

Stormwater Drainage

Assets within this class comprise of pits and pipes.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear meters of certain diameter pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

A revaluation was undertaken as at 30 June 2020 in-house by council technical services staff and there has been no change to the valuation process during the reporting period.

An assessment has been undertaken resulting in an indexation applied to Stormwater drainage for 30 June 2022.

Water Supply Network

Assets within this class comprise of bores, water treatment plant, reservoirs, pumping stations and water pipelines.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear meters of certain diameter pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water.

The assets in this class of assets were subject to a validation process and then a revaluation of each component, and there has been a subsequent upward movement in the Fair Value of these assets.

The assets in this class of assets were revalued by an external valuer AssetVal Pty Ltd as at 30 June 2022 and there has been no change to the valuation process during the reporting period.

Sewerage Network

Assets within this class comprise of treatment works, pumping stations and sewerage mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear meters of certain diameter

E2-1 Fair value measurement (continued)

pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water.

The assets in this class of assets were subject to a validation process and then a revaluation of each component, and there has been a subsequent upward movement in the Fair Value of these assets.

The assets in this class of assets were revalued by an external valuer AssetVal Pty Ltd as at 30 June 2022 and there has been no change to the valuation process during the reporting period.

Swimming Pools

Swimming pools were valued using the cost approach. No Market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using level 3 valuation inputs.

Swimming Pools have been revalued by an external valuer, AssetVal Pty Ltd as at 30 June 2021 and there has been no change to the valuation process during the reporting period.

An assessment has been undertaken resulting in an indexation applied to Swimming pool assets for 30 June 2022.

Other Open Space/Recreational Assets

Assets within this class comprise of BBQ's and outdoor play equipment.

Other Open Space/Recreational Assets were valued using the cost approach. No Market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using level 3 valuation inputs.

Open Space and Recreation Assets have been revalued by an external valuer, AssetVal Pty Ltd as at 30 June 2021 and there has been no change to the valuation process during the reporting period.

An assessment has been undertaken resulting in an indexation applied to Other open space/recreational assets for 30 June 2022.

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Financial assets		
Unlisted equity securities	Level 3 Valued at cost	
Total financial assets		
Infrastructure, property, plant and equipment		
Plant and Equipment	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life Residual value
Office Equipment	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life Residual value
Furniture and Fittings	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life Residual value
Community Land	Level 3 Based on Valuer-General valuation	<ul style="list-style-type: none"> Land value (price per square metre)
Land Improvements- Non-dep	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life
Land Improvements - depreciable	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life
Buildings & other Structures	Level 3 External valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life Residual value
Roads, bridges, footpaths, bulk earthworks	Level 3 Internal valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Stormwater Drainage	Level 3 Internal valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Water Supply Network	Level 3 External valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Sewerage Network	Level 3 External valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Swimming Pools	Level 3 External valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Open Space and Recreational	Level 3 External valuation using cost approach	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Library Books	Level 3 Valued at cost	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life Residual value

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7.5% of salaries for the year ending 30 June 2022 (increasing to 8.0% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million per annum for 1 July 2019 to 31 December 2021 and \$20 million per annum for 1 January to 31 December 2024, apportioned according to each employers share of accrued liabilities as at 30 June 2021. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2022 was \$ 82,094.21. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2021.

The amount of additional contributions included in the total employer contribution advised above is \$58,286 Council's expected contribution to the plan for the next annual reporting period is \$80,346.48.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2022 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,376.6	
Past Service Liabilities	2,380.7	99.8%
Vested Benefits	2,391.7	99.4%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is .0.15%

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.5% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

E3-1 Contingencies (continued)

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Quarries

Council operates a number gravel quarries and will have to rehabilitate the sites at some time in the future. As at 30 June 2022 Council is unable to reliably estimate the financial cost of such work.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
Compensation:		
Short-term benefits	802	774
Post-employment benefits	55	51
Other long-term benefits	22	20
Total	879	845

Other transactions with KMP and their related parties

Nature of the transaction	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000					
2022					
Employee expenses relating to close family members of KMP	266	-	Council staff award	-	-
Related Parties, which are Suppliers of Council, supplying goods and services, such as printing services.	74	-	Contracts, purchase orders or tenders	-	-
2021					
Employee expenses relating to close family members of KMP	179	-	Council staff award	-	-
Related Parties, which are Suppliers of Council, supplying goods and services, such as printing services.	11	-	Contracts, purchase orders or tenders	-	-

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	25	27
Councillors' fees	93	88
Other Councillors' expenses (including Mayor)	27	20
Total	145	135

F2 Other relationships

F2-1 Audit fees

\$ '000	2022	2021
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	52	42
Remuneration for audit and other assurance services	52	42
Total Auditor-General remuneration	52	42
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Internal Audit	37	43
Remuneration for audit and other assurance services	37	43
Total audit fees	89	85

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021 ¹
Net operating result from Income Statement	7,161	9,145
Add / (less) non-cash items:		
Depreciation and amortisation	5,937	5,113
(Gain) / loss on disposal of assets	(363)	(11)
Non-cash capital grants and contributions	(527)	–
– Revaluation decrements / impairments of IPP&E direct to P&L	43	–
Unwinding of discount rates on reinstatement provisions	11	–
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	439	(767)
(Increase) / decrease of inventories	77	119
(Increase) / decrease of other current assets	24	(24)
(Increase) / decrease of contract asset	(393)	147
Increase / (decrease) in payables	(311)	408
Increase / (decrease) in other accrued expenses payable	111	31
Increase / (decrease) in other liabilities	(34)	83
Increase / (decrease) in contract liabilities	460	91
Increase / (decrease) in employee benefit provision	(61)	34
Increase / (decrease) in other provisions	421	–
Net cash flows from operating activities	12,995	14,369

(1) 2020/21 Balance Restated

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Sewerage and water infrastructure	–	171
Buildings	2,585	1,555
Recreation	172	–
Road infrastructure	125	–
Total commitments	2,882	1,726
These expenditures are payable as follows:		
Within the next year	2,882	1,726
Total payable	2,882	1,726
Sources for funding of capital commitments:		
Future grants and contributions	2,359	704
Unexpended grants	302	620
Unexpended Contributions	–	–
Externally restricted reserves	–	171
Internally restricted reserves	221	231
Total sources of funding	2,882	1,726

Details of capital commitments

2022

Balance of contract - Narrandera Destination & Discovery Hub \$2,252,087, Narrandera Sportsground Changerooms upgrade \$190,393, Lake Talbot Water Park Entrance \$44,000, Barellan Hall Toilet refurbishment \$79,723, Ndra Stadium Insulated Panels \$62,375, Northbank Pedestrian Bridge \$127,318, Somerset Bridge \$125,300.

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Changes from prior year statements

G4-1 Correction of errors

First time recognition of Rural Fire Service Red Fleet assets which is included as 'plant and equipment - specialised' within Infrastructure, property, plant & equipment (Note C1-7).

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2020) and taking the adjustment through to accumulated surplus at that date. Comparatives have been changed to reflect the correction of errors, displayed in the tables below.

There were no reported changes to the Red Fleet assets for the 2021 Financial year and therefore the only reported change is depreciation.

Changes to the opening Statement of Financial Position at 1 July 2020

Statement of Financial Position

\$ '000	Original Balance 1 July, 2020	Impact Increase/ (decrease)	Restated Balance 1 July, 2020
Infrastructure, property, plant & equipment	204,201	2,195	206,396
Total non-current assets	204,634	2,195	206,829
Total assets	236,674	2,195	238,869
Total liabilities	5,856	–	5,856
Net assets	230,818	2,195	233,013
Accumulated surplus	147,374	2,195	149,569
Total equity	230,818	2,195	233,013

Adjustments to the comparative figures for the year ended 30 June 2021

Statement of Financial Position

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Infrastructure, property, plant & equipment	216,308	2,040	218,348
Total non-current assets	216,740	2,040	218,780
Total assets	246,829	2,040	248,869
Total liabilities	7,028	–	7,028
Net assets	239,801	2,040	241,841
Accumulated surplus	156,674	2,040	158,714
Total equity	239,801	2,040	241,841

G4-1 Correction of errors (continued)

Income Statement

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Total income from continuing operations	28,923	–	28,923
Depreciation, amortisation and impairment of non-financial assets	4,958	155	5,113
Total expenses from continuing operations	19,623	155	19,778
Net operating result for the year	9,300	(155)	9,145

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Net operating result for the year	9,300	(155)	9,145
Other comprehensive income	(317)	–	(317)
Total comprehensive income for the year	8,983	(155)	8,828

G5 Statement of developer contributions as at 30 June 2022

G5-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	35	20	-	-	-	-	55	-
S7.11 contributions – under a plan	35	20	-	-	-	-	55	-
S7.12 levies - under a plan	148	17	-	1	(5)	-	161	-
Total S7.11 and S7.12 revenue under plans	183	37	-	1	(5)	-	216	-
S7.4 planning agreements	-	250	-	1	-	-	251	-
S64 contributions	403	16	-	2	(172)	-	249	-
Total contributions	586	303	-	4	(177)	-	716	-

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G5-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
CONTRIBUTION PLAN - Pine Hill								
Roads	35	20	-	-	-	-	55	-
Total	35	20	-	-	-	-	55	-

G6 Statement of performance measures

G6-1 Statement of performance measures – consolidated results

\$ '000	Amounts		Indicator	Indicators		Benchmark
	2022	2022		Restated 2021	2020	
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	<u>64</u>	0.28%	5.42%	8.65%	5.65%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	<u>23,256</u>					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	<u>13,989</u>	46.51%	44.46%	56.70%	51.81%	> 60.00%
Total continuing operating revenue	<u>30,080</u>					
3. Unrestricted current ratio						
Current assets less all external restrictions	<u>17,494</u>	5.99x	5.03x	6.07x	6.63x	> 1.50x
Current liabilities less specific purpose liabilities	<u>2,921</u>					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	<u>6,040</u>	44.41x	215.52x	0.00x	0.00x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>136</u>					
5. Rates and annual charges outstanding percentage						
Rates and annual charges outstanding	<u>721</u>	7.73%	9.25%	8.28%	7.70%	< 10.00%
Rates and annual charges collectable	<u>9,325</u>					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	<u>29,232</u>	18.40	19.67	20.77	19.34	> 3.00
Monthly payments from cash flow of operating and financing activities	<u>1,589</u>	mths	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G6-2 Statement of performance measures by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2022	Restated 2021	2022	Restated 2021	2022	Restated 2021	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	1.50%	4.43%	(19.09)%	4.34%	8.70%	17.77%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	39.59%	36.29%	99.19%	99.82%	87.91%	96.97%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	5.99x	5.03x	53.09x	98.30x	30.42x	∞	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	50.23x	72.37x	∞	∞	7.29x	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	7.34%	8.78%	8.30%	10.00%	9.05%	10.83%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	15.27 mths	15.84 mths	42.42 mths	60.49 mths	24.09 mths	10.21 mths	> 3.00 mths
Monthly payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note G4-1 above.

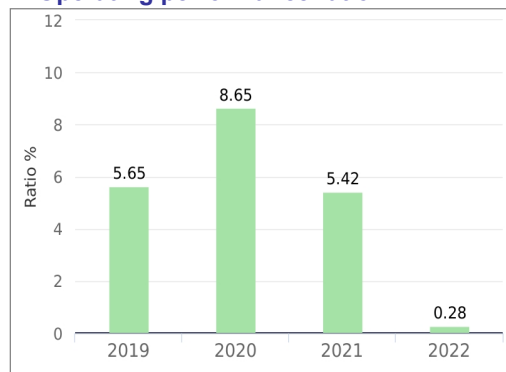
(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

End of the audited financial statements

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio 0.28%

Council's operating performance is slightly above the benchmark. Additional expenses were incurred for flood and storm damage as well as depreciation expenses resulting from the construction of new assets.

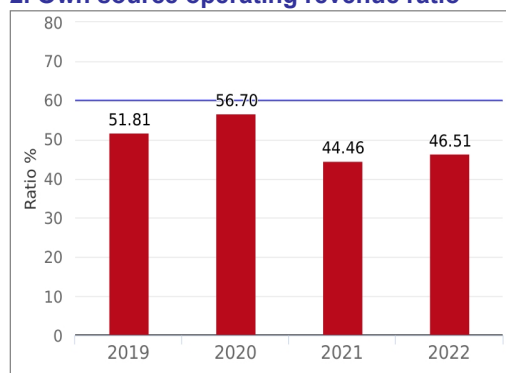
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 46.51%

Own source revenue has again been impacted by additional grant funding for Local Roads and Community Infrastructure (Covid-19 economic stimulus), Stronger Country Communities, Fixing Local Roads, Fixing Country Bridges and Regional Airport program.

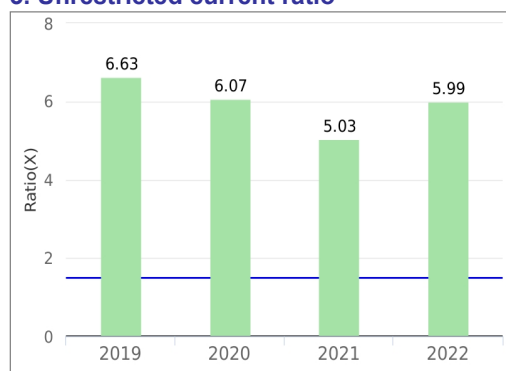
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

2021/22 ratio 5.99x

Council's ratio remains well above the benchmark with more than adequate funds to satisfy its short term obligations.

Benchmark: — > 1.50x

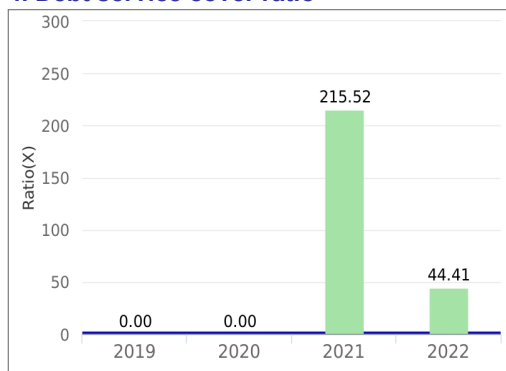
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

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

Commentary on 2021/22 result

2021/22 ratio 44.41x

Council currently has two external loans with the uptake of the Barellan sewer loan in 2022 and Lake Talbot pool in 2021. Internal loans exist from the Water fund to the General fund \$201,000

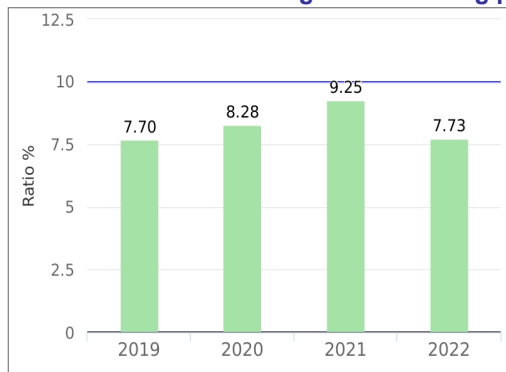
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

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

Commentary on 2021/22 result

2021/22 ratio 7.73%

Council's outstanding rates have improved considerably and are at a satisfactory level having been achieved through a fair debt recovery program.

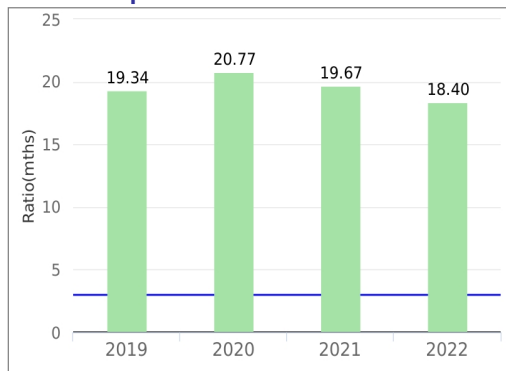
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

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

Commentary on 2021/22 result

2021/22 ratio 18.40 mths

Council has more than adequate cash to meet ongoing expenses for over 18 months without requiring additional cash inflows.

Benchmark: — > 3.00mths

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

H1-2 Council information and contact details

Principal place of business:

141 East Street
Narrandera NSW 2700

Contact details**Mailing Address:**

141 East Street
Narrandera NSW 2700

Opening hours:

Office Hours
Monday to Friday
9.00am - 4:30pm

Telephone: 02 6959 5510

Internet: www.narrandera.nsw.gov.au

Email: council@narrandera.nsw.gov.au

Officers**General Manager**

Mr George Cowan

Responsible Accounting Officer

Mr Martin Hiscox

Public Officer

Mr Martin Hiscox

Auditors

NSW Audit Office
Level 19
Darling Park Tower 2
201 Sussex Street
Sydney NSW 2000

GPO Box 12
Sydney NSW 2001

Elected members**Mayor**

Cr Neville Kschenka

Councillors

Cr Cameron Lander
Cr Jenny Clarke
Cr Tracey Lewis
Cr Kevin Morris
Cr Peter Dawson
Cr Narelle Payne
Cr Braden Lyons
Cr Sue Ruffles

Other information

ABN: 96 547 765 569



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Narrandera Shire Council

To the Councillors of Narrandera Shire Council

Opinion

I have audited the accompanying financial statements of Narrandera Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Hong Wee Soh
Delegate of the Auditor-General for New South Wales

30 September 2022
SYDNEY



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Cr Neville Kschenka
Mayor
Narrandera Shire Council
141 East Street
NARRANDERA NSW 2705

Contact: Hong Wee Soh
Phone no: 02 9275 7397
Our ref: D2219749/1768

30 September 2022

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2022
Narrandera Shire Council**

I have audited the general purpose financial statements (GPFS) of the Narrandera Shire Council (the Council) for the year ended 30 June 2022 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2022 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

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GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

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INCOME STATEMENT

Operating result

	2022	2021*	Variance
	\$m	\$m	%
Rates and annual charges revenue	8.4	8.2	↑ 2.4
Grants and contributions revenue	16.1	16.1	↑ <1.0
Operating result from continuing operations	7.2	9.1	↓ 20.9
Net operating result before capital grants and contributions	0.3	1.1	↓ 72.7

* The 2021 comparatives have been restated to correct a prior period error relating to the Rural Fire Service Red Fleet assets. Note G4-1 of the financial statements provides details of the prior period error.

Rates and annual charges revenue (\$8.4 million) increased by \$0.2 million (2.4 per cent) in 2021–22, with the main increase due to the IPART rate peg increase of 2.0 per cent.

Grants and contributions revenue (\$16.1 million) remained consistent with the prior year for 2021–22 due to:

- Increase in the Financial Assistance Grant of \$1.7 million (from \$5.1 million in 2020-2021, to \$6.8 million in 2021-22), due to an additional advance payment received in 2021-22;
- Decrease in the capital grant revenue associated with the Playground on The Murrumbidgee program of \$1.1 million (from \$2.9 million in 2020-2021, to \$1.8 million in 2021-2022); and
- Decrease in the Roads to Recovery funding of \$0.5 million (from \$1.5 million in 2020-2021 to \$1.0 million in 2021-22).

The Council’s operating result from continuing operations (\$7.2 million including depreciation and amortisation expense of \$6.0 million) was \$1.9 million lower than the 2020–21 result. This was driven by the \$1.2 million decrease in grants and contributions provided for capital purposes, which decreased from \$8.0 million in 2020-21 to \$6.8 million in 2021-22.

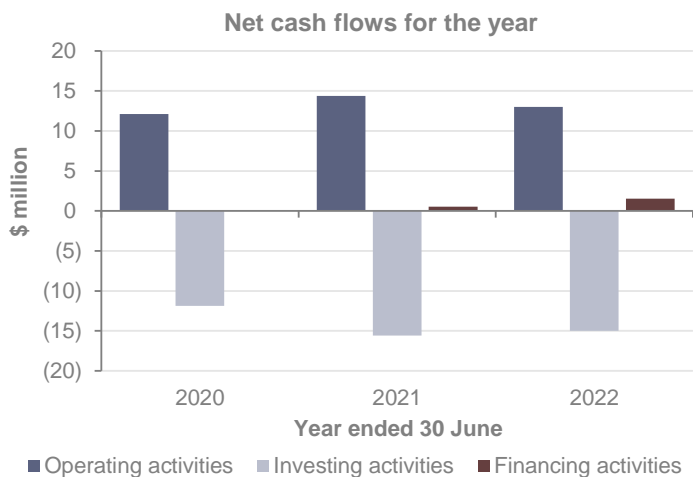
The net operating result before capital grants and contributions (\$0.3 million) was \$0.8 million lower than the 2020–21 result. This is a result of additional expenditure from flood and storm damage, as well as additional depreciation from newly constructed assets.

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STATEMENT OF CASH FLOWS

- The Council's cash and cash equivalents was \$1.4 million at 30 June 2022 (\$1.9 million at 30 June 2021). There was a net decrease in cash and cash equivalents of \$0.5 million during 2021-22 financial year.
- Net cash provided by operating activities has decreased by \$1.3 million. This is mainly due to the increase in payments for materials and services of \$2.4 million, offset by the increase in user charges and fees of \$1.0 million.
- Net cash used in investing activities has decreased by \$0.6 million, which is driven by the decrease in purchase of infrastructure, property, plant and equipment of \$5.2 million, offset by the increase in net purchase / sale of investments and term deposits of \$4.8 million.
- Net cash from financing activities increased by \$1.0 million, as a new \$1.6 million external borrowing was drawn by the Council during 2021-22 (for the Barellan sewer project).



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FINANCIAL POSITION

Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	29.2	26.7	<ul style="list-style-type: none"> Externally restricted cash and investments are restricted in their use by externally imposed requirements. The increase of \$1.3 million is primarily due to a \$1.6 million increase in specific purpose unexpended loans – relating to the Barellan sewer project.
Restricted and allocated cash, cash equivalents and investments:			
• External restrictions	14.7	13.4	<ul style="list-style-type: none"> Internally restricted cash and investments have been restricted in their use by resolution or policy of the Council to reflect identified programs of works and any forward plans identified by the Council. The increase of \$1.4 million in the internal restrictions is primarily due to a \$1.5 million increase in the Financial Assistance Grant restriction.
• Internal allocations	14.4	13.0	
• Unrestricted	0.1	0.3	<ul style="list-style-type: none"> Unrestricted cash and investments was \$0.1 million, which is available to provide liquidity for day-to-day operations of the Council. There was a \$0.1 million decrease in the unrestricted cash and investments balance.

Debt

The Council has \$2.0 million of borrowings as at 30 June 2022 (2021: \$0.5 million). The borrowings are drawn through CBA related to the refurbishment and upgrading of Lake Talbot Water Park, and New South Wales Treasury Corporation related to the Barellan sewer project.

The Council also has a \$0.35 million bank overdraft facility, which was not drawn as at 30 June 2022 and 30 June 2021.

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PERFORMANCE

Performance measures

The following section provides an overview of the Council’s performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

- The ‘operating performance ratio’ measures how well the Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.
- The Council met the OLG benchmark for the current reporting period.
- The 2021 ratio was restated to correct a prior period error.
- The operating performance ratio decreased to 0.28 per cent (2021: 5.42 per cent), due to additional expenditure from flood and storm damage, as well as additional depreciation from newly constructed assets.

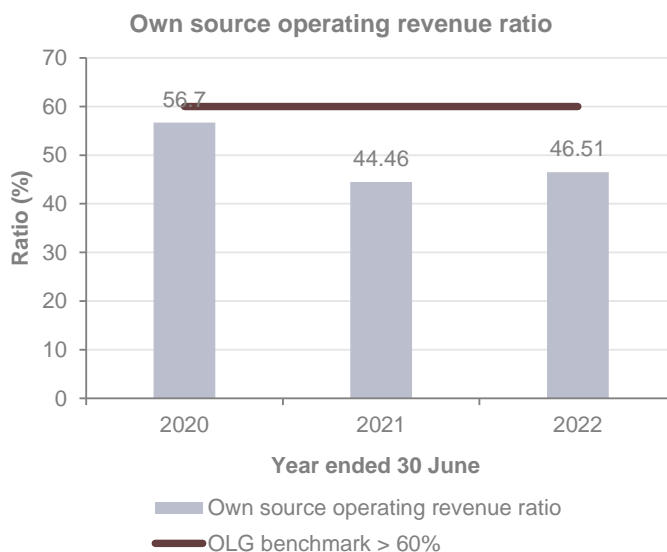


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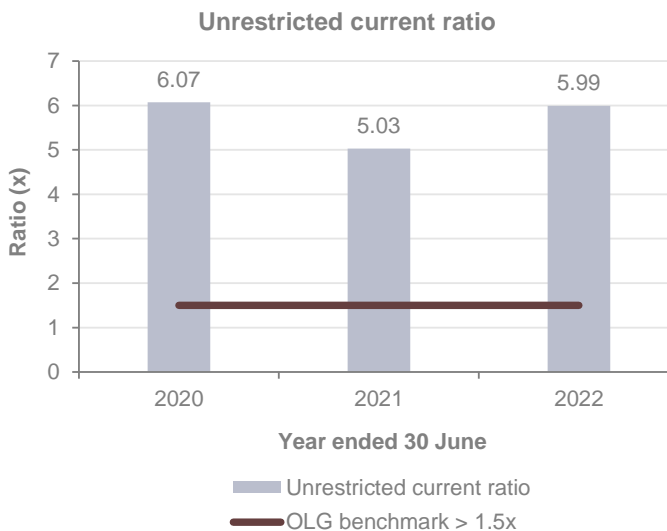
Own source operating revenue ratio

- The 'own source operating revenue ratio' measures the Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.
- The Council did not meet the OLG benchmark for the current reporting period. This indicates that the Council is more reliant on external funding sources, such as grants and contributions.
- The own source operating revenue ratio remained relatively consistent across 2022 and 2021, due to the consistent level of grants and contributions.



Unrestricted current ratio

- The 'unrestricted current ratio' is specific to local government and represents the Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.
- The Council exceeded the OLG benchmark for the current reporting period.
- The Council's unrestricted current ratio has remained relatively steady.

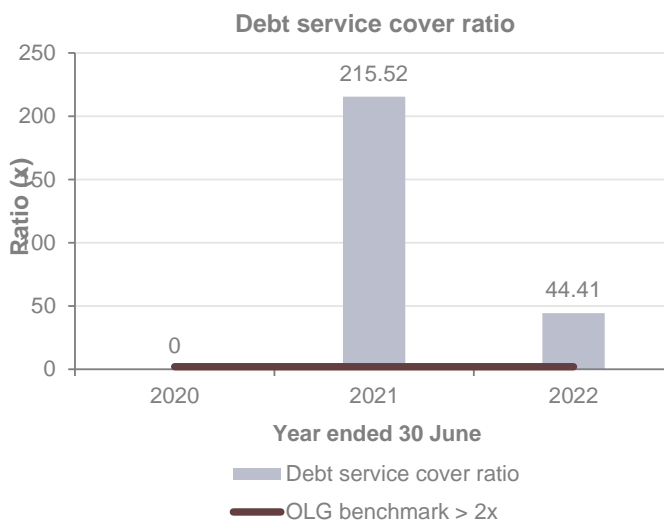


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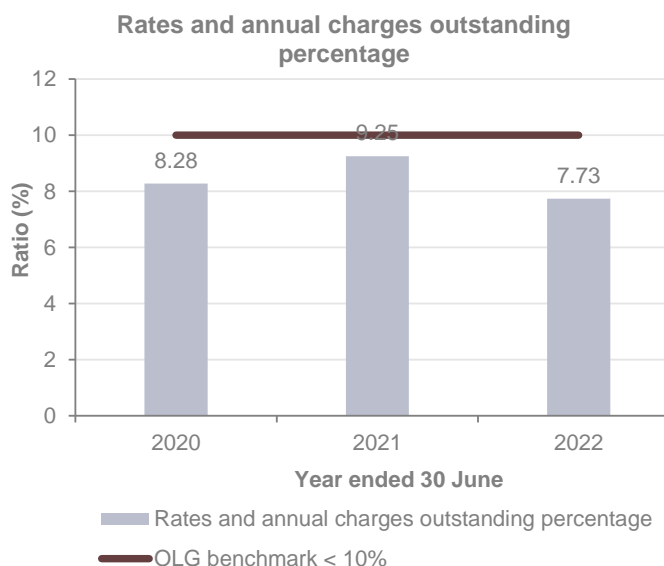
Debt service cover ratio

- The ‘debt service cover ratio’ measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.
- The Council exceeded the OLG benchmark for the current reporting period.
- The Council has increased external borrowings in 2022, compared to 2021. As such, there is a reduced debt service cover ratio.



Rates and annual charges outstanding percentage

- The ‘rates and annual charges outstanding percentage’ assesses the impact of uncollected rates and annual charges on the Council’s liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.
- The Council met the OLG benchmark for the current reporting period which is a reflection of sound debt recovery procedures at the Council.
- The rates and annual charges outstanding percentage has decreased from the previous year as debt recovery actions have recommenced post COVID-19 impact.

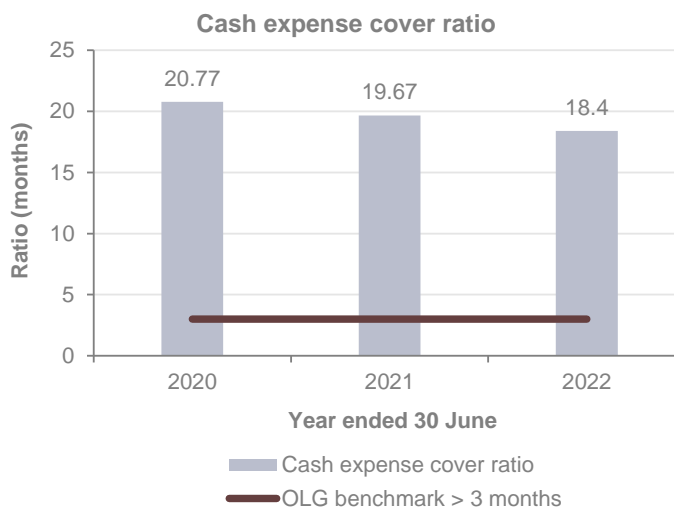


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Cash expense cover ratio

- This liquidity ratio indicates the number of months the Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.
- The Council exceeded the OLG benchmark for the current reporting period. This indicates that the Council had the capacity to cover 18.4 months of operating cash expenditure without additional cash inflows at 30 June 2022.
- The cash expense cover ratio has remained steady.



Infrastructure, property, plant and equipment renewals

The Council renewed \$7.6 million of assets in the 2021-22 financial year, compared to \$8.9 million of assets in the 2020-21 financial year. The decrease is primarily due to:

- Decrease of \$1.4 million of direct renewals for roads;
- Decrease of \$1.4 million of direct renewals for swimming pool; and
- Offset by a \$1.0 million increase in direct renewals for buildings and other structures.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council’s accounting records or financial statements. The Council’s:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

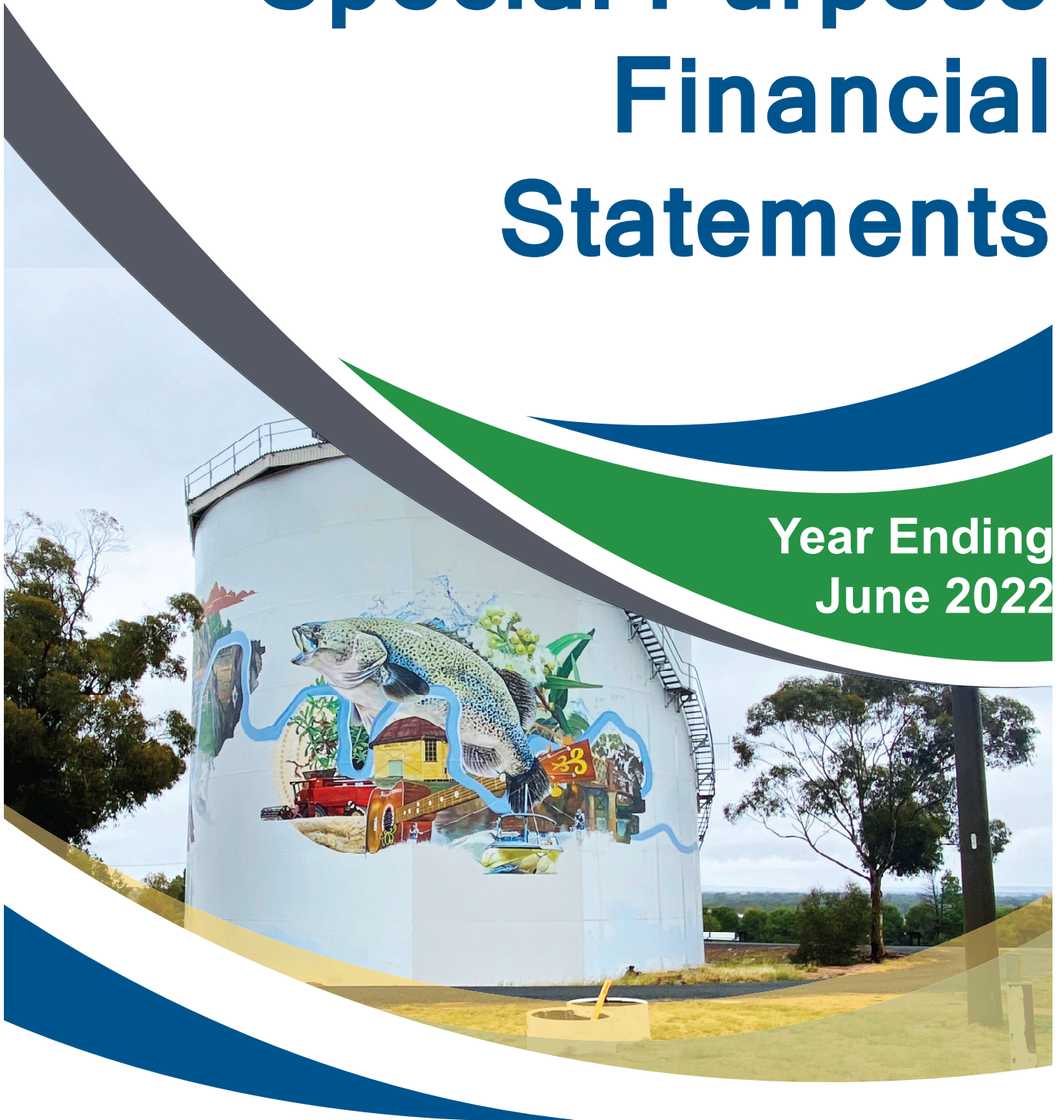
Hong Wee Soh
 Delegate of the Auditor-General for New South Wales

- cc: Mr George Cowan, General Manager
 Mr John Batchelor, Chair of Audit, Risk and Improvement Committee
 Mr Michael Cassel, Secretary of the Department of Planning and Environment

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Special Purpose Financial Statements

Year Ending
June 2022



Narrandera Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2022

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Narrandera Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2022

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:


- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

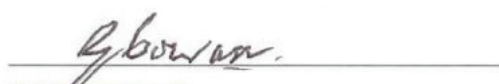
Signed in accordance with a resolution of Council made on 16 August 2022.



Mr Neville Kchenka
Mayor
 16 August 2022



Mr Cameron Lander
Councillor
 16 August 2022



Mr George Cowan
General Manager
 16 August 2022



Mr Martin Hiscox
Responsible Accounting Officer
 16 August 2022



Mr Shane Wilson
Deputy General Manager Infrastructure
 16 August 2022

Narrandera Shire Council | Income Statement of water supply business activity | for the year ended 30 June 2022

Narrandera Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2022

\$ '000	2022	2021
Income from continuing operations		
Access charges	792	774
User charges	1,067	1,229
Fees	31	28
Interest and investment income	51	87
Total income from continuing operations	1,941	2,118
Expenses from continuing operations		
Employee benefits and on-costs	452	379
Materials and services	1,348	1,142
Depreciation, amortisation and impairment	515	503
Net loss from the disposal of assets	18	46
Total expenses from continuing operations	2,333	2,070
Surplus (deficit) from continuing operations before capital amounts	(392)	48
Grants and contributions provided for capital purposes	16	4
Surplus (deficit) from continuing operations after capital amounts	(376)	52
Surplus (deficit) from all operations before tax	(376)	52
Less: corporate taxation equivalent (25%) [based on result before capital]	-	(12)
Surplus (deficit) after tax	(376)	40
Plus accumulated surplus	18,609	18,555
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	-	12
Closing accumulated surplus	18,233	18,607
Return on capital %	(1.7)%	0.2%
Subsidy from Council	1,224	244
Calculation of dividend payable:		
Surplus (deficit) after tax	(376)	40
Less: capital grants and contributions (excluding developer contributions)	(16)	(4)
Surplus for dividend calculation purposes	-	36
Potential dividend calculated from surplus	-	18

Narrandera Shire Council | Income Statement of sewerage business activity | for the year ended 30 June 2022

Narrandera Shire Council

Income Statement of sewerage business activity for the year ended 30 June 2022

\$ '000	2022	2021
Income from continuing operations		
Access charges	1,459	1,389
User charges	164	163
Interest and investment income	20	16
Total income from continuing operations	1,643	1,568
Expenses from continuing operations		
Employee benefits and on-costs	377	298
Borrowing costs	20	-
Materials and services	792	683
Depreciation, amortisation and impairment	311	308
Net loss from the disposal of assets	-	2
Total expenses from continuing operations	1,500	1,291
Surplus (deficit) from continuing operations before capital amounts	143	277
Grants and contributions provided for capital purposes	226	49
Surplus (deficit) from continuing operations after capital amounts	369	326
Surplus (deficit) from all operations before tax	369	326
Less: corporate taxation equivalent (25%) [based on result before capital]	(36)	(72)
Surplus (deficit) after tax	333	254
Plus accumulated surplus	12,091	11,765
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	36	72
Closing accumulated surplus	12,460	12,091
Return on capital %	1.0%	1.4%
Subsidy from Council	436	13
Calculation of dividend payable:		
Surplus (deficit) after tax	333	254
Less: capital grants and contributions (excluding developer contributions)	(226)	(49)
Surplus for dividend calculation purposes	107	205
Potential dividend calculated from surplus	54	103

Narrandera Shire Council | Statement of Financial Position of water supply business activity | for the year ended 30 June 2022

Narrandera Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2022

\$ '000	2022	2021
ASSETS		
Current assets		
Cash and cash equivalents	313	567
Investments	6,050	7,100
Receivables	326	394
Total current assets	6,689	8,061
Non-current assets		
Receivables	165	198
Infrastructure, property, plant and equipment	22,739	19,623
Total non-current assets	22,904	19,821
Total assets	29,593	27,882
LIABILITIES		
Current liabilities		
Payables	126	82
Total current liabilities	126	82
Total liabilities	126	82
Net assets	29,467	27,800
EQUITY		
Accumulated surplus	18,233	18,607
Revaluation reserves	11,234	9,193
Total equity	29,467	27,800

Narrandera Shire Council | Statement of Financial Position of sewerage business activity | for the year ended 30 June 2022

Narrandera Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2022

\$ '000	2022	2021
ASSETS		
Current assets		
Cash and cash equivalents	137	35
Investments	2,300	800
Receivables	201	166
Contract assets and contract cost assets	130	40
Total current assets	2,768	1,041
Non-current assets		
Infrastructure, property, plant and equipment	16,365	19,431
Total non-current assets	16,365	19,431
Total assets	19,133	20,472
LIABILITIES		
Current liabilities		
Borrowings	91	-
Total current liabilities	91	-
Non-current liabilities		
Borrowings	1,484	-
Total non-current liabilities	1,484	-
Total liabilities	1,575	-
Net assets	17,558	20,472
EQUITY		
Accumulated surplus	12,460	12,091
Revaluation reserves	5,098	8,381
Total equity	17,558	20,472

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2005* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Narrandera Council Water Supply

Council's water supply activities servicing the town of Narrandera, and which is established as a Special Rate Fund of Council.

Category 2

(where gross operating turnover is less than \$2 million)

a. Narrandera Sewerage Service

Council's sewerage reticulation & treatment activities servicing the town of Narrandera, and which is established as a Special Rate Fund of Council.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25% (20/21 26%)

Note – Significant Accounting Policies (continued)

Land tax – the first \$822,000 of combined land values attracts **0%**. For the combined land values in excess of \$822,000 up to \$5,026,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$5,026,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **4.85%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with the Department of Planning, Industry & Environment – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the Best Practice Management of Water Supply and Sewer Guidelines as a ‘dividend for taxation equivalent’, may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to the DPIE – Water guidelines is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (20/21 26%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the ‘Council’ as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face ‘true’ commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council’s borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses ‘would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field’.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council’s business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.66% at 30/6/22.

Note – Significant Accounting Policies (continued)

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2022 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Best Practice Management of Water Supply and Sewer Guidelines, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Narrandera Shire Council

To the Councillors of Narrandera Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Narrandera Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2022, the Statement of Financial Position of each Declared Business Activity as at 30 June 2022 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's Declared Business Activities as at 30 June 2022, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

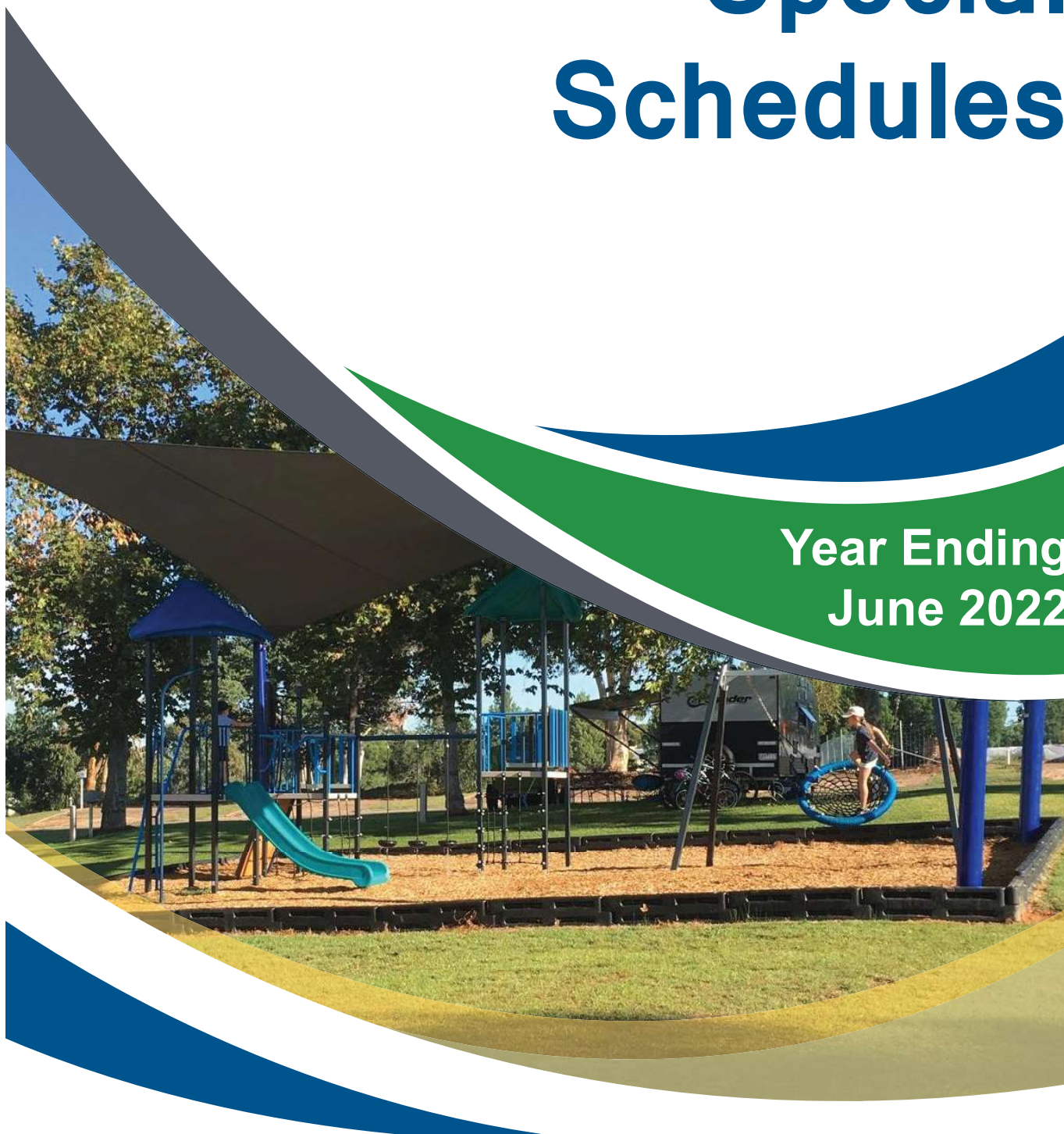


Hong Wee Soh
Delegate of the Auditor-General for New South Wales

30 September 2022
SYDNEY

Special Schedules

Year Ending
June 2022



Narrandera Shire Council

Special Schedules

for the year ended 30 June 2022

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Narrandera Shire Council | Permissible income for general rates | for the year ended 30 June 2022

Narrandera Shire Council

Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
Notional general income calculation ¹			
Last year notional general income yield	a	5,104	5,193
Plus or minus adjustments ²	b	(1)	21
Notional general income	c = a + b	5,103	5,214
Permissible income calculation			
Special variation percentage ³	d	0.00%	0.00%
Or rate peg percentage	e	2.00%	2.00%
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
Less expiring special variation amount	g	-	-
Plus special variation amount	h = d x (c + g)	-	-
Or plus rate peg amount	i = e x (c + g)	102	104
Or plus Crown land adjustment and rate peg amount	j = f x (c + g)	-	-
Sub-total	k = (c + g + h + i + j)	5,205	5,318
Plus (or minus) last year's carry forward total	l	(2)	17
Less valuation objections claimed in the previous year	m	-	(7)
Sub-total	n = (l + m)	(2)	10
Total permissible income	o = k + n	5,203	5,328
Less notional general income yield	p	5,193	5,308
Catch-up or (excess) result	q = o - p	10	20
Plus income lost due to valuation objections claimed ⁴	r	7	-
Less unused catch-up ⁵	s	-	-
Carry forward to next year ⁶	t = q + r + s	17	20

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Narrandera Shire Council

To the Councillors of Narrandera Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Narrandera Shire Council (the Council) for the year ending 30 June 2023.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Hong Wee Soh
Delegate of the Auditor-General for New South Wales

30 September 2022
SYDNEY

Narrandera Shire Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

Narrandera Shire Council

Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard				2021/22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
		to bring assets to satisfactory standard	to bring assets to agreed level of service set by Council	2021/22 Required maintenance ^a	2021/22 Actual maintenance				1	2	3	4	5	
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000							
Buildings	Buildings – non-specialised	431	–	446	182	10,328	29,571	1.0%	11.0%	47.0%	38.0%	3.0%		
	Buildings – specialised	204	–	221	89	8,805	15,974	32.0%	3.0%	24.0%	39.0%	2.0%		
	Sub-total	635	–	667	271	19,133	45,545	11.9%	8.2%	38.9%	38.4%	2.6%		
Other structures	Other structures	466	–	217	416	11,102	19,217	38.0%	6.0%	26.0%	26.0%	4.0%		
	Sub-total	466	–	217	416	11,102	19,217	38.0%	6.0%	26.0%	26.0%	4.0%		
Water supply network	Water supply network	9,811	–	581	1,113	20,235	40,666	16.0%	7.0%	42.0%	28.0%	7.0%		
	Sub-total	9,811	–	581	1,113	20,235	40,666	16.0%	7.0%	42.0%	28.0%	7.0%		
Roads	Sealed roads pavement	6,030	–	160	394	20,138	32,050	3.0%	3.0%	93.0%	0.0%	1.0%		
	Sealed roads surface	5,513	–	397	982	8,237	17,771	17.0%	4.0%	16.0%	51.0%	12.0%		
	Unsealed roads pavement	3,342	–	255	761	18,154	25,341	64.0%	8.0%	7.0%	4.0%	17.0%		
	Bridges	1,743	–	75	–	9,190	15,203	7.0%	45.0%	43.0%	0.0%	5.0%		
	Footpaths	11	–	2	19	982	1,464	20.0%	77.0%	2.0%	0.0%	1.0%		
	Bulk earthworks	–	–	–	–	58,836	58,836	100.0%	0.0%	0.0%	0.0%	0.0%		
	Flood-ways	–	–	–	–	1,846	1,877	100.0%	0.0%	0.0%	0.0%	0.0%		
	Guardrail	16	–	1	–	289	378	50.0%	34.0%	14.0%	0.0%	2.0%		
	Kerb and guttering	–	–	6	34	3,602	6,124	0.0%	100.0%	0.0%	0.0%	0.0%		
	Traffic devices	38	–	1	–	824	978	76.0%	5.0%	19.0%	0.0%	0.0%		
Sub-total	16,693	–	897	2,190	122,098	160,022	52.0%	11.2%	25.8%	6.3%	4.7%			
Sewerage network	Sewerage network	2,963	–	162	801	15,565	23,780	30.0%	27.0%	31.0%	5.0%	7.0%		
	Sub-total	2,963	–	162	801	15,565	23,780	30.0%	27.0%	31.0%	5.0%	7.0%		
Stormwater drainage	Stormwater drainage	–	–	9	–	7,283	11,152	13.0%	87.0%	0.0%	0.0%	0.0%		
	Sub-total	–	–	9	–	7,283	11,152	13.0%	87.0%	0.0%	0.0%	0.0%		
Open space / recreational assets	Swimming pools	–	–	32	128	3,036	4,217	75.0%	0.0%	0.0%	25.0%	0.0%		
	Open Space & Recreational	103	–	14	–	839	1,602	28.0%	40.0%	15.0%	7.0%	10.0%		
	Sub-total	103	–	46	128	3,875	5,819	62.1%	11.0%	4.1%	20.0%	2.8%		
Total – all assets		30,671	–	2,579	4,919	199,291	306,201	37.4%	13.9%	29.0%	15.1%	4.6%		

(a) Required maintenance is the amount identified in Council's asset management plans.

continued on next page

Narrandera Shire Council

Report on infrastructure assets as at 30 June 2022 (continued)

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Narrandera Shire Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

Narrandera Shire Council

Report on infrastructure assets as at 30 June 2022

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
Buildings and infrastructure renewals ratio						
Asset renewals ¹	7,609					
Depreciation, amortisation and impairment	4,921	154.62%	214.32%	113.12%	66.81%	>= 100.00%
Infrastructure backlog ratio						
Estimated cost to bring assets to a satisfactory standard	30,671					
Net carrying amount of infrastructure assets	208,996	14.68%	14.52%	10.53%	1.27%	< 2.00%
Asset maintenance ratio						
Actual asset maintenance	4,919					
Required asset maintenance	2,579	190.73%	119.07%	170.30%	208.37%	> 100.00%
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	-	0.00%	0.00%	0.00%	0.00%	
Gross replacement cost	306,201					

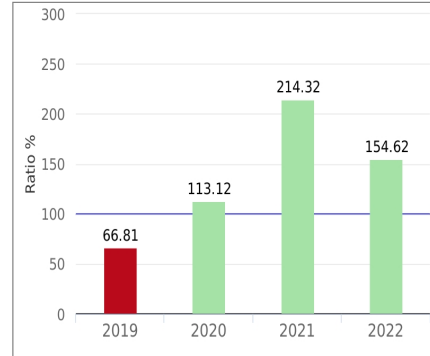
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Narrandera Shire Council

Report on infrastructure assets as at 30 June 2022

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

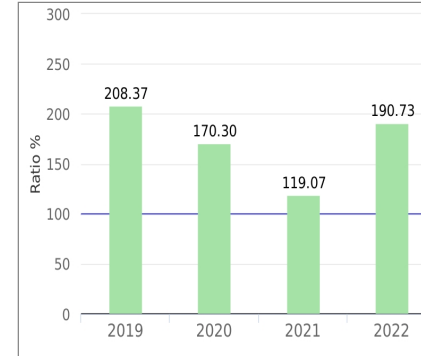
Commentary on result	
21/22 ratio	154.62%
At 30 June 2022 Council has a significant amount of renewal projects listed as work in progress	

Benchmark: — $\geq 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark
Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

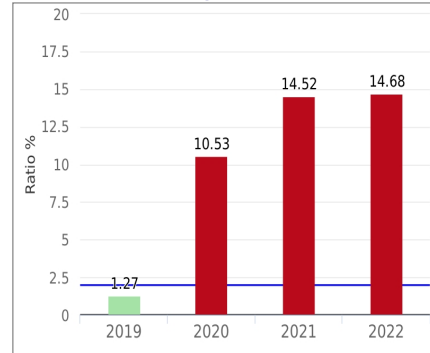
Commentary on result	
21/22 ratio	190.73%
Council is expending sufficient funds to ensure the infrastructure backlog ratio remains at a satisfactory level	

Benchmark: — $> 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark
Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

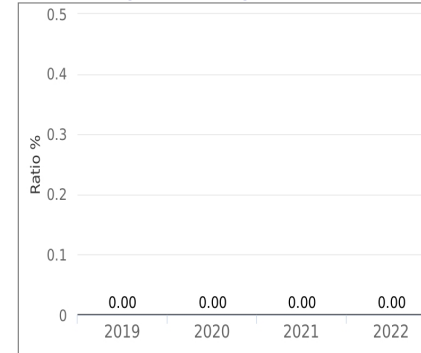
Commentary on result	
21/22 ratio	14.68%
Council is currently maintaining the infrastructure backlog ratio	

Benchmark: — $< 2.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark
Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result	
21/22 ratio	0.00%

Narrandera Shire Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

Narrandera Shire Council

Report on infrastructure assets as at 30 June 2022

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2022	2021	2022	2021	2022	2021	
Buildings and infrastructure renewals ratio							
Asset renewals	177.93%	224.31%	0.00%	177.08%	91.80%	166.01%	>= 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	10.33%	13.10%	48.49%	22.44%	19.04%	19.31%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	163.67%	93.44%	191.57%	199.67%	494.44%	247.49%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Gross replacement cost							

Narrandera Shire Council

General Purpose Financial Statements

for the year ended 30 June 2022

Public Notice – Presentation of Financial Statements

Public notice – Presentation of financial statements

as per Section 418 (3) of the Local Government Act.

In accordance with Section 418 (3) of the *Local Government Act 1993 (NSW)*, Narrandera Shire Council advises that the ordinary Council meeting to be held on 18/10/2022 will include the presentation of the audited Financial Statements and the Auditor's Reports for the year ending 30/06/2022.

A summary of the Financial Statements is provided below.

	2022 \$ '000	2021 \$ '000
Income Statement		
Total income from continuing operations	30,443	28,923
Total expenses from continuing operations	23,282	19,778
Operating result from continuing operations	7,161	9,145
Net operating result for the year	7,161	9,145
Net operating result before grants and contributions provided for capital purposes	337	1,138
Statement of Financial Position		
Total current assets	32,878	30,089
Total current liabilities	(6,722)	(6,495)
Total non-current assets	224,190	218,780
Total non-current liabilities	(2,426)	(533)
Total equity	247,920	241,841
Other financial information		
Unrestricted current ratio (times)	5.99	5.03
Operating performance ratio (%)	0.28%	5.42%
Debt service cover ratio (times)	44.41	215.52
Rates and annual charges outstanding ratio (%)	7.73%	9.25%
Infrastructure renewals ratio (%)	154.62%	214.32%
Own source operating revenue ratio (%)	46.51%	44.46%
Cash expense cover ratio (months)	18.40	19.67

In accordance with Section 420 of the *Local Government Act, 1993*, any person may make a submission in writing to Council with respect to the Council's Audited Financial Statements or the Auditor's Reports.

Copies of the Audited Financial Statements and the Auditor's Reports may be inspected at:

Internet: www.narrandera.nsw.gov.au

Locations: 141 East Street Narrandera NSW 2700

Submissions close one week after the above public meeting has been held.



Cr Kschenka #629827 ✓

Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884



Disclosures by Councillors and Designated Persons Return

1. Pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the General Manager after becoming a Councillor or Designated Person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a Councillor or Designated Person.
3. If you have previously lodged a return with the General Manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Councillor or Designated Person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the General Manager in a register of returns. The General Manager is required to table all returns at a Council meeting.

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You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	NEVILLE RAYMOND KSCHEHENKA
as at	30th JUNE 2022
in respect of the period from	30/6/21 to 30/6/22
Signature	[REDACTED]
Date	10/8/22

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
[REDACTED]	OWNER - PLACE OF BUSINESS LANDLORD OWNER AND RESIDENCE TENANT AND PLACE OF BUSINESS

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
RETAILER LANDLORD	SELF EMPLOYED DIRECTOR NR TCP. KSCHEHENKA	CUSTOM MUSIC PTY LTD
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
nil		nil

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
<p>NARRANDERA SHIRE COUNCIL - COUNCILLOR FEES COMMONWEALTH BANK (CBA) INTEREST</p>	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
nil	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
nil		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
CUSTOM MUSIC PTY LTD	SHARE HOLDER	DIRECTOR	RETAILER OF MUSICAL INSTRUMENTS, SECURITY, SOUND & LIGHTING EQUIPMENT

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NALLANDERA BUSINESS GROUP INC.	MEMBER

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NATIONAL AUSTRALIA BANK.

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

Nil

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

Nil

J. Discretionary disclosures

Nil



Cr Lander

629828



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

1. Pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
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3. If you have previously lodged a return with the General Manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Councillor or Designated Person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information


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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	<i>Cameron James Rander</i>
as at	<i>9 August 2022</i>
in respect of the period from	<i>10 March 2022</i> to <i>9 August 2022</i>
Signature	 <i>23 December 2021 to 30 June 2022</i>
Date	<i>9 August 2022</i>

2022
[Signature]

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	<i>Primary Residence Joint Owner</i>

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
<i>Secretary-Manager</i>	<i>Secretary-Manager (honorary) Narrawahua Bowling & Recreation Club</i>	<i>N/A</i>
<i>Councillor</i>	<i>Deputy Mayor Narrawahua Shire Council</i>	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
<i>N/A</i>		

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
CSS Superannuation Pension	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
N/A	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
Narrandera Shire Council	28.2 - 2.3.22 18.6 - 22.6.22	South Aust - NSW NSW - ACT

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
N/A Narrandera Community & Friends 22 Roberts St Narrandera NSW	N/A	Secretary	Not-for-profit association that assists other N-F-Ps to promote Narrandera Shire's interests.

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
N/A	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

N/A

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

N/A

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

N/A

J. Discretionary disclosures

N/A

Cv Clarke # 629835



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

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6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information


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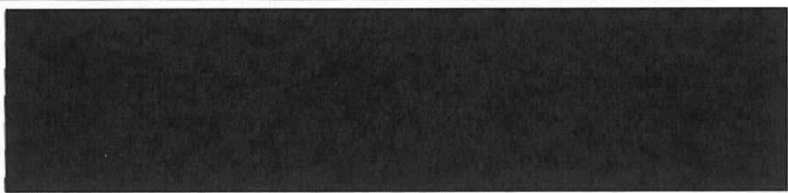
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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	Cr Jenny Clarke.
as at	NARRANDERA 16/8/22 1st July 2022 to 30 th June 2023 ^{466.}
in respect of the period from	30 th June 2021 ^{to} 30 th June 2022
Signature	
Date	16 th August, 2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	owner. owner owner

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Councillor Post Pension Rent	Narrandera Shire Centre link Rental Property	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL.		NIL.

<p>3</p> <ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
<p>Include description sufficient to identify the person from whom, or the circumstances in which, that income was received</p>
<p> </p>

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NIL

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NIL

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NIL

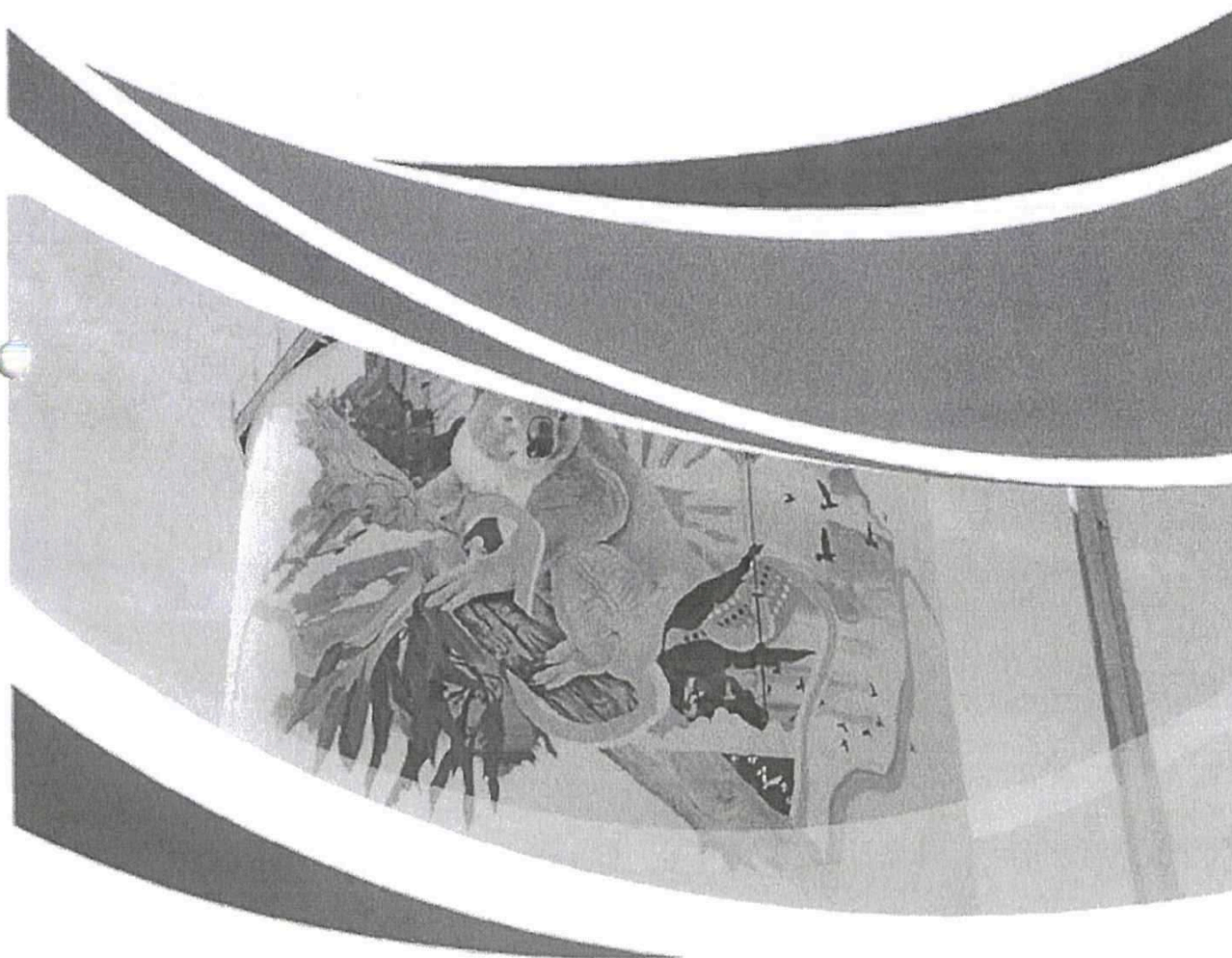
J. Discretionary disclosures

NIL

Cr Dawson # ~~629830~~
629837



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

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4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

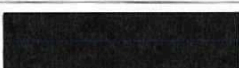
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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	CR PETER DAWSON
as at	30TH JUNE 2022
in respect of the period from	APR 23.12.2021 to 30.6.2022 17.1.2022
Signature	
Date	4 th August 2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	PART OWNER PART OWNER DIRECTOR

B. Sources of income		
1		
<ul style="list-style-type: none"> Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: Sources of income I received from an occupation at any time since 30 June: 		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
COUNCILLOR	NARRANDERA SHIRE COUNCIL EAST ST NARRANDERA NSW 2700	
2		
<ul style="list-style-type: none"> Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: Sources of income I received from a trust during the return period: 		
Name and address of settlor		Name and address of trustee
PETER DAWSON INSURANCE PTY LIMITED 69 VICTORIA AV NARRANDERA NSW 2700		PETER DAWSON 69 VICTORIA AV NARRANDERA NSW 2700

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
COUNCILLOR DUTIES	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
Nil	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
Nil		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
PETER DAWSON FAMILY TRUST	DIRECTOR		

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
<i>Nil</i>	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

Nil

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

Nil

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

Nil

J. Discretionary disclosures

Nil

C. Lewis
#629839



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

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4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
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7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	TRACEY LEWIS
as at	19 LAKE DRIVE
in respect of the period from	30 June 21 to 30 June 22
Signature	
Date	16/8/22.

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	owner.

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Hairstressing owner/operator	19 LAKE DRIVE NARRANDERRA	Tracey Lewis.
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		NIL

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
<p>Include description sufficient to identify the person from whom, or the circumstances in which, that income was received</p>	
<p>NIL</p>	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
<p>NIL</p>	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
<p>NIL</p>		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
<p>NIL</p>			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

Pepper Home Loans
Narrandera Shire Council.
Volswagan. Loan.

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NIL

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NIL

J. Discretionary disclosures

NIL,

es Lyons
629829



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884



Disclosures by Councillors and Designated Persons Return

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3. If you have previously lodged a return with the General Manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Councillor or Designated Person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	Bradlen Lyons
as at	[REDACTED] 16/8/22
in respect of the period from	23/12/21 20 June 21 to 30 June 22
Signature	[REDACTED]
Date	16/8/22

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
NIL	NIL

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June:		
• Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
SLSO	Narrandera High School	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June:		
• Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		NIL

<p>3</p> <ul style="list-style-type: none"> • Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of other income I received at any time since 30 June:
<p>Include description sufficient to identify the person from whom, or the circumstances in which, that income was received</p>
<p>SLSO - Narrandera High School</p>

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	NIL

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL	NIL	NIL

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL	NIL	NIL	NIL

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	NIL

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June
Commonwealth Bank loan - car

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NIL

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NIL

J. Discretionary disclosures

NIL

Cr Morris
#629830



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

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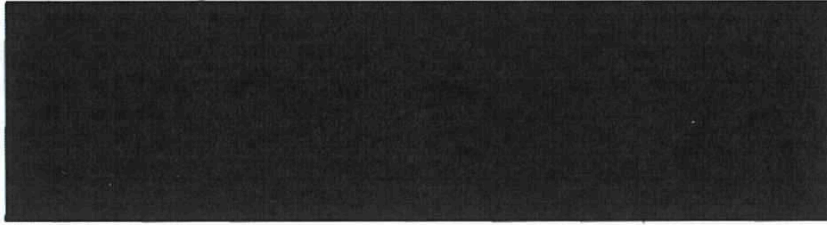
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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	CR KEVIN MORRIS
as at	18-8-2022
in respect of the period from	30/6/21 to 30 June 22
Signature	
Date	18-8-2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	OWNER OWNER OWNER OWNER

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
FARMER	FARM OWNER	IVA
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NA		NA

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NA	NA

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NA		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NA			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NA	NA

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NAB BANK

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NA

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NA

J. Discretionary disclosures

VILL



By Friday!

#629834

Navelle

Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

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7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	Maureen Narelle Payne
as at	16th August 2022
in respect of the period from	30/6/21 to 30/6/22
Signature	
Date	16/8/22

Insert additional lines in the table below, if necessary.

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	Home ownership

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Retired teacher (Superannuation)	1st State Super Fund	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		NIL

<p>3</p> <ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
<p>Include description sufficient to identify the person from whom, or the circumstances in which, that income was received</p>
<p><u>Tutoring:</u> See attached sheet</p>

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	NIL

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL	NIL	NIL

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL	NIL	NIL	NIL

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	NIL

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

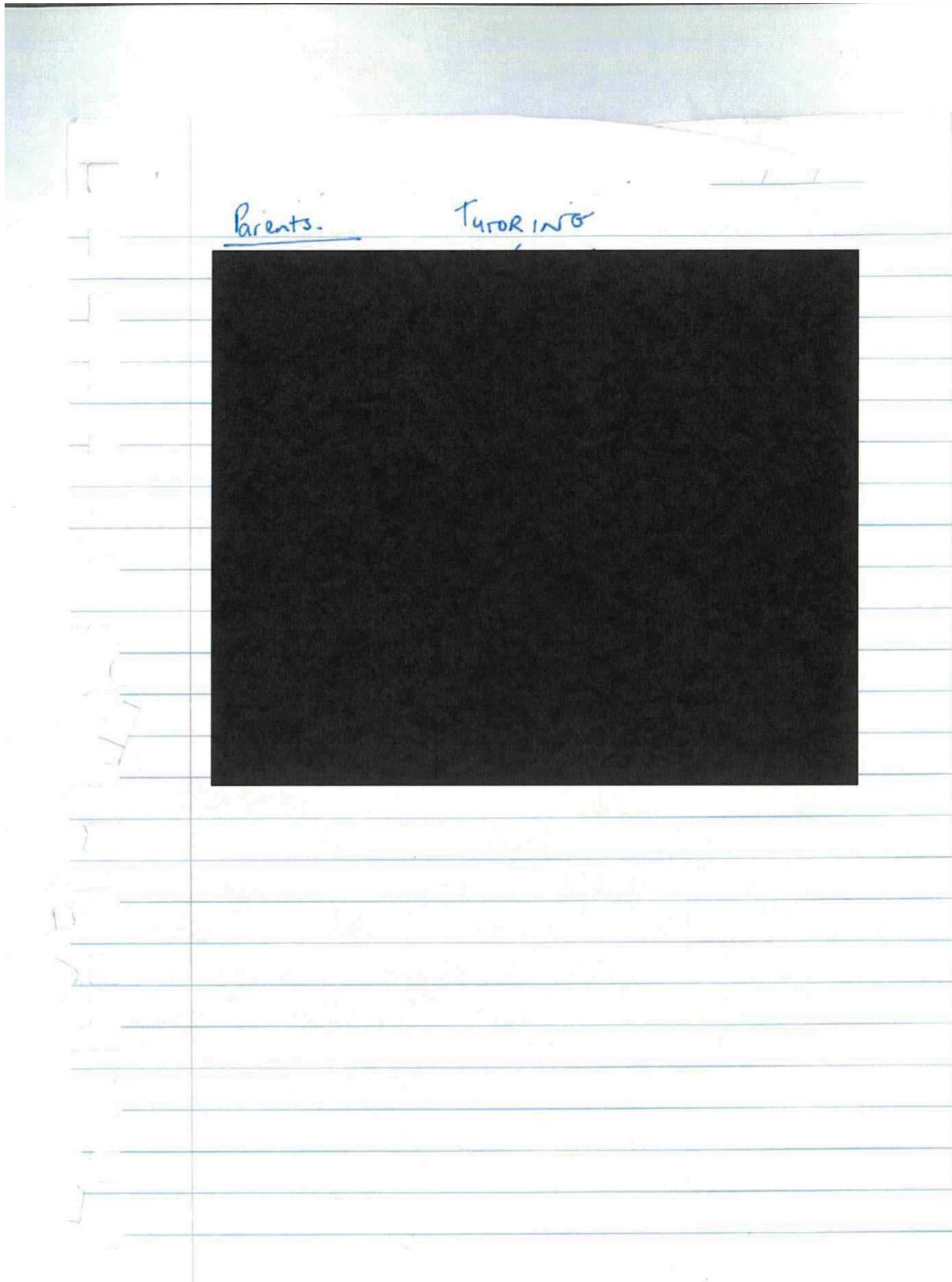
NIL

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time	NIL
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property	NIL

J. Discretionary disclosures

NIL





CR SUE RUFFLES #629832

12/8/22.

Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	SUSAN ANN RUFFLES
as at	12 th AUGUST, 2022
in respect of the period from	^{Ruffles} 1st JULY 2022 to 30th JUNE 2023 23 rd December 2021 to 30 th June 2022 ^{Ruffles}
Signature	
Date	12.08.2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
	MY RESIDENTIAL PARTNER'S PROPERTY DAUGHTER'S PROPERTY SISTER'S RESIDENCE COUSIN'S RESIDENCE MY PROPERTY

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
EDUCATION	NSW DEPARTMENT OF EDUCATION AS PART-TIME PRINCIPAL LEADERSHIP	NIL
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		NIL

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
<p>RENT FROM TENANTS NH AT PROPERTY 8A RIVERINE STREET NARRANDERA</p>	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
N/A	N/A

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
N/A	N/A	N/A

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL	NIL	NIL	NIL

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	NIL

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NIL

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time	N/A
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property	N/A

J. Discretionary disclosures

N/A

C. Fahey

#563278



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884



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DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	DAVID FAHEY
as at	
in respect of the period from	30 JUNE 2021 to 3 DECEMBER 2021
Signature	[REDACTED]
Date	31/1/22

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
[REDACTED]	owner

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Hotelier	self	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		

<p>3</p> <ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
<p>Include description sufficient to identify the person from whom, or the circumstances in which, that income was received</p>
<p>NARRANDERA SHIRE COUNCIL - COUNCILLOR FEES</p>

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NO	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NO

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NO

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NO

J. Discretionary disclosures

X603279.

C. Byron



Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

1. Pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the General Manager after becoming a Councillor or Designated Person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a Councillor or Designated Person.
3. If you have previously lodged a return with the General Manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Councillor or Designated Person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information


This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the General Manager in a register of returns. The General Manager is required to table all returns at a Council meeting.

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You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	BARBARA ANNE BRYON
as at	10th FEBRUARY 2022
in respect of the period from	30th June 2021 to 30th June 2022 3rd Dec 2021 3rd Dec. 2021
Signature	
Date	10th Feb. 2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
NIL	NIL

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
NIL		
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
NIL	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

G. Positions in trade unions and professional or business associations	
Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts
Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June
NIL

I. Dispositions of property
1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time
NIL
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property
NIL

J. Discretionary disclosures
NIL



Cowan #629840

Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

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4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

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You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	George Beecher Cowan
as at	3/3/22 2022
in respect of the period from	30/6/2021 01/07/21 to 30/6/22
Signature	
Date	3/3/22

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
NIL	

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
General Manager	Norrandera Shire Council	N/A
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		.

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
<p><i>Active Super</i> <i>Australian Government.</i></p>	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
<i>NIL</i>	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
<i>NIL</i>		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
<i>NIL</i>			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NIL

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NIL

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NIL

J. Discretionary disclosures



Hiscox #629842

Disclosures by Councillors and Designated Persons Return



NARRANDERA SHIRE COUNCIL

Chambers: 141 East Street Narrandera NSW 2700
Email: council@narrandera.nsw.gov.au

Phone: 02 6959 5510
Fax: 02 6959 1884

**Disclosures by Councillors and Designated Persons Return**

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4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

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You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	Martin Hiscox.
as at	30/6/2022.
in respect of the period from	30/6/2021 to 30/6/2022.
Signature	<i>MH</i> [Redacted]
Date	3/8/2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
[Redacted]	Residence owned with spouse.

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Deputy General Manager	Narrandera Shire Council 141 East St Narrandera 2700	N/A.
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		

3

- Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June:
- Sources of other income I received at any time since 30 June:

Include description sufficient to identify the person from whom, or the circumstances in which, that income was received

Interest from bank accounts and dividends from ASX listed companies.

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
<i>None material.</i>	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
<i>NIL</i>		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
<i>No interest in excess of 10% of voting rights</i>			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

Yes No

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts

Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June

NIL

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

NIL

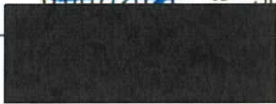
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

NIL

J. Discretionary disclosures

NIL

#629841

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS	
by	Shane Wilson - Deputy General Manager Infrastructure
as at	30 June 2022
in respect of the period from	30/6/21 to 30/06/2022
Signature	
Date	09/08/2022

Insert additional lines in the table below, if necessary

A. Real property	
Street address of each parcel of real property in which I had an interest - at the return date / at any time since 30 June	Nature of Interest
NIL	

B. Sources of income		
1 • Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from an occupation at any time since 30 June:		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
Deputy General Manager	Narrandera Shire Council	
2 • Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: • Sources of income I received from a trust during the return period:		
Name and address of settlor		Name and address of trustee
NIL		

3	<ul style="list-style-type: none"> Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: Sources of other income I received at any time since 30 June:
Include description sufficient to identify the person from whom, or the circumstances in which, that income was received	
NIL	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor
NIL	

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
NIL		

E. Interests and positions in corporations			
Name and address of each corporation in which I had an interest or held a position - at the return date / at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
NIL			

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

G. Positions in trade unions and professional or business associations	
Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) - at the return date / at any time since 30 June	Description of position
NIL	

H. Debts
Name and address of each person to whom I was liable to pay any debt - at the return date / at any time since 30 June
Society One - Sydney NSW

I. Dispositions of property	
1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time	NIL
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property	NIL

J. Discretionary disclosures
NIL